

Report to the Legislature

Expansion of the Basic Food Employment and Training Program (BFET)

As required by RCW 74.04.535

November 2015

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Basic Food Employment and Training Program

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Washington State Department of Social & Health Services

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I. EXECUTIVE SUMMARY

RCW 74.04.535 requires the Department of Social and Health Services (DSHS), Employment Security Department (ESD), and the State Board for Community and Technical Colleges (SBCTC) to work in partnership to expand Washington State's Basic Food (formerly known as food stamps) Employment and Training (BFE&T or BFET) program. At the time this legislation was passed in March 2010, BFET services were provided at 12 colleges and six community-based organizations (CBO) in King, Skagit, Snohomish, and Whatcom counties. The law required the three state agencies to expand the program to three additional community colleges or other community-based locations, and to expand capacity at participating colleges by the end of 2010.

The law also required the three agencies to annually track and report outcomes of the program, including those achieved through performance-based contracts. Reported outcomes include:

1. Federal funding received
2. Number of participants served
3. SBCTC Student Achievement Momentum points¹
4. Number of participants who enter employment:
 - a. During participation, or
 - b. After participation in BFET
5. Average wage of jobs attained

By April 2011, the Department had exceeded the program growth requirements of RCW 74.04.535. Since that time, the remaining Washington State community and technical colleges and 20 additional community based organizations have signed on to offer BFET services. There are now 34 colleges and 31 CBOs providing BFET services.

The following counties are operating BFET activities through a college (CC) or CBO as of August 1, 2015:

Chelan – 1 CC

Clark – 1 CC

Clallam – 1 CC

Cowlitz – 1 CC

Franklin – 1 CC; 1 CBO

Grant – 1 CC

Grays Harbor – 1 CC

King – 11 CCs; 16 CBOs

Kitsap – 1 CC

Lewis – 1 CC

Pierce – 4 CCs; 6 CBOs

¹ Student Achievement Momentum Points is an SBCTC initiative aimed at measuring colleges and awarding funds to them for improvements in the significant steps students take towards higher achievement. See chart in Section V.

Skagit – 1 CC
Snohomish – 2 CCs; 3 CBOs
Spokane – 2 CCs; 3 CBOs
Thurston – 1 CC
Walla Walla – 1 CC
Whatcom – 2 CCs; 2 CBOs
Yakima – 1 CC

In addition to required BFET program reported outcomes, this report includes the following information: (1) an overview of the program; (2) FFY 2015 reimbursement activity and outcomes to date; (3) amount of federal funding approved for FFY 2015; and (4) a summary of BFET program expansion approved under the new state plan.

II. PROGRAM OVERVIEW

The Washington State Basic Food Employment and Training (BFET) program provides job search, job search training, self-directed job search, educational services, skills training, help with development of self-employment microenterprises, post-employment support services, and other employment and self-employment opportunities to Basic Food recipients not participating in the state’s Temporary Assistance for Needy Families (TANF) program. The BFET program is an important part of the state’s comprehensive workforce development system serving the needs of low-income individuals, indigent workers, and employers by encouraging financial independence from public assistance through personal responsibility and gainful employment.

During FFY 2015, the Department of Social and Health Services (DSHS) and other public and private agencies operated a 50/50 match program with 29 community-based organizations (CBO), 34 community and technical colleges, and the Office of Refugee and Immigrant Assistance (ORIA). BFET offers services in 26 of the 39 counties in Washington State (Asotin, Benton, Chelan, Clallam, Clark, Cowlitz, Ferry, Franklin, Grant, Grays Harbor, King, Kitsap, Lewis, Mason, Pacific, Pend Oreille, Pierce, Skagit, Snohomish, Spokane, Stevens, Thurston, Wahkiakum, Walla Walla, Whatcom, and Yakima Counties). ORIA sub-contracted with thirteen of the 29 CBOs across the state to administer BFET services (see program narrative under CBO descriptions below).

The program provided employability assessments and a menu of services to eligible participants. These services included:

- Assessment
- Case management
- Job readiness training
- Basic skills/ESL training (e.g., literacy, math, vocational ESL, High School Equivalency preparation)

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- Vocational training, job search assistance, job placement, and support services (e.g., transportation, child care, housing, clothing, and skill/wage progression)

Some college programs typically attended by BFET participants were:

- Business Management and Administration - The highest enrollments in this career cluster are in office management, business administration, and accounting.
- Health Services - Health services include programs such as medical, dental, and nursing assistants, radiation technicians, and medical records clerks.
- Information Technology - This cluster includes computer systems technician programs, computer programming, and digital media.
- Manufacturing - Welding makes up the majority of students in this career cluster.
- Nursing- One of the largest populations of BFET students are involved in Practical Nursing and Registered Nursing classes. Nursing assistants are classified in the health services sector.
- Transportation, Distribution and Logistics - Includes auto mechanic and truck/bus drivers.
- Basic Skills.

Washington will continue to provide these services for FFY 2016 and the State projects an approximate 50% increase in total participant capacity and a net increase of four CBOs to the program. The apparent large increase is due to the improved outcome measures that DSHS has implemented when compiling budgets. In previous years, the total number of clients included a mix of new and carry-over [from prior year] clients as well as duplication from multiple activities. As a comparison, FFY 2015 estimated a duplicated count of 22,321. This year's duplicated count is estimated at 34,066. As Washington State refines outcomes reporting, we have begun to emphasize tracking of the new unduplicated clients, at 16,784 for FFY 2016.

Total budgeted costs are expected to rise by 2.4% during the next fiscal year due to caseload growth with increased demand for employment and training services, as well as adding four (4) new partner organizations.

The cost per participant when taking into consideration total (new + carry-over) clients has decreased by 32%, from approximately \$1,657 per client to approximately \$1,123 per client. This is based on realignment of tracking the number of clients, process improvements through efforts such as Lean² and a decrease in participant reimbursements.

² Lean is a term coined by Toyota, in which a company goes through a systematic method to minimize wasteful processes. See www.lean.org for more information.

Washington will again request carryover of the 100% federal grant funding unused by other states, if the United States Department of Agriculture (USDA) Food and Nutrition Service (FNS) makes these funds available later in the year.

Future service expansion is dependent on the availability of partners with the necessary state and local funds to provide as matching funds in the affected counties. Community and technical college expansion has reached its limits with all 34 community/technical colleges in the state now partnering with the Department to administer BFET services. The Department continues efforts to recruit more CBOs in unserved or underserved parts of the state to provide needed support and “wraparound” services key to participant success.

III. BFET HIGHLIGHTS FOR FFY 2015

From August 1, 2014 to July 31, 2015, BFET served 19,659 participants. Of those individuals who completed/exited BFET services during the fourth calendar quarter of 2013, 61% became employed within 12 months with a median hourly wage of \$12.06.

Outcomes reported to FNS during FFY 2015 include:

Between April and June 2012: 2,119 individuals began BFET activities. Of these 1,530 (72%) obtained employment, within the **24** subsequent months, with a median hourly wage of \$11.09.

