



STATE OF VERMONT
LEGISLATIVE JOINT FISCAL OFFICE

MEMORANDUM

TO: Joint Fiscal Committee Members

FROM: Maria Belliveau, Associate Fiscal Officer

Handwritten initials 'MB' in black ink, positioned to the right of the 'FROM' line.

DATE: September 8, 2015

SUBJECT: JFO #2781 – Grant from the USDA to the Department of Children and Families to Assist SNAP Clients in Obtaining Unsubsidized Employment

The Joint Fiscal Office has received a request from the Department of Children and Families to accept \$2,986,460, representing the first year of a three year grant from the USDA totaling \$8,959,379, for the purpose of developing innovative employment and training programs for Supplemental Nutrition Assistance Program (SNAP) participants with mandatory work requirements. Funding for the second and third year will be included in the department's budget when submitted to the Legislature. The grant will fund the Jobs for Independence (JFI) Pilot Program which is a cross-agency partnership including the Department of Labor (DOL), the Department of Corrections (DOC), the Division of Vocational Rehabilitation (VR), as well as several community partners. The grant will be administered by the Department of Children and Families and funds 13 new limited service positions. Three of these new positions will be in DCF, five in the DOL, and five in VR.

The project has a projected start date of November 1, 2015, but beginning no later than January 1, 2016. The plan is to enroll at least 3,000 individuals within the first 16 months.

The Department of Children and Families has requested that this grant be on the agenda for the September 15, 2015 Joint Fiscal Committee meeting in order to present it and be available to answer questions. Attached is part of the packet that was submitted to the Joint Fiscal Office in support of the grant. The submission from the Administration included additional information on each of the 13 positions, which I will provide if requested. Please note that this grant is not being considered through the usual 30 day process since the Committee will take it up for consideration.

JFU #2 181

STATE OF VERMONT REQUEST FOR GRANT (*) ACCEPTANCE (Form AA-1)

BASIC GRANT INFORMATION				
1. Agency:	Human Services			
2. Department:	Department of Children and Families			
3. Program:	Jobs for Independence			
4. Legal Title of Grant:	SNAP E&T VT 15			
5. Federal Catalog #:	10.596			
<div style="border: 2px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> <p style="font-size: 1.2em; margin: 0;">RECEIVED</p> <p style="margin: 0;">SEP 08 2015</p> <p style="font-size: 1.2em; margin: 0;">JOINT FISCAL OFFICE</p> </div>				
6. Grant/Donor Name and Address:				
USDA/FNS Department of Agriculture Food and Nutrition Services 3101 Park Center Drive Alexandria, VA 22302				
7. Grant Period:	From:	4/1/2015	To:	12/31/2018
8. Purpose of Grant:				
To assist individuals receiving Supplemental Nutrition Assistance Program (SNAP) benefits obtain unsubsidized employment, obtain increased earnings, and eventually transition away from public assistance.				
9. Impact on existing program if grant is not Accepted:				
N/A				
10. BUDGET INFORMATION				
	SFY 1	SFY 2	SFY 3	Comments
	FY 16	FY 17	FY 18	
Expenditures:				
Personal Services	\$357,528	\$378,731	\$391,256	
Operating Expenses	\$147,325	\$102,135	\$76,540	
Grants	\$2,481,607	\$2,505,594	\$2,518,663	
Total	\$2,986,460	\$2,986,460	\$2,986,459	
Revenues:				
State Funds:	\$	\$	\$	
Cash	\$	\$	\$	
In-Kind	\$	\$	\$	
Federal Funds:	\$	\$	\$	
(Direct Costs)	\$2,883,191	\$2,877,148	\$2,873,649	
(Statewide Indirect)	\$6,885	\$7,287	\$7,521	
(Departmental Indirect)	\$96,384	\$102,025	\$105,289	
Other Funds:	\$	\$	\$	
Grant (source)	\$	\$	\$	
Total	\$2,986,460	\$2,986,460	\$2,986,459	
Appropriation No:	3440010000	Amount:	\$2,986,460	
			\$	
			\$	
			\$	
			\$	

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STATE OF VERMONT REQUEST FOR GRANT (*) ACCEPTANCE (Form AA-1)

		\$
		\$
	Total	\$ 2,986,460 <i>STW</i>

Has current fiscal year budget detail been entered into Vantage? Yes No

PERSONAL SERVICE INFORMATION

11. Will monies from this grant be used to fund one or more Personal Service Contracts? Yes No
 If "Yes", appointing authority must initial here to indicate intent to follow current competitive bidding process/policy.

Appointing Authority Name: Agreed by: *[Signature]* (initial)

12. Limited Service Position Information:	# Positions	Title
	3	DCF - see attached
	5	VDOL - see attached
	5	DDAIL-VR - see attached
Total Positions	13	

12a. Equipment and space for these positions: Is presently available. Can be obtained with available funds.

13. AUTHORIZATION AGENCY/DEPARTMENT

I/we certify that no funds beyond basic application preparation and filing costs have been expended or committed in anticipation of Joint Fiscal Committee approval of this grant, unless previous notification was made on Form AA-1PN (if applicable):	Signature: <u><i>[Signature]</i></u>	Date: <u>9/3/15</u>
	Title: <u>DCF Commissioner</u>	
	Signature: <u><i>[Signature]</i></u>	Date: <u>9/4/15</u>
	Title: <u>AHS Deputy Secretary</u>	

14. SECRETARY OF ADMINISTRATION

<input checked="" type="checkbox"/>	Approved:	(Secretary or designee signature) <u><i>[Signature]</i></u>	Date: <u>9/02/15</u>
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15. ACTION BY GOVERNOR

<input checked="" type="checkbox"/>	Check One Box: Accepted	(Governor's signature) <u><i>[Signature]</i></u>	Date: <u>9/8/15</u>
<input type="checkbox"/>	Rejected		

16. DOCUMENTATION REQUIRED

Required GRANT Documentation

<input checked="" type="checkbox"/> Request Memo <input checked="" type="checkbox"/> Dept. project approval (if applicable) <input checked="" type="checkbox"/> Notice of Award <input checked="" type="checkbox"/> Grant Agreement <input checked="" type="checkbox"/> Grant Budget	<input type="checkbox"/> Notice of Donation (if any) <input checked="" type="checkbox"/> Grant (Project) Timeline (if applicable) <input type="checkbox"/> Request for Extension (if applicable) <input type="checkbox"/> Form AA-1PN attached (if applicable)
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End Form AA-1

(*) The term "grant" refers to any grant, gift, loan, or any sum of money or thing of value to be accepted by any agency, department, commission, board, or other part of state government (see 32 V.S.A. §5).