Between July and September 2012: 2,826 individuals began BFET activities. Of these 2,058 (73%) obtained employment, within the **24** subsequent months, with a median hourly wage of \$11.13.

Between October and December 2012: 2,019 individuals began BFET activities. Of these 1,461 (72%) obtained employment, within the **24** subsequent months, with a median hourly wage of \$11.10.

Between January and March 2013: 2,970 individuals began BFET activities. Of these, 1,807 obtained employment, within the **12** subsequent months, with a median hourly wage of \$10.69.

Between April and June 2013: 2,494 individuals began BFET activities. Of these, 1,545 obtained employment, within the **12** subsequent months, with a median hourly wage of \$10.84.

Between July and September 2013: 4,277 individuals began BFET activities. Of these, 2,648 obtained employment, within the **12** subsequent months, with a median hourly wage of \$11.00.

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Between October and December 2013: 2,376 individuals began BFET activities. Of these, 1,468 obtained employment, within the **12** subsequent months, with a median hourly wage of \$11.23.

IV. REIMBURSEMENT ACTIVITY AND OUTCOMES

For the first 10 months of FFY 2015, as of July 31, 2015, the BFET program:

- Served 17,763 participants.
- Was awarded \$4,829,221 in 100% federal grant funding and has expended \$1,364,247 of the award.
- Was approved to receive up to \$13,874,224 in federal 50/50 matching funds for participant reimbursement and additional E&T expenditures.
- Expended \$8,348,386 in matching federal funds.
- Provided and spent \$8,220,598 in local matching funds.

It is important to note that the federal fiscal year (October 1, 2014 to September 30, 2015) does not end until September 30, 2015. The Department anticipates that BFET partners will bill an additional \$6 million in requests for federal matching funds.

V. BFET STUDENT ACHIEVEMENT MOMENTUM POINTS

See NOTE below³ for explanation of the following chart.

Basic Food Education and Training Student Achievement Momentum Points



Academic Year: 2014-15

Title	Basic Skills	College Readiness English	College Readiness Math	First 15 Credits	First 30 Credits	First 45 Credits	Quantitative/ Computation	Retention Point	Completion Points	Total Points
Bates	75	53	101	98	116	74	36	100	74	727
Bellevue	72	44	61	110	63	71	34	182	52	689
Bellingham	32	77	172	157	129	109	125	176	32	1,009
Big Bend	32	24	33	34	27	31	14	50	14	259
Cascadia	0	2	21	6	4	4	5	9	2	53
Centralia	50	75	104	75	67	52	42	116	15	596
Clark	173	103	139	109	102	83	36	234	47	1,026
Clover Park	49	116	136	123	100	82	45	152	65	868
Columbia Basin	1	18	49	36	28	26	18	58	13	247
Edmonds	148	35	59	100	76	65	27	125	37	672
Everett	69	13	9	62	33	30	0	65	22	303
Grays Harbor	44	81	73	60	49	32	14	75	6	434
Green River	143	50	69	123	85	56	23	132	40	721
Highline	61	76	81	121	81	61	39	155	42	717
Lake Washington	23	26	90	47	50	55	44	99	26	460
Lower Columbia	55	120	138	61	67	70	35	110	15	671
Olympic	41	158	162	116	120	94	62	239	60	1,052
Peninsula	85	65	89	72	62	50	34	98	40	595
Pierce Fort Steilacoom	0	0	0	0	0	0	0	0	0	0
Pierce Puyallup	0	0	0	0	0	0	0	0	0	0
Renton	57	9	50	64	47	38	18	57	31	371
Seattle Central	98	52	44	85	56	53	10	92	15	505
Seattle North	112	47	64	95	56	53	29	140	42	638
Seattle South	54	32	109	223	144	130	53	216	102	1,063
Seattle Vocational Institute	50	0	0	53	44	13	0	18	25	203
Shoreline	162	3	14	89	56	35	10	77	51	497
Skagit Valley	134	46	95	85	91	64	59	111	19	704
South Puget Sound	3	5	4	2	4	10	1	11	3	43
Spokane	285	103	74	161	109	91	94	158	37	1,112
Spokane Falls	39	35	21	82	73	62	27	107	18	464
Tacoma	116	109	149	86	77	59	51	173	54	874
Walla Walla	35	43	23	68	59	48	29	91	27	423
Wenatchee Valley	5	6	16	7	16	23	4	36	12	125
Whatcom	22	46	56	55	36	49	20	106	28	418
Yakima Valley	8	28	36	29	17	21	9	45	12	205
Totals	2,333	1,700	2,341	2,694	2,144	1,794	1,047	3,613	1,078	18,744

³NOTE:

Student Achievement Momentum Points is a State Board Initiative which began in 2006, and is aimed at measuring colleges and awarding funds to them for improvements in the significant steps students take towards higher achievement. Each point represents a BFET student reaching the goal or achievement described in each column. Some totals may include multiple achievements for the same student. In other words, a student may achieve a goal in more than one category, and may also achieve more than one level gain in Basic Skills. These achievement points, which are awarded by SBCTC are meaningful for all students across demographic characteristics (race, age, income, employment status), academic program or entering skill levels (basic skills, remedial, workforce education, academic transfer), intensity of enrollment (part-time or full-time enrollment), and type of institution attended (urban, rural, large, small, community college, technical college). Rigorous data analysis has identified achievement points that once accomplished, substantially improve students' chances of completing degrees and certificates.

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VI. PROGRAM SERVICES CONTINUED IN FFY 2015

A. ORIA

The Office of Refugee and Immigrant Assistance (ORIA) is located within the State of Washington, Department of Social and Health Services (DSHS), Economic Services Administration (ESA), Community Services Division (CSD). ORIA's goal is for refugee and immigrant families and individuals to succeed and thrive in Washington State. The ORIA BFET program provides BFET services statewide through contractual partnerships between DSHS and community-based organizations and WorkSource (Employment Security Department), Spokane. Services under the ORIA BFET program include:

- Job Search
- English as a Second Language (ESL) training
- Vocational education and training
- Case management
- Job retention services
- Support services

Current contractors through ORIA include:

- Asian Counseling and Referral (ACRS)
- WorkSource (Employment Security Department), Spokane
- Neighborhood House
- Refugee Women's Alliance (ReWA)
- Refugee Federation Service Center (RFSC)
- Refugee Immigrant Services Northwest (RISNW)
- Tacoma Community House
- TRAC Associates King
- TRAC Associates Pierce
- TRAC Associates Snohomish County
- World Relief Seattle
- World Relief Spokane
- World Relief Tri-Cities

B. Community Based Organizations (CBOs)

Current CBOs include:

Apprenticeship & Nontraditional Employment for Women (ANEW)

ANEW is one of the oldest non-profit organizations in the nation offering pre-apprenticeship training to women interested in pursuing a career in the construction and manufacturing industries. In addition to providing direct skills training, career navigation, and job prep services, ANEW also provides financial supportive services to men and women who are either exploring the possibility of pursuing an apprenticeship,

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or who are currently in an apprenticeship and need additional support to be successful in completing the program.