AA-1 Grant Acceptance Section 12.

13 Limited Service Position Information

Department for Children & Families (DCF) - Economic Services (3 Positions)

1 FTE Pilot Director

1 FTE Pilot Program Manager

1 FTE Pilot Data Manager

Vermont Department of Labor (VDOL) (5 Positions)

5 FTE Job Center Specialist II

Department of Disabilities, Aging & Independent Living (DDAIL) – Vocational Rehabilitation (VR) (5 Positions)

1 FTE EAP Research and Innovative Programs Director

4 FTE EAP Program Specialist II

STATE OF VERMONT
Joint Fiscal Committee Review
Limited Service - Grant Funded
Position Request Form

This form is to be used by agencies and departments when additional grant funded positions are being requested. Review and approval by the Department of Human Resources must be obtained prior to review by the Department of Finance and Management. The Department of Finance will forward requests to the Joint Fiscal Office for JFC review. A Request for Classification Review Form (RFR) and an updated organizational chart showing to whom the new position(s) would report must be attached to this form. Please attach additional pages as necessary to provide enough detail.

Agency/Department: AHS, Department for Children and Families Date: 08/24/2015

Name and Phone (of the person completing this request): Robert Arnell, (802) 557-1251

Request is for:

- Positions funded and attached to a new grant.
- Positions funded and attached to an existing grant approved by JFO # _____

1. Name of Granting Agency, Title of Grant, Grant Funding Detail (attach grant documents):

USDA, Food and Nutrition Service, the Supplemental Nutritional Assistance Program (SNAP) Employment and Training (E&T) Pilot Grant.

2. List below titles, number of positions in each title, program area, and limited service end date (information should be based on grant award and should match information provided on the RFR) position(s) will be established only after JFC final approval:

<u>Title* of Position(s) Requested</u>	<u># of Positions</u>	<u>Division/Program</u>	<u>Grant Funding Period/Anticipated End Date</u>
SNAP E&T Pilot Director	1	ESD/3SquaresVT	December 31, 2018
SNAP E&T Pilot Program Manager	1	ESD/3SquaresVT	December 31, 2018
SNAP E&T Pilot Data Manager	1	ESD/3SquaresVT	December 31, 2018

*Final determination of title and pay grade to be made by the Department of Human Resources Classification Division upon submission and review of Request for Classification Review.

3. Justification for this request as an essential grant program need:

The SNAP E&T Pilot Grant is a short-term pilot program that aims to determine effective programs and approaches to helping SNAP recipients with work requirements obtain unsubsidized employment, increase wages, and reduce their reliance on public assistance. The creation of the three DCF positions above are necessary for the administration of the state-wide pilot, and to provide required reporting data to FNS.

I certify that this information is correct and that necessary funding, space and equipment for the above position(s) are available (required by 32 VSA Sec. 5(b)).

[Signature] _____ Date 8/25/15
 Signature of Agency or Department Head

[Signature] _____ Date 9/2/15
 Approved/Denied by Department of Human Resources

[Signature] _____ Date 9/8/15
 Approved/Denied by Finance and Management

[Signature] _____ Date 09/04/15
 Approved/Denied by Secretary of Administration

Comments:

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**STATE OF VERMONT
Joint Fiscal Committee Review
Limited Service - Grant Funded
Position Request Form**

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Agency/Department: Vermont Department of Labor Date: 8/21/2015

Name and Phone (of the person completing this request): Rose Lucenti, Dir. of WFD-VDOL 828-4151

Request is for:

- Positions funded and attached to a new grant.
 Positions funded and attached to an existing grant approved by JFO # _____

1. Name of Granting Agency, Title of Grant, Grant Funding Detail (attach grant documents):
ESD, SNAP E&T Pilot Program

2. List below titles, number of positions in each title, program area, and limited service end date (information should be based on grant award and should match information provided on the RFR) position(s) will be established only after JFC final approval:

<u>Title* of Position(s) Requested</u>	<u># of Positions</u>	<u>Division/Program</u>	<u>Grant Funding Period/Anticipated End Date</u>
<u>Job Center Specialists II, PG 21</u>	<u>5</u>	<u>WFD/SNAP E&T</u>	<u>10/01/2015- 04/30/2018</u>

Final determination of title and pay grade to be made by the Department of Human Resources Classification Division upon submission and review of * Request for Classification Review.

3. Justification for this request as an essential grant program need:

The Job Center Specialist (JCS) II works within the Vermont Department of Labor, Workforce Development Division's American Job Centers and provides case management services while promoting and delivering comprehensive services offered through the VDOL's American Job Centers to job seekers and employers. The JCS II collaborates with partner organizations and agencies to promote, whenever possible, an effective and seamless workforce-education, training and job placement system that will benefit the individual participant. The JCS II position is necessary to the successful administration of the SNAP E&T Pilot Program. The JCS II will be tasked with processing pilot participant intake, including explaining the pilot program to potential participants, obtaining informed consent from participants, performing random assignment of pilot participants, and providing the initial orientation for participants assigned to the treatment group. These positions will also be available to perform case management activities for pilot participants who are referred to the Vermont Department of Labor and assigned to participate in Workforce Innovation and Opportunity Act (WIOA) employment and training activities.

I certify that this information is correct and that necessary funding, space and equipment for the above position(s) are available (required by 32 VSA Sec. 5(b)).

Anne M. Noonan, Vt Dept of Labor 8/21/15
 Signature of Agency or Department Head Date

Mohy Paul 9/2/15
 Approved/Denied by Department of Human Resources Date

[Signature] 9/8/15
 Approved/Denied by Finance and Management Date

[Signature] 09/08/15
 Approved/Denied by Secretary of Administration Date

Comments:

Vermont Department Of Labor, Workforce Development Division SNAP E & T Pilot Program

Anne M. Noonan,
Commissioner

Rose Lucenti,
Workforce
Development
Director

Barre AJC,
JCS II

Burlington AJC,
JCS II

Rutland AJC,
JSC II

Springfield AJC,
JSC II

St. Johnsbury AJC,
JSC II

STATE OF VERMONT
Joint Fiscal Committee Review
Limited Service - Grant Funded
Position Request Form

This form is to be used by agencies and departments when additional grant funded positions are being requested. Review and approval by the Department of Human Resources must be obtained prior to review by the Department of Finance and Management. The Department of Finance will forward requests to the Joint Fiscal Office for JFC review. A Request for Classification Review Form (RFR) and an updated organizational chart showing to whom the new position(s) would report must be attached to this form. Please attach additional pages as necessary to provide enough detail.