ANEW plans to provide the following employment and training activities and/or related support services to BFET-eligible clients:

- Informational sessions regarding ANEW's pre-apprenticeship training as well as general information regarding non-traditional career opportunities within the construction and manufacturing industries.
- Conduct / administer aptitude and career interest assessments to assess a person's skills and abilities relating to construction and manufacturing.
- Case management, including crisis support or referrals, career counseling, review of eligibility for services, and routine / special personal appointments or group meetings;
- Support and provide job search assistance, including personal interviews and meetings, and job club / networking events, study sessions, resume and interview preparation, and mock interviews with apprenticeship and employer partners;
- Job retention services, including mentoring, skill building, contract review guidance, as well as career advancement assistance.

The core services outlined above address the primary needs of the majority of ANEW students. ANEW strives to meet its clients where they are in their journey and attempts to customize services when possible. ANEW's ultimate goal is to provide quality training and superior support services; allowing diverse populations to be successful in the construction and manufacturing industries.

Asian Counseling and Referral Service (ACRS)

Asian Counseling and Referral Service (ACRS) was founded in 1973 out of a grassroots effort. Today, it is a nationally recognized nonprofit organization offering a broad array of human services and behavioral health programs to Asian Pacific Americans in King County. ACRS is the largest multiservice organization serving all the different Asian Pacific American communities – immigrants, refugees and American born – in the Pacific Northwest. ACRS has been a BFET service provider through the Office of Refugee and Immigrant Assistance (ORIA) since 2012. Beginning in 2014, ACRS began offering BFET services to all participants. ACRS provides a variety of services to assist jobseekers who want employment and/or training services to improve employability and achieve their goal of self-sufficiency. These services include: applicant screening and testing, job

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readiness competencies, vocational training, job retention, job placement and career advancement. New jobseeker orientation occurs every Tuesday at 3 PM.

Career Path Services – NEW IN FFY 2016!

Career Path Services was established in 1971. The agency provides job search, job search training / tools, job retention and support services. Two (in Pierce County) of the agencies 19 total locations serve BFET clients. They assist hard to serve clients such as ex-offenders, homeless, veterans and youth drop-outs. Partnering with housing agencies, this CBO provides the wrap around services needed to stabilize lives through self-sufficiency.

CARES of Washington

Cares of Washington operates two BFET services. The first service is a partnership with community colleges in which schools provide education and training, while CARES provides case management, job search assistance, and support services consistent with Washington's BFET Contractor Procedures Manual. This particular service is designed to help increase college attainment and move participants to self-sufficiency. The second service is a program that provides BFET participants career planning and development, job readiness training, job search assistance, job placement, barrier removal support and soft skills coaching so each participant can get a living wage job and achieve self-sufficiency.

NEW IN FFY 2016! Cares is expanding services to Kitsap County.

Community Action of Skagit County – NEW IN FFY 2016!

Community Action of Skagit County is a private non-profit human service agency formed in 1979.

Community Action's Adult Education Program provides quality, goal-based educational services for the people of Skagit County so that they can achieve economic independence, self-sufficiency, and increased social and civic engagement. Becoming self-sufficient requires that one have the ability to communicate with others, as well as understand what is being communicated. To that end, Community Action's Adult Education Program provides classes to support oral and written communication and skill development. High School Equivalency Exam (GED) and Basic Skills classes and tutoring provide educational support for adults in learning to read, use mathematics for practical purposes, think critically and access information. English as a Second Language (ESL) classes provide contextualized instruction to help students improve their English language reading, writing, speaking and listening.

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Community Action's Adult Education Program offers free tutoring for adults in small group and classroom settings. It is not a school. This CBO works with learners to develop their individual goals, education plan and curriculum, and it adapts instruction to students' learning styles.

Courage360

Courage360's REACH Plus™ (Reaching Employability & Achieving Career Habits) program enhances the employability of low-income and public assistance reliant individuals through focused job training, including computer skills, work habits and attitudes, financial literacy training, barrier reduction counseling, employment consultation, and wrap around supportive services such as housing and rental assistance. Courage360 connects with local employers for job placement opportunities and community colleges for additional training and guided support for clients entering higher education or the trades. Courage360's Employment Services program (ES) is a value added service to participants who exhibit excellent performance in Courage360 programs. Designed for graduates to receive concentrated employment services, selected candidates will have one-on-one employment coaching to create a personalized plan for gaining employment. Courage360's BFET services are provided exclusively for appropriate Basic Food recipients.

FareStart

FareStart is a culinary job training and placement program for homeless men and women, and those at risk of becoming homeless. Its 16 week comprehensive training program includes Culinary training taught through a combination of classroom instruction and hands on training in the FareStart kitchen producing meals for its restaurant, catering service, and contract meals program that serves shelters and child care centers. (The revenue generated through these enterprises goes directly to support the FareStart job training and placement program.) FareStart provides case management and support services. FareStart also provides life skills training, job placement, and services that help participants find and retain jobs and achieve wage progression. FareStart's BFET services are provided exclusively for appropriate Basic Food recipients.

Fulcrum Institute Dispute Resolution Clinic

For over 19 years, The Fulcrum Institute Dispute Resolution Clinic has been one of the best and most highly-regarded mediation and training organizations in the State of Washington.

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Fulcrum’s education department provides workshops for business and individuals looking to expand their knowledge. One goal of this program is to reduce the rate of recidivism by providing a multitude of course for ex-offenders and other individuals to engage in.

Goodwill of the Olympics and Rainier Region

Tacoma Goodwill operates six different job skills training programs: Custodial Skills, Computer Skills, Retail Skills, Warehouse and Transportation, Youth Barista and Culinary Skills. Most training programs are relatively short term but the time allotted varies by program and participant abilities. Costs also vary by program. Additionally, in each program, TGI offers help with costs for books, uniforms, and Culinary Skills ancillary training costs (“ServeSafe” certification and Food Handlers Cards).

Housing Hope

Housing Hope empowers families by offering enriched services – intensive case management, education, employment preparation and life skills training, through their College of Hope program – along with expectations to ensure that residents become and remain self-sufficient when they move on. By helping vulnerable families build personal assets and address the social and personal issues that may have contributed to their housing issues, cycles of poverty and hopelessness begin to end.

Lower Columbia Community Action Program (CAP) – NEW IN FFY 2016!

Lower Columbia Community Action Program (LCCAP) was formed in 1964, as part of President Johnson’s War on Poverty. LCCAP serves Cowlitz and Wahkiakum counties. LCCAP Career and Family Development Programs provide vocational and career coaching to help people improve their lives through training and employment. Eligible participants can receive more intensive employment and training services, including assessment of interests, skills and needs, job training, education, work experience, job placement, and wage progression services.

LCCAP offers the following services:

- Intensive one on one with a dedicated Employment Specialist
- Conducting a successful self-directed job search.
- Weekly Job Clubs available
- Effectively communicate to employers why they should hire you
- Develop self-confidence.
- Network like a pro.
- Build a resume and job readiness documents.
- Interview with success. Weekly mock interview workshops available.

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- Design a plan of action for your job search.
- Learn ways to gain work experience needed to be competitive in today's job market.
- Develop an employment plan.
- Research training opportunities.
- Find resources to help pay for training.
- Access to employment related Financial Coaching
- Access to computer lab for employment related services

King County Jobs Initiative (KCJI)

King County Jobs Initiative provides employment and training services to individuals who are engaged in the criminal justice system but no longer incarcerated. These services are provided through Community Based Organizations under contract with KCJI to provide outreach, recruitment and enrollment, comprehensive case management, job readiness training, enrollment into training, support services, job placement and job retention. Currently 90% of the participants enrolled into KCJI are either on Basic Food (SNAP) or Basic Food eligible. KCJI will continue to increase vocational training options for its participants by accessing sector training available at community and technical colleges. While most participants will participate in short term training (approximately 12 weeks), it is expected that some will use this experience to further their educational goals and pursue an Associate or Bachelor's Degree using other funding sources.

Multi-Service Center (MSC)

Multi-Service Center serves BFET participants through its adult (age 18+) employment program called THRIVE. Eligibility includes individuals that are homeless, imminently homeless, immigrant/refugee and/or an adult with a disability. Employment is critical to building stability, and Multi-Service Center works with adults at all stages of job readiness. Assistance can include career exploration, job search basics, job skills development, such as workplace ethics and communication, and paid, on-the-job training through internships. All training and job search assistance is coupled with case management support to help a participant set and reach goals. Many of MSC's employment programs offer an education component. Through job search training, case management and paid internships, individuals work toward finding family-wage jobs that increase stability.

Neighborhood House of Washington (NHWA)

NHWA is an organization that falls under the King County Employment & Housing Foundations for Work project and provides help to people from numerous countries and cultures with limited resources to attain their goals for self-sufficiency, financial

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independence, health and community building. NHTA case workers, teachers, volunteers and tutors (many of whom are bilingual) work in neighborhoods across King County providing tutoring, citizenship classes, job training, case management, community health programs and transportation to more than 11,000 low-income people each year. NHTA provides a special job search component for BFET eligible participants.

Northwest Indian College (NWIC)

Northwest Indian College is the tribal college serving Washington, Oregon and Idaho, and many Alaska natives. NWIC has its main campus at the Lummi Reservation in Whatcom County and also has five fully-serviced extension sites in Washington (Port Gamble S'Kallam, Swinomish, Tulalip, Muckleshoot and Nisqually), which offer a variety of educational opportunities.

NWIC's BFET program partners with local WorkSource organizations and Tribal Employment Rights Organizations (TERO) to offer participants at each of its sites a variety of comprehensive workforce education programs that include training, internships, work experience and job placement with tribal and non-tribal employers. Each workforce education program has built-in soft / works skills and job readiness training, and during orientation, each participant is assessed for reading and math skill levels.

BFET-eligible NWIC workforce training programs include, but are not limited to, Early Childhood Education, Chemical Dependency Counseling, Information Technology, Computer Repair Technician, Web Page Development, Casino Gaming Technician, Office Professions, Tribal Casino Management, Entrepreneurship, Working with Infants and Toddlers, Construction Trades, Certified Nursing Assistant, Industrial Entry, Marine Maintenance Technology, Nursing Assistant and Caregiver.

Opportunity Council (OPPCO or OC)

Opportunity Council (OC) is a private, non-profit Community Action Agency serving low-income people, acting as a catalyst for positive change, both in the community and in the lives of the people it serves. OC's services range from addressing immediate and crisis-oriented needs (food, emergency shelter, and eviction prevention) to longer-term programs that promote self-reliance and financial stability.

OC offers a two-part BFET program. The first is a partnership with Whatcom Community College and Bellingham Technical College. Participants are co-enrolled receiving education and training from the community and technical colleges; as the individual prepares to transition into the employment market OC provides case management, job

search and job readiness activities, support services, job retention services, and referrals to other programs and services.

OC also provides stand-alone services including assessment, job readiness and job search activities, support services, career planning, job retention, case management and referrals to other programs and services. Participants are identified through homeless housing programs, Basic Food outreach, early learning and family resource programs, the Community Resource Center, and DSHS CSO staff.

Pierce County Community Connections (PCCC)

PCCC's Home and Family Division creates opportunities for economically disadvantaged families reduce the impact of poverty through a variety of social service and community programs that include employment services (CAREER), early childhood education, energy assistance, minor home repair and weatherization services. PCCC's CAREER program helps individuals obtain the education, training, employment and support services that are necessary to find employment and help avoid long-term public assistance dependency. BFET services are tailored to each participant's needs to become successfully employed. Services include initial intake and career interest assessment, job search and job readiness activities including building a resume, master application, and mock interviews; career planning and coaching; support services; job retention services; and, referrals to other programs and services. CAREER offers a resource room with 18 computers, and a printer for participants.

Port Jobs

Port Jobs, through its Airport Jobs center located at Seattle-Tacoma International Airport, provides BFET participants help getting jobs at the airport, including job search assistance, interview preparation training, job placement, intensive case management, and access to support services provided consistent with Washington's BFET Contractor Procedures Manual. Most of those served by Airport Jobs live in the low income communities surrounding the airport, including White Center. Many are immigrants and refugees. Airport Jobs provides uniquely developed case management services in support of BFET participants in job search and related activities.

Puget Sound Training Center (PSTC)

Puget Sound Training Center is a private nonprofit, community-based organization that provides social services to low-income individuals living in King County. PSTC currently provides Employment & Training and Limited English Proficiency (LEP) services. PSTC services include skills training, employment support and wage progression assistance to underserved individuals including immigrants and refugees as well as formerly

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incarcerated individuals. Its goal through this work is to eliminate the barriers that prevent low-income individuals from acquiring living wage employment, or that prevent them from moving up the wage progression ladder. As a BFET contractor, PSTC will provide to each eligible BFET client, assistance in creating an employment plan that outlines the schedule of services. Under the guidance of this plan, PSTC may provide the following services and activities that include, but are not limited to:

- Job Search Assistance/Career Coaching & Job Placement Retention Services – PSTC works directly with each client to help them attain the skills they need for better paying jobs or the support they need to find employment, from assistance writing a resume to referrals to other service providers.
- Job Search Workshop – PSTC provides a Job Readiness Workshop designed to help participants with their interviewing skills and gain an overall idea of how to conduct an effective search for work.
- Computer Basics Workshop – PSTC provides Basic computer and Internet Introduction Workshop to train participants in online job searching tools and techniques for finding employment using this method.
- Job Skills Training – This component provides training in the areas of computer training, warehouse, and a three-year forklift certification training which is geared towards individuals that are currently employed in entry-level warehouse positions such as packaging or unemployed and that are in need of advanced skills certification in order to qualify for a living wage job in the warehouse industry.

The Refugee Federation Service Center (RFSC)

The RFSC BFET programs were uniquely developed to primarily serve eligible refugee and immigrant participants. The primary program provides BFET participants assessment, job readiness training, job search assistance, career planning and development, job placement, case management, and support services. In addition the RFSC works in partnership with community colleges in which community colleges provide education and training, and the RFSC provides case management, job search assistance, and support services provided consistent with Washington's BFET Contractor Procedures Manual. All of which is designed to help increase college attainment and move participants to self-sufficiency. In addition, the RFSC directly provides some participants vocational training in electronic assembly, CNA and warehouse training. The RFSC BFET services are provided exclusively for appropriate Basic Food recipients.