Agency/Department: Department of Disabilities Aging and Independent Living Date: August 20, 2015

Name and Phone (of the person completing this request): James Smith (802) 871-3031

Request is for:

- Positions funded and attached to a new grant.
 Positions funded and attached to an existing grant approved by JFO # _____

1. Name of Granting Agency, Title of Grant, Grant Funding Detail (attach grant documents):

Federal Department of Agriculture, SNAP Employment and Training Grant

2. List below titles, number of positions in each title, program area, and limited service end date (information should be based on grant award and should match information provided on the RFR) position(s) will be established only after JFC final approval:

<u>Title* of Position(s) Requested</u>	<u># of Positions</u>	<u>Division/Program</u>	<u>Grant Funding Period/Anticipated End Date</u>
EAP Program Specialist II	4	DVR	SFY 18
EAP Research and Program Director	1	DVR	SFY 18

*Final determination of title and pay grade to be made by the Department of Human Resources Classification Division upon submission and review of Request for Classification Review.

3. Justification for this request as an essential grant program need:

The five positions are part of the program design to provide employment services for SNAP beneficiaries with significant support needs. The target population includes SNAP beneficiaries who are offenders, have substance abuse issues and/or are homeless. These positions will provide clinical assessment services to determine barriers to employment and potential support needs.

I certify that this information is correct and that necessary funding, space and equipment for the above position(s) are available (required by 32 VSA Sec. 54b).

[Signature] 8/20/15
 Signature of Agency or Department Head Date

[Signature] 9/2/15
 Approved/Denied by Department of Human Resources Date

[Signature] 9/8/15
 Approved/Denied by Finance and Management Date

Approved/Denied by Secretary of Administration Date

Comments:



MAR 20 2015

**United States
Department of
Agriculture**

Food and
Nutrition
Service

3101 Park Center Dr.
Alexandria, VA
22302

The Honorable Ken Schatz
Commissioner
Department for Children and Families
103 South Main Street, 5 North
Waterbury, Vermont 05671-5920

Dear Commissioner Schatz:

Congratulations! We are pleased to inform you that the U.S. Department of Agriculture Food and Nutrition Service (FNS) has approved your agency's application for a Fiscal Year 2015 Pilot Project to Reduce Dependency and Increase Work Requirements and Work Effort Under the Supplemental Nutrition Assistance Program (SNAP) (CFDA#: 10.596).

Attached please find copies of the FNS-529 Grant/Cooperative Agreement form, which provides funding for the above-referenced project, as detailed below:

Funding Amount:	\$8,959,379.00
Award Start Date:	April 1, 2015
Award End Date:	December 31, 2018

In addition, attached is a copy of the FNS Grant Terms and Conditions for this award. These Terms and Conditions will remain in full force and effect throughout the agreement period. Please note the following, as detailed in the Terms and Conditions:

- All expenditures paid for with funds provided under this award must be incurred within the period authorized above, and be in accordance with the tasks, project deliverables, and guidelines outlined in the Grant Terms and Conditions
- Only actual costs for work completed, rather than the estimates described in your grant application, may be charged to the award.
- If you establish sub-awards to carry out any of the work on your project, it is important that sub-recipients also abide by these award terms. It is your responsibility to monitor the work and expenditures of your sub-recipients.

Included is the ASAP.gov Information Request form. This form is necessary to begin the enrollment process in the online payment system, ASAP.gov, to set up the Letter of Credit by which your grant funds will be made available to you. For additional information on ASAP.gov please visit: <http://www.fns.treas.gov/index1.html>.

The Honorable Ken Schatz
Page 2

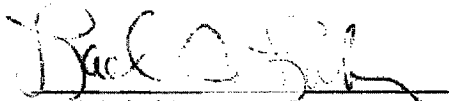
Please have the appropriate authorizing official sign **(IN BLUE INK)** the FNS-529 and return to FNS, along with the ASAP.gov set up form no later than **March 31, 2015**. Please return the signed FNS-529 forms via e-mail, in color .pdf format to carla.garcia@fns.usda.gov.

Once we have received your signed FNS-529 form, we will sign and return one copy of the fully executed agreement to you. Please note that your fully executed FNS-529 agreement, signed by both FNS and your organization, serves as the "official grant agreement" and should be maintained in your files.

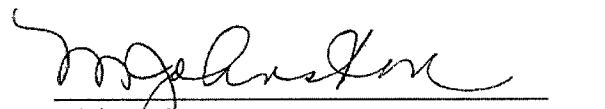
If you have any questions, please contact the Grant Officer, Carla Garcia, at (703) 305-2760 or via e-mail at carla.garcia@fns.usda.gov. If you have any programmatic questions, please contact the Program Officer, Jackie Windfeldt, at (703) 305-2390 or via e-mail at: jackie.windfeldt@fns.usda.gov.

Once again, congratulations on your grant award. We look forward to working with you and your staff on this project.

Sincerely,



Lael J. Lubing
Director
Grants and Fiscal Policy Division



Moira Johnston
Director
Office of Employment and Training
Supplemental Nutrition Assistance Program

UNITED STATES DEPARTMENT OF AGRICULTURE- FOOD AND NUTRITION SERVICE GRANT/COOPERATIVE AGREEMENT		1. GRANT/AGREEMENT NO SNAP_E&T_VT_15		2. FEDERAL AWARD DATE 3/20/2015			
		3. AUTHORITY/CFDA NUMBER Public Law 113-128/ 10.596		4. UNIVERSAL IDENTIFIER NUMBER (DUNS) 809376155000		5. FEDERAL AWARD IDENTIFICATION NUMBER (FAIN) :	
6. FEDERAL AWARDDING AGENCY USDA, FNS		7. GRANT/AGREEMENT FOR SNAP E&T					
8. RECIPIENT Name: Mr. Kenneth Schatz Commissioner Vermont Department for Children Services 103 South Main St. Waterbury, VT 05671-1201 Ken.shatz@state.vt.us		9. ACCOUNTING AND APPROPRIATION DATA- FY 2015 N6503 E3202/E3203 PCA 504203203					
		10. AMOUNT OF FEDERAL FUNDS OBLIGATED BY THIS ACTION 8,959,379.00			11. TOTAL AMOUNT OF FEDERAL FUNDS OBLIGATED 8,959,379.00		
		12. TOTAL AMOUNT OF THE FEDERAL AWARD 8,959,379.00					
13. PLACE OF PERFORMANCE Statewide		14. BUDGET APPROVED BY AWARDDING AGENCY 8,959,379.00					
		15. TOTAL APPROVED COST SHARING/MATCHING (WHERE APPLICABLE) -0			16. INDIRECT COST RATE FOR THE FEDERAL AWARD (PLEASE INCLUDE IF THE DE MINIMIS RATE IS CHARGED)		
17. MAIL REQUESTS FOR REIMBURSEMENT TO USDA/FNS (Accounting Division) Department of Agriculture Food and Nutrition Services 3101 Park Center Drive Alexandria, VA 22302		18. SPONSOR (SPONSORING FNS PROGRAM)-SNAP					
		19. START DATE April 1, 2015		20. END DATE December 31, 2018			
21. IS THIS AN R&D AWARD?-No							
The Grantee/Cooperator hereby assures and certifies that they will comply with the regulations, policies, guidelines and requirements as they relate to the applications, acceptance, and use of Federal funds for this Federally-assisted project including: 2 CFR Chapter I (Office of Management and Budget Government-wide Guidance for Grants and Agreements) and Chapter II (Office of Management and Budget Guidance) as well as 2 CFR Part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards); and any USDA implementing regulations, such as 2 CFR Part 400 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards), 2 CFR Part 415 (General Program Administrative Regulations), 2 CFR Part 416 (General Program Administrative Regulations for Grants and Cooperative Agreements to State and Local Governments), and 2 CFR Part 418 (New Restrictions on Lobbying).							
22. FEDERAL AWARD PROJECT DESCRIPTION This award is made under the authority of Section 16(h) of the Food and Nutrition Act of 2008 (the Act), as amended though Public Law 113-128 (7 U.S.C. 2025(h))							
UNITED STATES OF AMERICA							
SIGNATURE (Authorized Individual)		DATE		SIGNATURE (Grant Official)		DATE	
NAME (Type)				NAME (TYPE) : Lael J. Lubing			
TITLE				TITLE: Director, Grants & Fiscal Policy Division, FNS, USDA			
TELEPHONE NUMBER				TELEPHONE NUMBER 1 (703) 305-2048			

SNAP E&T PILOT – JOBS FOR INDEPENDENCE (JFI) AA-1 Packet:

Cover Memo
Executive Summary

AA-1 Grant Acceptance
AA-1 Section 12 Attachment – List of Limited Service Positions

Notice of Award Letter
Notice of Award FNS 529 Grant/Cooperative Agreement

Project Narrative – Original Grant Award Application
Project Narrative Attachment B – Letter of Agreement
Project Narrative Attachment C – Letters of Commitment
Project Narrative Attachment D – Job Descriptions
Project Narrative Attachment E – Additional Commitments

Budget Narrative
Budget Information – SF424A

FNS Terms and Conditions
FNS Approval for Delayed Start

DCF Limited Service Position Request Form
DCF RFR's – 3 Positions

DDAIL-VR Limited Service Position Request Form
DDAIL-VR RFR's – 5 Positions

VDOL Limited Service Position Request Form
VDOL RFR's – 5 Positions

MEMORANDUM

To: Sarah Clark, Agency of Human Services (AHS), Chief Financial Officer (CFO)

From: Sean Brown, Department for Children and Families (DCF), Deputy Commissioner

Re: Acceptance of the Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E&T) Pilot Grant

Date: July 1, 2015

The Department for Children and Families (DCF) has received a federal grant issued by the United States Department of Agriculture (USDA) in order to assist individuals receiving Supplemental Nutrition Assistance Program (SNAP) benefits obtain unsubsidized employment, obtain increased earnings, and eventually transition away from public assistance. This grant will fund an employment and training (E&T) pilot project within the State of Vermont that will be administered over a three-year period utilizing \$8,959,379 in federal funding. The pilot has a projected start date of November 1, 2015, but beginning no later than January 1, 2016.

We are requesting approval to receive these funds and approval for three limited service positions. Enclosed you will find: (1) the USDA Notice of Award; (2) the USDA Notice of Award Letter; (3) The USDA Award Terms and Conditions; (3) the USDA Revised Budget Approval Letter; (4) the Jobs for Independence (JFI) Executive Summary; (5) the JFI Implementation Timeline; (6) the JFI approved budget narrative; (7) Form SF-424(a); (8) a copy of the grant application; (9) and Request for Reviews (RFRs) associated with state government staff that will be employed by the project.

It is our understanding that this AA-1 packet, once approved by the Secretary of Human Services, should be forwarded in its entirety to the Department of Human Resources (DHR). DHR will retain the original RFRs for classification action upon receipt of approval by all parties, while transmitting a copy of the RFRs and all remaining documents to Finance and Management.

We appreciate your support in moving this request forward without delay, given the very limited timeframe to implement this federally-funded project. Please let me know if you have any questions or need additional information. Thank you,

Sean Brown, Deputy Commissioner
Department for Children and Families
103 South Main Street
Waterbury, Vermont 05674-1201



SNAP E&T Pilot Grant Executive Summary

Background

In November 2014, the Agency of Human Services (AHS), Department for Children and Families (DCF) applied for one of 10 federal grants made available under the most recent federal “Farm Bill,” the Agricultural Act of 2014. These grants were authorized by the United States Congress in order for selected States to develop innovative employment and training (E&T) programs for Supplemental Nutrition Assistance Program (SNAP) participants with mandatory work requirements. These pilot programs are meant to increase the number of SNAP work registrants who obtain unsubsidized employment, increase the earned income of these individuals, and reduce their reliance on public assistance.

Vermont’s Jobs For Independence (JFI) Pilot Program

Vermont’s proposed pilot project, informally titled “Jobs for Independence” (JFI), was developed in order to target those Vermonters with significant barriers to employment, with the intent to provide these individuals with the supportive services necessary to assist them in finding employment and increase their income. As such, Vermont chose to focus on individuals that are homeless, those suffering and/or recovering from substance abuse or mental health problems, and those with prior criminal convictions.

Vermont developed the JFI Pilot Program through a cross-agency approach that partnered with other state agencies, including the Department of Labor (DOL), the Department of Corrections (DOC), and the Division of Vocational Rehabilitation (VR), as well as other community partners such as, the Community College of Vermont (CCV), Vermont Adult Learning (VAL), and Vermont’s Community Action Agencies.

The JFI Pilot Program will be administered by DCF’s Economic Services Division (ESD), but will be implemented through collaboration with many of the partners listed above. JFI has approved federal funding of \$8,959,379 to be used over the course of a three-year program, with a projected start date of November 1, 2015, but beginning no later than January 1, 2016. The program aims to enroll at least 3,000 individuals within the first 16 months of the pilot project, and will contain a “treatment” group and a “control” group in order to quantify the success of the program.