Seattle Goodwill Industries (SGI)

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SGI helps disadvantaged people in King, Snohomish, Kitsap, Skagit and Whatcom Counties to achieve economic independence through programs designed to assist those with significant barriers to employment. SGI plans to provide a job search component, education services, vocational training, and case management services for BFET eligible participants. Program offerings include:

- Retail Customer Service Job Training Program – includes an integrated job search component as well as on-the-job training
- Cashiering/Customer Service class – a less intensive class than the full-time Retail Job Training program without the job search or on-the-job training
- English for Speakers of Other Languages classes – from pre-literate to high-intermediate levels
- Computer classes – basics (operation/internet/email), MS Word, MS Excel, MS Outlook, online job search, and keyboarding
- High School Equivalency Preparation
- Community College 101 – a class that helps participants transition to job training programs in the community college system
- Job Search – individualized assistance for students in classes other than the Retail training program
- Case Management – all students complete an individual employment and training plan with a Case Manager; support services are provided on an individual basis (help with housing, clothes, health care, vision, transportation, info and referral, etc.)

Seattle Jobs Initiative (SJI)

SJI's BFET program offers participants training through the community college system that leads to credentials in growing local industry sectors. Currently SJI is supporting the following four sectors: Health Care, Business Information Technology, Manufacturing, and Automotive, Trade & Logistics. SJI's CBO partners provide BFET participants wrap around supports including assessment, barrier removal, case management, college navigation, instruction in soft/success skills, resume writing, interview skills, job placement, and retention services. They also receive support services provided consistent with Washington's BFET Providers Handbook. SJI's BFET services are provided exclusively for appropriate Basic Food recipients.

Tacoma Community House

Tacoma Community House (TCH), a nonprofit organization founded in 1910, provides services to refugees, immigrants, and English speaking adults and youth. TCH has assisted people in developing employment skills, finding jobs, and becoming

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independent since the 1930's. TCH helps people gain the skills and experiences they need to be self-sufficient. Over the years, TCH has contributed to the livelihoods of nearly every ethnic group that has called Tacoma, home with over 3,000 participants served from well over 90 different countries of origin just last year.

Tacoma Community House offers the following employment services to BFET-eligible participants:

- Customized Job Search Assistance: work one-on-one with an employment navigator to target the industries and types of employment that you want and qualify for
- Job Readiness: work one-on-one to learn about the benefits of work, goal setting, career development, workplace culture, personal appearance, job hunting, filling out applications, interviewing, and how to retain employment
- Work Readiness Workshops: group-style classes that teach job-readiness topics such as applications, online job search, networking, interviewing, and more
- Job Development Assistance: TCH Job Developers help make connections with local employers for TCH participants
- Individualized Case Management and Career Coaching: work one-on-one with a case manager as needed to mitigate challenges such as housing, transportation, clothing, and more
- Job Retention Services: work one-on-one with a case manager even after gaining employment to provide assistance and guidance in navigating the world of work
- Access to Other non-BFET Services:
 - Adult Basic Education and GED preparation
 - Youth Programs
 - One-on-one tutoring Family literacy
 - Vocational counseling and referral to college training programs
 - Financial literacy
 - English as a Second Language classes
 - Immigration services Citizenship classes

TRAC Associates

TRAC's BFET program provided Employment Services to Homeless King County participants with the goal of helping them gain self-sufficiency and housing stability. Services provided to BFET participants include assessment, barrier removal, case management, instruction in soft / success skills, resume writing, interview skills, job placement, and one year of retention services. TRAC helps its participants identify training programs in high demand occupations and provide support while in training.

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They also receive support services consistent with Washington’s BFET Contractor Procedures Manual.

TRAC’S ORIA BFET Program serves eligible non-citizens in King, Pierce, Thurston and Snohomish Counties. These programs provide assessment, job readiness training, job search assistance, career planning and development, job placement, case management, and support services. TRAC coordinates with local community colleges that provide education and training to its participants.

YWCA of Seattle King County

The YWCA operates two BFET programs that were uniquely developed to serve Basic Food recipients. The primary program is a partnership with community colleges through which community colleges provide education and training, and the YWCA provides case management, job search assistance, and support services provided consistent with Washington’s BFET Contractor Procedures Manual. All services are designed to help increase college attainment and move participants to self-sufficiency. The other is a stand-alone program that provides BFET participants assessment, job readiness training, job search assistance, career planning and development, job placement, and case management.

YWCA of Spokane

The YWCA of Spokane provides services through the Women’s Opportunity Center. Commenced in 2006, the mission of the Women’s Opportunity Center is to empower Spokane’s unemployed and underemployed women to increase their earning potential and achieve financial independence. The Women’s Opportunity Center offers Job Readiness and Career Advocacy, a fully staffed computer lab and Our Sister’s Closet, a free professional clothing bank for women.

The YWCA Women’s Opportunity Center furnishes BFET-eligible recipients with job search assistance and training, including resume writing, interviewing techniques, assessment, case management, barrier removal, job placement, and retention services. The Women’s Opportunity Center helps unemployed individuals; “Get the job. Keep the job. Build a career.” The program is designed with four areas of focus with classes and one-on-one advising available under various topics.

YouthCare – NEW IN FFY 2016!

YouthCare offers a continuum of services, including employment, for homeless youth and youth at risk of homelessness up to age 24 in the greater Seattle area. All employment programs are supported by intensive case management and linkage to education, as appropriate. YouthCare offers BFET services to young adults living in its

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transitional living programs who receive housing, basic needs, case management and life skills through those programs. Employment services include access to internships (not paid through BFET), job readiness training, job search assistance, placement support, and retention services. It also offers BFET services in partnership with FareStart as part of its Barista Training and Education Program to provide in-depth training for the espresso, food service and related customer service industries. Classroom instruction and case management is provided at the James W. Ray Orion Center in downtown Seattle. Classroom instruction and paid work readiness training are offered over an eight week program. YouthCare BFET programming emphasizes job search and retention services.

WorkSource (Employment Security Department / ESD) ORIA

WorkSource Spokane provides BFET Refugee and Immigrant Services Employment and Training services. WorkSource's program provides comprehensive case management, job readiness training, support services, job placement and job retention.

Employment Services include:

- Completion of a Comprehensive Employment Assessment
- Introduction to career exploration tools and resources
- Information on the local labor market to help identify a career pathway
- Support service assistance
- Assistance to prepare work search products, including a resume, master application and 60-second Commercial
- Receive one-on-one employment coaching sessions
- Access to the WorkSource resource room and all available workshop and activities
- Job development assistance to include Work Experience assistance
- Job referrals
- Access to Job Club activities
- Access to skill development opportunities through WorkSource
- Referrals to post-employment training opportunities
- Connections to community resources
- Career and wage progression opportunities

World Relief ORIA

World Relief Seattle, as the local affiliate for the national World Relief, has cared for refugees and immigrants by providing case management, housing, English as a Second Language classes, and job assistance. The agency welcomes refugees from over the world, such as Iraq, Somalia, Burma, Iran, Bhutan, and Eritrea. World Relief Seattle has a

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history of positive performance in self-sufficiency projects for persons with limited-English abilities. In addition to other services including citizenship, RRA, and Match Grant, World Relief has been successfully providing employment assistance and job placements through the state LEP Pathway contract for 10 years. In FY2013, World Relief had over 250 employment placements through the LEP Pathway and Match Grant programs.

BFET Services:

World Relief Seattle provides culturally-appropriate employment and ESL services to refugees through the BFET program, such as:

- English as a Second Language (ESL)
- Performing Comprehensive Adult Student Assessment Systems (CASAS) pre-tests to determine the participant initial ESL level
- Performing CASAS post-tests to determine language level gain
- Reporting all progress and level gains to DSHS
- Incorporating employment-related curriculum into the classroom
- Coordinating with the Employment Staff regarding best/relevant employment topics to include in curriculum
- Providing ESL Case Management
- Referring participants to other ESL programs
- Employment Services
- Making an Individual Employment Plan for every participant
- Providing pre-employment orientation
- Providing ongoing job skills training
- Preparing resumes with participants
- Filling out job applications with participants
- Transporting participants to job interviews, job orientations, and first days of work
- Counseling participating on all aspects of employment in America
- Reporting on job placements through E-JAS
- Following up with employers and participants post-employment

C. Community and Technical Colleges

The BFET program role for the participating Washington community & technical colleges is to meet the urgent need to educate more low income participants to higher levels of skill and knowledge to help this population transition to self-sufficiency.

Through a contract with the Washington State Board for Community and Technical Colleges (SBCTC), all 34 colleges will continue to provide BFET services in FFY 2016. The colleges provide services that are designed to help students attain skills necessary for

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employment and self-sufficiency and include case management, job search and job readiness training, vocational education, Adult Basic Education (ABE), English as a Second Language (ESL), High School Equivalency and participant support services.

Colleges providing BFET services include:

Bates Technical College	Bellevue College
Bellingham Technical College	Big Bend Community College
Cascadia Community College	Centralia College
Clark College	Clover Park Technical College
Columbia Basin College	Edmonds Community College
Everett Community College	Grays Harbor College
Green River Community College	Highline Community College
Lake Washington Institute of Technology	Lower Columbia College
North Seattle College	Olympic College
Peninsula College	Pierce College District
Renton Technical College	Seattle Central College
Seattle Vocational Institute	Shoreline Community College
Skagit Valley College	South Puget Sound Community College
South Seattle College	Spokane Community College
Spokane Falls Community College	Tacoma Community College
Walla Walla Community College	Wenatchee Valley College
Whatcom Community College	Yakima Valley Community College

A FFY 2016 BFET program application and review process for colleges was performed in June 2015. The existing fiscal management process and college monitoring visits, conducted by SBCTC administrative staff, ensure adherence to policy. The SBCTC takes an active role in facilitating program planning and the future growth of the BFET program. SBCTC is involved in and supportive of developing and presenting at the annual BFET training forum and strategic planning work sessions. Additionally, they provide program overview and clarification of policy to colleges.

VI. PROGRAM EXPANSION FOR FFY 2016

DSHS does not plan to add any new services but does plan on expanding availability of current services through the addition of at least three community agencies in currently unserved or underserved areas of the state. Contract negotiations are still underway. Those target areas currently include:

- Clark County
- Pierce County
- Spokane County
- Yakima County

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The Department will continue to cultivate local partnership initiatives throughout the state to leverage BFET 50/50 federal matching funds. For FFY 2016 the partnership will expand services by increasing student capacity at educational institutions and adding a number of CBOs to provide unique training opportunities and needed wraparound services. The partnership will provide additional program services in all areas of the state where BFET contractors operate.

DSHS conducted its 4th Annual BFET Training Forum in August 2015. FNS approved this event to be funded with 100 percent federal grant E&T funds. This training forum is part of the overall BFET five-year strategic plan and is a showcase to educate internal partners and other state administrations about the success of the BFET program.

DSHS has changed the BFET Social and Health Program Consultant position to a Program Manager position for improved operations and collaboration of workload. As of February 2015, the Department has added a ½ FTE fiscal analyst to assist in the invoicing and other budget work as the workload has increased due to adding more contractors. The ORIA Program Manager was previously working unfunded by BFET, but is putting in about 50% of time and effort into the BFET program; therefore, we are adding ½ FTE of that Program Manager position. The BFET line staff currently designated as Financial Service Specialist 3 (FSS3) are being considered for reclassification to FSS4 (5% salary increase) as their job duties have shifted more towards auditing and program integrity rather than performing E&T program eligibility tasks which are being automated through software. Washington State will also add 4 FTE line staff (exact classification pending human resources decision) to manage implementation of the able-bodied adult without dependents (ABAWD) time-limit and work requirement rules – more details in the ABAWD section below. These new or reclassified positions will be funded with 100% federal SNAP employment and training funds.

SNAP E&T Pilot:

Resources to Initiate Successful Employment (RISE) is Washington State's three year, \$22 million Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) pilot, funded by the U.S. Department of Agriculture Food and Nutrition Service through a provision in the Agricultural Act of 2014. RISE services will be administered through Community Based Organizations and colleges throughout the pilot counties (King, Pierce, Spokane, and Yakima). The RISE target population includes SNAP work registrants who are homeless, veteran, Limited English proficiency (LEP), long term unemployed, and non-custodial parents (NCP) owing arrears. RISE will enhance the current BFET program by adding a standardized approach to comprehensive case management (CCM), work-based learning (WBL), and life skills (LS). All participants in RISE will be randomly assigned to either RISE (treatment) or BFET (control) groups on a 50/50 ratio. BFET will work in collaboration with RISE, and the RISE plan and budget are submitted to, and approved by FNS separately. Due to receiving RISE funds, WA State is required to keep the BFET budget at FFY 2013 levels at a minimum.

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ABAWD Pledge:

Washington State pledged to offer an eligible SNAP E&T activity to all Able Bodied Adults Without Dependents (ABAWD) in order to receive additional 100% funding through a nationwide allocation of \$20,000,000 authorized in 7CFR 273.24. Washington State estimated the costs of serving ABAWDs, and therefore requested a total of \$420,000 in 100% funds.

Washington State currently estimates 39,248 ABAWDs living in King County, Snohomish County, and Pierce County (except City of Lakewood and City of Tacoma) will lose their geographical exemption, and not be eligible for a personal exemption from ABAWD time limits as outlined in CFR 273.24. DSHS will attempt to assist these ABAWDs by providing all available resources directly to clients, as well as providing education to other community agencies those ABAWDs may access.

Washington does not intend to mandate BFET participation to ABAWDs during the FFY 2016, rather, BFET will continue to be a voluntary program, and as such, an option as a way to meet mandatory ABAWD participation. Washington State will offer BFET and RISE as 2 of the 4 options to maintain SNAP eligibility.