Individuals in the treatment group will receive comprehensive employment services to help assess the special needs, interests, skills, and barriers to employment on an individualized basis. Part of this original assessment will include a determination of each participant’s unique barriers to employment, including whether the participant is struggling with substance abuse issues,

homelessness, or struggling to find employment due to a prior criminal conviction. Based on this assessment, the JFI Pilot Program will work with participants to develop a Comprehensive Employment Plan, which will take into account a participant's changing needs, employment goals, and support services necessary for successful job placement and increased earnings.

The JFI Program expects to use the "Progressive Employment" approach. Progressive Employment offers a sequence of low-risk opportunities for job seekers to explore and try out prospective types of work. Most Progressive Employment opportunities occur prior to a formal hire. These opportunities include interviewing, company tours, and short-term training placements. These experiences are individually designed to allow the job seeker to understand the work environment and expectations, and most importantly obtain real work experience.

Supportive services for these individuals are expected to include career readiness certificate training, adult basic education, financial education, transitional housing support, and post-employment job retention support.

Applicant: Vermont Agency of Human Services
Vermont Department for Children and Families
103 South Main Street
Waterbury, Vermont
05671-1201

Primary Contact: Sean Brown
Deputy Commissioner
Vermont Agency of Human Services
Department for Children and Families
Economic Services Division
103 South Main Street
Waterbury, Vermont
05671-1201

Phone: (802) 241-2803
E-mail: sean.brown@state.vt.us

Grant Program Title: **Vermont's Jobs for Independence (JFI)
Pilot Project**

VERMONT'S JOBS FOR INDEPENDENCE

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PROJECT NARRATIVE

I. STATEMENT OF NEED

a. Project Area Information

Vermont's Jobs for Independence (JFI) Pilot project is in response to the U.S. Department of Agriculture's Food and Nutrition Service's Request for Applications CFDA# 10.596. Vermont proposes to serve approximately 3000 individuals eligible for the Supplemental Nutrition Assistance Program (SNAP) over the life of the grant (3years). It will be a statewide project. Using a random assignment technique to establish a control group for evaluation purposes, it is estimated that approximately 1,500 of the 3,000 served will actually receive Pilot funded services; the remaining individuals will have access to all normally available SNAP-related services. Vermont is a rural state having only one Metropolitan Statistical Area (MSA). The state's entire population according to the U.S Census Bureau was estimated to be 626,630 in 2013. According to Vermont's Economic Services Division, Process and Performance Unit, in September 2014, there were 87,525 Vermonters participating in the SNAP program (3SquaresVT). That equates to over \$10 million in benefit payments based on figures from the FNS-388 report. Over time the average monthly benefit per household has been \$235.

b. Target Population

The three targeted groups in Vermont's JFI program will be: homeless adults (1,556 in Vermont as of January 28, 2014), individuals connected to the Correctional system (8,580 individuals currently within one of 4 community correctional classifications), and individuals suffering from substance abuse (9,096 individuals were treated for substance abuse in Vermont in 2013).

Vermont's Homeless Population

Each year, in accordance with the U.S. Department of Housing and Urban Development (HUD) guidelines, Vermont performs a Point-in-Time (PIT) count of individuals who are homeless within its Continuum of Care (CoC). This survey is an effort to ascertain, at one point in time, an unduplicated count of homeless Vermonters. The most recent PIT was performed the night of January 28, 2014 and was supported by the Chittenden County Continuum of Care and the Vermont Coalition to End Homelessness (the Balance of State Continuum of Care). The total number of homeless Vermonters, though believed to be far lower than the actual numbers, was found to be 1556. Of that number 8% were veterans and over 45% had a self-reported disability. According to HUD, they estimate that a 2-bedroom apartment in Vermont costs, on the average, \$1007/month. In order to support this monthly cost, without paying more than 30% of income on housing, along with paying for utilities a family would need to earn \$19.36/hour, or a little over \$40,000/year. According to the United States Census Bureau, per capita (individual) income in Vermont in 2012 was \$28,846; median household income in Vermont during the same time period and per the U.S. Census Bureau was \$54,168.

Ex-Offenders

According to the Bureau of Justice Statistics data, it is estimated that in 2008 the U.S. had between 12 and 14 million ex-offenders of working age. Many suffer from a variety of serious

difficulties as they attempt to reenter society. Among the most challenging they face is reentry into the labor market. Employment rates and earnings of ex-offenders are low, though in most cases they were low even before they were incarcerated. This is especially true for males. Low employment rates seem related to higher recidivism rates.

As of June 30, 2013, according to Vermont's Department of Corrections Facts and Figures 2013 publication, there were 8,580 individuals in the community who were represented in each of the following: Reentry, Probation, Parole, and Intermediate Sanctions. Of this population, 95% were 21 years old or older and 60% were between 26 and 49. Based on survey information, conducted between October 15, 2012 and October 14, 2014, with a 77% response rate, 50.8% of male inmates had dependent children (10.15.12—10.14.13); in 70% of those situations, the male inmates were not the primary caregiver. 61.1% of female inmates during the same time period had dependent children; 46.2% of those women were not the primary caregivers.

Although the data is not available for the entire correctional community, there is data available for youth between the ages of 18-23 who are or have been incarcerated and who do not have their high school degrees. These data come from the Community High School of Vermont (CHSVT) and are included in the Facts and Figures publication. Of the youth who are not incarcerated and are in the community under the supervision of corrections, approximately 20% have had a history of special education; the percentage is much higher in the incarcerated youth population and stands at 40%.

Vermonters Suffering from Addiction and Substance Abuse

During 2013, according to the Vermont Department of Health's website, approximately 9,096 adults 18 and older were treated for substance abuse. Of that number, 5,539, or 61%, were between the ages of 18-34. Since 2010 there has been a 10% increase in numbers being treated for substance abuse. Approximately 40% of those adults treated for substance abuse were treated for alcohol abuse; a little over 44% were treated for opioid abuse.

All the individuals in the target groups have significant barriers in their lives. Many have little or intermittent work histories, no high school degree and possess at least one disability that is known, but which may not necessarily exclude them from SNAP work requirements. Many are in need of transitional housing, transportation support, and substance abuse counseling. Nearly all will need work readiness skills along with job training opportunities in order to acquire industry recognized credentials. Many will need worksite accommodations. All will have access to financial education and coaching along with assistance to restore their damaged or non-existent credit scores. Through a thorough eligibility and assessment process, the Vermont Pilot will ensure that at least 85% of the participants have a work requirement and are work registered.

c. Labor Market Information

A review of labor market statistics, including employment trends, demonstrates Vermont's economy has leveled out as of September 2014. Vermont's unemployment rate of 4.4% remains well below the national average of 5.9%. Vermont is a rural state with a diversified mix of manufacturing, private education, health care, tourism, professional services and public sector employers. Agriculture remains an important component of the state's economy, supporting trends like "Farm to Plate" initiatives and the green industrial sectors jobs. Data extracted from

Vermont’s Long Term Industry Projections shows steady growth in Natural Resources, Manufacturing, Wholesale/Retail trade, education, and health services.¹ Occupational projections show growth in nursing, customer service, sales, and construction, consistent with industry trends.²

Low-income Vermonters committed to moving themselves and their families out of poverty face tremendous barriers not found in urban areas with established public infrastructures (e.g. mass transit, concentrated commercial/manufacturing zones) more diverse economic activity, affordable land and housing options, and temperate climates. The funds requested in this grant will provide resources to support self-sufficiency and family stabilization. Comprehensive assessments will uncover skills, interests, and motivations.

Occupational projections cited above are accounting for over 2000 jobs that require a high school diploma or less and 0-5 years of experience, matching the demographics of the population to be served under the grant. Jobs in Vermont increased by 1.4% in 2012 from the prior year as the local and national economy grew. This rate of change translates to an additional 3,992 jobs in the state’s economy resulting in an overall total of 299,532 jobs in 2012.³

Construction continues to be an important part of the Vermont economy. Although construction was hit hard during the recession it is now showing signs of recovery and employment in this sector has increased by .8%. The state’s accommodation and food service employment increased by 2.4% in 65% of our labor markets. Vermont’s agricultural base has experienced a lot of changes in recent decades but held strong during the recession and showed an increase of 10.5% between 2007 and 2012. Dairy farming still dominates the state’s agricultural sector and contributes to its non-durable goods manufacturing. According to the same data, it was also noted that manufacturing had a net gain of 3.3%, with the bulk of this gain in non-durable goods.

The Pilot grant will provide opportunities in the labor market by connecting candidates that have had a thorough assessment, work readiness training, and intensive case management with appropriate employers in industries that have documented growth. Employment barriers will have been addressed through the built in supports made available by the grant, allowing individuals access to increased earnings.

JOB TITLE	Job Openings due to Growth	Job Openings due to Net Replacements	Total Jobs	Education/ Experience	Hrly Wage
General and Operations Manager	26	61	87	BA + 5 years experience	49.38
Farmers, Ranchers & other Agricultural	48	77	125	HS or equivalent/>5 years	na
Managers	21	59	80	HS or equivalent/>5	42.69

¹ Occupational Projections 2012-2022 Vermont Labor Market , Vermont Statewide report

² Vermont Department of Labor, Economic and Labor Market Information – August 2014

³ Vermont Department of Labor, Economic and Labor Market Information Division
Vermont Economic and Demographic Profile Series 2014

				years	
Marketing, Research Analyst & Specialist	34	18	52	BA + no experience	26.52
Accountant	31	103	134	BA + no experience	33.15
Human Services and Social Assistant	48	63	111	HS and no experience	15.18
Elementary Teachers	10	68	78	BA and no experience	na
Secondary School Teachers	0	70	70	BA and no experience	na
Substitute Teachers	1	56	57	BA and no experience	12.26
Teacher's Assistant	0	127	127	Some college and no exp.	13.34
Coaches and Scouts	13	54	67	BA and no experience	na
Registered Nurses	107	127	234	BA and no experience	30.41
Nursing Assistant	49	60	109	Post-secondary award	13.01
1st Line Supervisor of Food Preparation	16	49	65	HS or equivalent/>5 years	18.13
Cooks	29	48	77	Less than HS/>5 years	13.08
Bartenders	16	67	83	Less than HS/>5 years	14.04
Food Preparation and Servers	63	208	271	Less than HS/>5 years	10.25
Counter Attendants	0	72	72	Less than HS/>5 years	11.42
Waiter, Waitress	21	222	243	Less than HS/>5 years	12.95
Dishwashers	6	73	79	Less than HS/>5 years	9.97
Janitors and Cleaners	47	91	138	Less than HS/>5 years	12.88
Maids and Housekeepers	60	99	159	Less than HS/>5 years	11.25
Landscaping and Groundskeeping	57	113	170	Less than HS/>5 years	14.06
Hairdressers	26	52	78	Post-secondary award	12.99
Childcare Worker	51	110	161	HS or equivalent/no exp	11.56
Personal Care Aides	413	61	474	Less than HS/no experience	na
1st Line Supervisor Retail Sales	0	101	101	HS or equivalent/>5 years	21.17
Cashiers	10	405	415	Less than HS/no experience	10.34
Retail Salesperson	63	332	395	Less than HS/no experience	13
Sales Representative -Manual, Technical	25	54	79	HS or equivalent/no exp	29.08
1st Line Supervisor, Office & Admin	18	55	73	HS or equivalent/>5 years	25.21
Bookkeeping and Accounting Clerks	50	56	106	HS or equivalent/no exp	17.57
Customer Service Representative	20	83	103	HS or equivalent/no exp	15.76
Hotel, Motel & Resort Clerks	16	57	73	HS or equivalent/no exp	11.85
Receptionists	12	58	70	HS or equivalent/no exp	13.96
Stock Clerks	0	93	93	Less than HS/no experience	12.38
Secretaries	58	79	137	HS or equivalent/no exp	15.5
Carpenters	125	86	211	HS or equivalent/no exp	20.52

Construction Laborer	29	47	76	Less than HS/no experience	14.88
Auto Technician/Mechanic	4	67	71	HS or equivalent/no exp	17.51
General Maintenance Worker	27	59	86	HS or equivalent/no exp	17.51
Heavy Duty Tractor-Trailer	21	76	97	Post-secondary award	19.17
Laborers, Material Handler	20	63	83	Less than HS/no experience	13.13

Vermont Department of Labor & Economic Information
www.vtLmi.info
August, 2014

II. PROJECT DESIGN

a. Employment and Training Approach

Intake, Application, and Recertification

Individuals in Vermont apply for food assistance in one of two ways. They apply online at mybenefits.vermont.gov or submit a paper application directly to the Economic Services Division (ESD). Individuals can also receive assistance in filling out an application by contacting any ESD District Office or other community partner that operated as a sub-grantee under ESD's approved Outreach Plan. Once an application has been received, a Benefits Program Specialist (BPS) contacts the applicant in order to schedule an interview and determine eligibility. These traditional means of reaching eligible SNAP recipients will remain in effect as part of Vermont's Pilot Program; however, community partners and Outreach Specialists will be specially trained in reaching those populations that are the target of the Pilot.