VII. NEXT STEPS

Strategic Planning – Five-Year Plan:

During SFY 2012, DSHS along with its partners and interested stakeholders, began work on a BFET strategic plan to draw out a road map to carefully grow and improve the program for the next five years in a time of dwindling resources and growing need. The plan was completed and approved by Department leadership in February 2012. A copy of the final five-year plan can be found in Appendix B. The plan has been revised in FY 2015 by the BFET Strategic Planning Committee. Additionally, the Strategic Planning Committee created a charter, found in Appendix C. BFET strategic plan strategy workgroups (marketing and pilot committees) consisting of DSHS BFET staff and representatives from various BFET college and community partners are working on plans to carefully expand the program to serve more eligible individuals needing employment services. The workgroups are developing plans to search for gaps in service based on demographic and/or geographic areas.

Requests for Additional 100% Federal E&T Funds:

The USDA Food and Nutrition Service (FNS) encourages states that can use it, to apply for some of FNS' underspent 100% E&T funds to help pay for participant college tuition costs and other program administrative expenses. Washington pursued this opportunity in each fiscal year and has secured between \$1.5 million and \$3 million in unused 100% funds from other states.

The Department will continue to seek opportunities for expansion and annually track and report outcomes of the program including those achieved through performance-based contracts.

VIII. Appendix

A. Program Funding and FFY2016 Costs Breakdown by Category of Funding

		FY 2015	Estimated FY 2016
1.	E & T Grant Funds (100% Federal)	\$ 5,323,634	\$ 3,534,299
2.	Additional E & T Expenditures:	\$ 26,645,960	\$ 30,512,391
	Federal	\$ 13,390,946	\$ 15,319,342
	State	\$ 13,255,014	\$ 15,193,049
3.	Participant Expenses Reimbursed:		
	a. State limit per month per participant for transportation / other costs	\$ 5,016,691	\$ 3,827,984
	Federal	\$ 2,521,159	\$ 1,929,686
	State	\$ 2,495,532	\$ 1,898,298
	100% State		
	b. Up to statewide limit per month per dependent for dependent care costs	\$ 7,700	\$ 6,700
	Federal	\$ 5,075	\$ 3,350
	State	\$ 2,625	\$ 3,350
	c. Above the statewide limit per month for dependent care costs:		
	Federal		
	State		
	100% State		
4.	TOTAL E & T Program Costs (1+2+3a+3b+3c=4):	\$ 36,993,985	\$ 37,881,374

B. BFET Five-Year Strategic Plan



Kevin Quigley, Secretary

David Stillman, Assistant Secretary

BASIC FOOD EMPLOYMENT AND TRAINING (BFET)

Five-Year Strategic Plan 2015-2019



VISION

BFET is a best practice employment program that is a key part of Washington's coordinated WorkForce development plan.

BFET provides Basic Food households the skills and support needed to secure and retain employment in high-demand, living-wage jobs across Washington State.



Goal 1: Maintain a diverse network of knowledgeable partners who serve eligible participants in communities across the state.

Strategies:

- Form a work group made up of current partner representatives to develop and implement a training plan to ensure partner staff members have in-depth knowledge of the BFET program and other complementary provider services across the state.
- Create a task force within existing resources to update the five-year outreach and marketing plan to improve methods for recruiting and securing new partner services agencies across the state. This includes an analysis of current versus future needed providers in communities across the state as well as assisting current providers to reach out to their partners' networks in other communities.

Measures of Success:

- Improve program diversity and geographical reach by increasing the number of Service Providers by 5 – 10% per Federal Fiscal Year (FFY).
- Increase depth and breadth of network members' and community partners' knowledge related to BFET program and services for participants.

Goal 2: Create clear and supportive pathways to success by helping participants gain essential skills and tools to transition to living-wage employment.

Strategy:

- DSHS and each of the service provider agencies will conduct a Lean event to evaluate current tools, services, and administrative processes to ensure future participant program needs to support the participants' ability to benefit and be matched with the best possible pathway to get and keep a job that with a living-wage.

Measures of Success:

- Lean event identifies potential improvements that are implementable and net a positive Return on Investment.
- Increase participant's program retention by 3 – 6% per FFY.
- Increase percentage of employment retention by at least 1% per year.

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Goal 3: Increase and diversify funding and maximize community and state committed dollars with federal funds to stabilize program growth and increase resources to participants.

Strategies:

- DSHS in collaboration with partner agencies will create a plan for identifying and securing independent funds to support unserved communities most in need.
- DSHS and its partners will create a written message or “one pager” that tells the success story of BFET to gain the support of local, regional, and state policy makers for the BFET program.

Measure of Success:

- Increase amount of [match and federal] funding by 10 – 15% per FFY with the purpose of meeting capacity to serve potential (eligible) participants in each community across the state.

Goal 4: Improve client success through measurable employment outcomes.

Strategies:

- Organize best practices to find ways to increase wage progression and increase job placement/retention.
- Collaborate with WorkFirst to market BFET services to TANF applicants and post-TANF clients as appropriate. Facilitate their enrollment and transition. Provide resources and referrals.
- Improve reporting and data tracking to identify and report components and supports that are cost effective and successful for participants based on their education, experience and barriers.

Measures of Success:

- Increase participant’s program retention by 3 – 6% per FFY.
- Increase TANF prevention and closures relating to BFET enrollment by 3 – 6% per FFY.
- Production of reports with data that can be used to identify successful and unsuccessful strategies to adjust approaches and focus resources on interventions that provide better outcomes and a return on investment in BFET services.

C. BFET Strategic Planning Committee Charter

Committee Charter

1 Executive Summary

1.1 Background

In 2004, leaders from various state government agencies, community colleges, and community-based organization (CBO) came together in Seattle to explore how to utilize Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) funding. Innovative ideas were instrumental in developing strategies to better meet the needs of low-income and low-skilled Washingtonians to increase access to education and training that would lead to better jobs. The new program model created a format to leverage E&T funds and would grow from \$150,000, in 2005, to more than \$30 million, in 2014. Basic Food E&T (BFET) started with one community college and five Seattle CBOs serving King County. Over the years, BFET has become a Statewide effort, serving 25 of the 39 counties, through all 34 WA State Community and Technical Colleges, as well as over 25 CBOs.

While the program had shown sustained success and positive growth for years, the need for a more defined set of goals and direction became apparent. Consequently, in 2011, the BFET Strategic Planning Committee was convened to assist leadership in the mission, vision, and strategic direction of Washington's BFET program and to create and facilitate the BFET Five-Year Strategic Plan (2012 – 2016). This committee reconvened in 2014, after a two year break.

1.2 Opportunity Statement

As of 2013, about 47 million people in the United States were enrolled in the SNAP, previously known as the Food Stamp program. The 2013 Economic Services Administration (ESA) Briefing Book shows that about 685,000 adults receive Basic Food.

A significant increase in SNAP reliance was seen as a result of the recent recession, between 2008 and 2013. Unfortunately, many of those SNAP recipients face multiple barriers to achieving sustained self-sufficiency. These individuals need assistance to identify and relieve barriers and increase their employability and marketability in Washington State's rapidly changing labor market.