The following chart identifies the activities and services to which current SNAP participants (control group) have access, compared to the new and additional activities and services that our Pilot's treatment group will have access to:

Overview of Intervention

The Pilot assumes that participants cannot be denied access to services that currently exist in the Vermont system. So it will be expected that participants assigned to the control group may access and utilize current services that are available. The theory of change of the Vermont Pilot is that the combination of new and tightly coordinated interagency team approach, combined with a series of supplemental services, will have a statistically significant impact on outcomes for treatment group participants. It is expected that the local interagency teams have the resources and the partnerships to facilitate a comprehensive plan. The following chart identifies the activities and services to which SNAP participants (control group) have access compared to the new and additional activities and services accessed by our Pilot's treatment group.

Treatment	Control Group
VDOL Standard employment directed case	VDOL Standard employment directed case

Treatment	Control Group
management including: <ul style="list-style-type: none"> • Vocational assessment • Access to WIOA employment services as resources allow • Monthly follow up • 90 day post placement support 	management <ul style="list-style-type: none"> • Vocational assessment • Access to WIOA employment services as resources allow • Monthly follow up • 90 day post placement support
Referral to Pilot Interagency Team including VDOL, DCF, VR, VAL, CCV and local partners	No Team Approach
Comprehensive needs assessment of all barriers including clinical and functional assessment	No capacity for comprehensive clinical and functional assessment
Assignment of case lead based on assessment and needs of the individual. For example, Vermont Works for Women	VDOL always the lead
Development of comprehensive plan for employment addressing: <ul style="list-style-type: none"> • Vocational needs and services • Non- vocational barriers to employment (e.g. untreated substance abuse). • Plan for financial self sufficiency 	NA
Comprehensive case management if required to proceed with comprehensive employment plan	NA
Enrollment in Governors' Career Readiness Certificate through CCV	NA
Transitional housing support if needed	Limited availability in the community
Training placements in real work setting (Progressive employment)	Limited to WIOA resources
Direct job development and job placement services ; access to Bonding	Limited to WIOA resources and, with regard to bonding, Wagner Peyser resources
Support with transportation to training and employment sites	NA
Basic education and literacy/GED completion through Vermont Adult Learning	Limited availability in the community
Financial literacy and assistance planning for economic self sufficiency	NA
Industry recognized training and certification programs	Limited availability through WIOA
Facilitated access to Vocational Rehabilitation for participants with a qualifying disability identified through comprehensive needs assessment	Participants may be referred if disability is identified
Facilitated access to CCV post-secondary education and training opportunities	Participants can be referred or self-refer to CCV
Post-employment support through resource coordination	NA

Under the proposed Pilot project, Outreach Specialists will take the benefits application to the individual. Regionally based, they will schedule time at such locations as Probation and Parole offices and homeless shelters. Onsite they will determine an individual's eligibility to receive food assistance benefits. Individuals referred to the Vermont Department of Labor (VDOL) through the Able Bodied Adults Without Dependents (ABAWDs) program will have their eligibility coordinated by VDOL case managers.

All applicants or participants seeking to apply or recertify are screened for work registration and participation requirements at the time of eligibility determination. For those individuals whose eligibility determinations are done by an eligibility worker, the worker will help them register for work by accessing VDOL's JobLink system electronically. If an individual is determined to be a mandatory work registrant, the Benefits Program Specialist (BPS) registers the individual and informs him or her that, unless otherwise exempt, s/he must comply with work requirements in order to receive benefits.

All prospective participants not already working with case managers at VDOL will be referred to VDOL to complete the "informed consent" process.

Informed Consent

Once eligibility has been established, an individual will be asked to sign an Informed Consent form. Those that agree to signing the consent will be given an incentive payment of \$25. A further incentive will be offered to those individuals that currently have child support arrears owed to the state, and are randomly enrolled in the JFI Pilot program treatment group. For those individuals, an arrears forgiveness component will be added to the overall treatment design, wherein, a portion of that individual's child support arrears owed to the state may be forgiven if they comply with work program requirements.

Referral to VDOL, Partners and Training Activities

The overall goal of this Pilot is to reduce Supplemental Nutrition Assistance Program (SNAP) dependency and increase wages of participants. To accomplish this, participants will need to be job ready, have marketable skills, and be provided the required supports. The following is a description of how the project's partners will contribute towards achieving this goal. Job training activities will be aligned with current labor market information.

All participants in the treatment group will undergo a comprehensive, clinical assessment. The assessment will result in the writing of an individual Comprehensive Development Plan (CDP). This assessment will inform the creation of a Treatment Group (case management team). In some cases, VDOL might not be the lead case manager. For example, should it be determined that an individual has a disability s/he would be referred to Vocational Rehabilitation for support. If an individual were to be in need of basic educational tutoring s/he might be referred to Vermont Adult Learning or, depending on the individual's location, to one of the state's other adult basic education providers. The Treatment Group would, however, continue to co-case manage but a lead case manager might be identified who is not based at VDOL. This comprehensive assessment will take place at VDOL. The following is a diagram of participant flow from initial outreach to creation of and referral to the Treatment group:

ASSERTIVE OUTREACH
By
PROBATION & PAROLE and
COMMUNITY PARTNERS

WALK-IN and ONLINE
APPLICANTS



SNAP
Eligibility Determination



VDOL
Work Registration



CONTROL GROUP
Standard VDOL
Services

RANDOM
ASSIGNMENT

EXEMPTION



TREATMENT GROUP
CORE TEAM: DCF, VDOL, VR, VAL, CCV, and Local Community Partners

- Comprehensive and Clinical Assessment
- Assignment of Lead / Wrap-around Case Management
 - Job Readiness Training / Certification
 - Financial Literacy Training
 - Progressive Employment
 - Post-Secondary Education and Training
 - Job Development and Placement?
 - Post-Employment Support

With funds provided by the Pilot, a software system will be purchased to facilitate case management of an individual by multiple departments/organizations. Notes on interventions provided and services accessed will be entered by the appropriate individual at the relevant organization. This way, all parties will remain current in knowing just what was being provided the participant. This will avoid potential duplication of services and a reduction of duplicative needs evaluation.

When appropriate, participants will be co-enrolled in Workforce Innovation and Opportunity Act (WIOA) programs so they can access job training activities such as work experience and, eventually, On-the-Job-Training (OJT) programs. VDOL administers not only WIOA but also administers the statewide apprenticeship program. Linkages with the apprenticeship program will be of significant help when working on job retention with the participant. The Pilot will expand the scope and reach of currently available apprenticeship programs by collaborating with partners that specialize in developing relationships with trade unions and manufacturing industries. ReSource, a community partner that has signed a letter of commitment for this Pilot, is one such partner that specializes in apprenticeship training and on-the-job training in industries that are in demand in Vermont, such as appliance repair, computer system technology, assistive technology and durable medical equipment.