According to a June 2014 report on Washington State's BFET program by Seattle Jobs Initiative (SJI):

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“In federal fiscal year (FFY) 2010, research shows that about 80 percent of SNAP households did not include anyone with education beyond high school, while approximately one-third of these households did not include a high school graduate. For these individuals, gaining skills to increase their employability is fraught with challenges, such as a lack of resources, limited knowledge of labor market and training opportunities, low basic skills, lack of stable housing and transportation, the need for childcare, and the need to work, often full-time, while enrolled in school or training programs.”

1.3 Vision

Food and Nutrition Service (FNS) and many other states consider BFET to be a best practice employment program providing the skills and support needed to enable eligible participants to obtain and retain employment in a high-demand, livable-wage employment in communities across Washington State. The goal of BFET is to reduce an individual’s reliance on Public Benefits, specifically SNAP. The goal of the BFET Strategic Planning Committee is to determine the best strategies to improve the BFET program over the five year planning period.

2 GOVERNANCE

The governance model for the Strategic Planning Committee balances perspectives and interests of members. Project governance will include:

An **Executive Sponsor** responsible for making executive decisions regarding the scope, direction, approach, and use of resources.

A **Leadership Team** that will work together to review and collaborate on all aspects of Strategic Planning Committee efforts.

Workgroups that will focus on specific areas of BFET strategic planning and implementation.

2.1 Executive Sponsor

Babs Roberts, Director, DSHS ESA Community Services Division (CSD)

Provide executive level oversight of the team.

Resolve issues that cannot be resolved at a lower level.

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Facilitate decision making around recommendations from the team.

2.2 Leadership Team

2.2.1 **Jason Turner**, BFET Program Manager, DSHS ESA CSD

Facilitate meetings.

Prepare and distribute meeting agendas.

Provide direction and guidance to the team.

Ensure completion of activities.

2.2.2 **Shavana Howard**, BFET Program Consultant, DSHS ESA CSD

Assist in clarifying the scope of responsibility for the team.

Support Team Lead in planning, organizing, monitoring, and coordinating team activities.

Ensure completion of activities.

Backup to BFET Program Manager.

2.2.3 **John Camp**, SNAP Administrator, DSHS ESA CSD

Provide historical program expertise.

Escalate issues and concerns to the Executive Sponsor.

Review deliverables for finalization.

2.2.4 **David Skaar**, BFET Staff Supervisor, DSHS ESA CSD

Represent operations aspect in deliverables.

Actively participate in preparing, reviewing and editing draft materials supporting the team.

2.2.5 **Mike Morris**, Region 2 Deputy Administrator for BFET Operations, DSHS ESA CSD

Provide historical program expertise.

Actively participate in preparing, reviewing, and editing draft materials supporting the team.

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2.2.6 **Kathy Payne**, BFET Fiscal Analyst, DSHS ESA

Consider financial impacts of Committee decisions.

Provide guidance on federal regulations where applicable.

2.3 Workgroups

As needed, the Committee will form workgroups/subcommittees to address larger or more focused needs. This section will be updated with current workgroups. Current workgroups include:

2.3.1 **SNAP E&T Pilot** – led by Jason Turner and Shavana Howard

Working to develop a \$28 million SNAP E&T Pilot proposal by November 2014, for implementation in 2015. Guided by Request for Application released by FNS in February 2014, per Federal Agricultural Act of 2014. The 3-year Pilot is designed based on many BFET fundamentals, using more comprehensive services to assist clients that have more barriers.

2.3.2 **Marketing/Outreach** – led by David Skaar

Focusing on marketing to clients to increase program participation as well as outreaching to engage more CBO partners where needed. Began in November 2014.

2.3.3 **Training Forum** – led by Jason Turner

Ongoing group charged with creating and facilitating an annual Training Forum. Started in 2012, the forum unites BFET Providers, CSD staff, other states and FNS to share and learn about BFET.

2.3.4 **Lean** – led by David Skaar

In development, to start in early 2015.

2.4 Membership

Membership will be reviewed periodically to ensure appropriate staff and stakeholders are involved in the Committee. A list of members and contact info will be maintained as a “Related Document.”

3 COMMUNICATION AND TOOLS

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A variety of communication approaches will be used to assure Committee members and other interested parties are informed of the Committee's progress. To ensure the greatest level of participation by Committee members across the state, technology will be used to its when possible to facilitate meetings. Teamwork, respect, collaboration, and cooperation are significant parts of the Committee's success.

3.1 Document Library

The document library is located on [SJI's Basecamp](#), a secure website accessible only to authorized representatives. The library contains various types of Strategic Planning Committee related materials including: data analysis & reports, federal information, briefing documents (internal, external and legislative), meeting notes, work plan, information from other states and deliverables. Committee members shall post and update documents as appropriate. The purpose of the library is to have the most current documentation available to Committee members. The main documents are listed below.

3.1.1 **Strategic Committee Roster** lists members of the main and subcommittee groups.

3.1.2 **2014 October BFET Strategic Plan Activity Tracker** lists the goals and strategies that contribute to the Five-Year Strategic Plan. This is more updated than the plan, and includes due dates and status updates.

3.1.3 **Five-Year Strategic Plan 2012-2016** guides direction of Committee.

3.1.4 **Outreach – Marketing Plan 2013-2016** guides direction of subcommittee.

3.1.5 **Strategic Funding Plan 2013-2016** guides direction of subcommittee.

3.1.6 **2014 Training Forum Agenda** shows training effort and details on BFET training for staff.

3.1.7 **Providers Map, Scope and Contact Info** shows where providers are located and what services they provide.

3.2 Charter

This charter is intended to outline the focus, scope of responsibility, membership, and framework for the work of the Strategic Planning Committee. The charter should be updated to capture significant changes outlined in this document for the Committee.

3.3 Strategic Planning Committee Work Plan

The Committee will maintain a BFET Strategic Plan work plan to track and report on Committee activities. This document will be updated regularly by DSHS staff to track the timely implementation of the Strategic Plan goals and strategies. The work plan (called the “activity tracker”) will be maintained as a “Related Document.”

3.4 Meeting Schedule

The Committee will meet monthly for 1 to 2 hours, typically on the 4th Wednesday of the month. The meeting schedule may be adjusted. Meetings will normally be held in Olympia, Tacoma, or Seattle. While physical presence at meetings may encourage involvement, WebEx will still be available. Committee members will notify meeting facilitator if they are unable to attend a meeting. Substitutions will be considered on a case by case basis but are not required. Abbreviated meeting notes will be taken and posted in the document library.

3.5 Strategic Planning Committee Performance Measures

Progress towards deliverables will have an agreed upon due date when possible. The responsible party must report delays or clarifications in tasks to a Leadership Team member.

Members (or a substitute) are required to attend the main (non-subcommittee) meetings. Members will be replaced after three consecutive absences.

4 Charter history

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<u>Date Incorporated</u>	<u>Summary of Changes</u>
October 22, 2014	Draft Charter created
January 16, 2015	Charter (with changes) approved by Executive Leadership and Finalized