In addition, the bonding program offered by VDOL will be of assistance especially when placing participants who have criminal convictions. Currently, VDOL's fidelity bonding program is used as an incentive for employers to hire individuals with criminal convictions in order to insure the employer against potential acts of dishonesty resulting in monetary loss for the employer. Vermont's JFI Pilot will expand VDOL's current bonding system to cover not only those that are hired but those that are enrolled in pre-employment activities. One of the largest obstacles facing convicted felons is overcoming an employer's potential bias and getting a proverbial "foot in the door."

In addition to assistance with worksite accommodations and, potentially, assistive technology, Vocational Rehabilitation (VR) will, when appropriate, place participants in progressive employment opportunities. Progressive employment is a promising practice developed in Vermont to assist individuals with limited or no work histories. Progressive employment provides participants options for low risk training placements in real competitive job settings. These training placements are always short term (two to eight weeks) and allow both the participant and the employer time to assess the potential match. This approach is particularly effective for offenders who may never get their foot in the door with an employer without this option.

The overall goal of the Pilot project is reduction or elimination of individuals' dependency on SNAP benefits. Job placement and increases in wages are key to achieving this overall goal, however job placement alone without ongoing support is not enough. Low-to-moderate wage workers often face challenges such as loss of childcare, transportation, and unexpected financial emergencies. These challenges may lead to tardiness and absenteeism, adversely impact workplace productivity, and result in job loss. Once employed, program participants will continue to be supported utilizing strategies that have proven effective in supporting workers' abilities to maintain employment when faced with life and financial challenges. Working

Bridges, a nationally recognized program managed by the United Way of Chittenden County, utilizes a variety of strategies to help workers maintain employment and financial stability. Working Bridges is an employer collaborative dedicated to improving workplace productivity, retention, advancement, and financial stability for employees. The program includes a menu of services such as onsite education and training for employers about economic class in the workplace, emergency loan services, financial literacy classes, tax preparation services and resource coordinators, shared among several employers. Onsite resource coordinators help employees get the assistance they need without disrupting the employee's ability to be at work. Funding from the grant will be used to help employers fund Working Bridges services and will incentivize employers to participate in the Pilot program.

Most of the participants will be enrolled in the Governor's Career Readiness Certificate program (CRC). This is both a skill assessment program and one that teaches an individual how to interpret data, apply math for problem solving, work on a team, and utilize basic computer skills. Successful completers receive the National Career Readiness Certificate (NCRC). This 40 hour program was designed and is implemented by the Community College of Vermont.

The Community College of Vermont's Governor's Career Ready Program is designed to train participants in need of academic and/or workplace skills development including math, writing, technology, interpersonal communication, professional "soft skills", and job search skills. Participants often have limited education or career experience and one or more barrier to employment. The program provides each participant with an individualized experience in which the trainer and the participant work collaboratively to develop a game plan for career success. Through a series of assessments and individual and group activities, participants identify gaps in workplace skills and develop a plan to increase work-ready skills. The course is designed to serve all who may benefit and can be tailored to meet the needs of target populations with specific challenges including individuals with disabilities, veterans, mature workers, at risk youth, and individuals involved with the criminal justice system including incarcerated offenders, and those on probation.

The Career Readiness Program provides an opportunity for individuals to explore attainable career paths and develop necessary skills to secure employment. Through classroom based group and individualized training, participants focus on the skills most requested by Vermont businesses.

The program focuses on the following general workforce skill areas:

- resume writing and interviewing skills
- teamwork and interpersonal skills
- time and project management
- identifying trends and interpret data
- basic computer skills
- building a solid career foundation

Instruction is also provided in reading comprehension, workplace mathematics, critical thinking and problem solving. All participants are assessed using the National Career Readiness Certificate assessments, and have the opportunity to earn the NCRC, a nationally recognized

workforce credential, as well as the Governor's Career Ready Certificate. Whenever possible, the Governor's Career Ready Program is paired with an industry recognized credential, adding more value to the participant's skill set.

The program may be tailored to meet specific industry needs and introduce participants to language, topics, and skills within a specific industry sector. This allows the program to adjust to the needs of employers in a particular region of the state. The curriculum may also be adjusted to address the needs of a particular participant group, such as individuals involved in the criminal justice system, who may face additional challenges when seeking employment.

Ex-offenders and other individuals involved in the corrections system, such as drug treatment court and individuals on probation or community release, have a variety of characteristics that greatly limit their employability and earnings capacities. These include limited education and cognitive skills, and limited work experience. For instance, about 70% of offenders and ex-offenders are high school dropouts (Travis et al., 2001; Freeman, 1992). According to at least one study, about half are "functionally illiterate" (Hirsch et al., 2002).

The College's experience with this population revealed tremendous skill disparities. Work with incarcerated individuals also revealed a lack of knowledge about how to navigate the job market. Potential participants were unaware of the demands of the workforce and felt unable to create a plan to acquire employment post-release.

In addition to uncovering and developing key functional skills, the trainer works with the student to develop a list of potential employment opportunities by leveraging existing business partnerships. The college has been offering the Career Readiness Certificate class for 6 years and has established a track record of success that many employers respond to positively. The College is able to identify key employers willing to work with this population thereby increasing the overall rate of re-employment for ex-offenders.

Other partners will include several non-profit organizations such as Vermont Works for Women and ReSource. They will provide targeted job/skill training programs based on the availability of real time jobs. The comprehensive assessment done previously will identify potential career pathways for each participant. Training designed by these non-profits will align with these identified pathways.

Participants will also have the opportunity to receive financial education and coaching. An emphasis will be placed on credit restoration. "Programs working with clients in financial transition such as transitional employment, welfare-to-work, domestic violence, and prisoner re-entry programs may achieve stronger outcomes if their clients are given tools to better manage their money, improve their credit scores and plan their financial futures." (Research Brief: "Financial Counseling & Access for the Financially Vulnerable," Corporation for Enterprise Development for the U.S. Department of the Treasury, April 2014). This conclusion is based on a Pilot undertaken in 2012 entitled Assessing Financial Capability Outcomes (AFCO) implemented within the New York City Parks and Recreation Department's Parks Opportunity Program. This is a program that helps welfare recipients transition off welfare dependency. "The primary finding of this study is that participants who received counseling were more likely to

stay current on debt payments....This is an important outcome as it suggests the counseling services helped clients focus on financial management, and these behaviors were maintained even after the counseling was completed.” (Ibid).

In order to provide this beneficial financial counseling staff will need to be appropriately trained and equipped with the necessary tools. This training is factored into the proposed budget.

Transportation issues of all types plague rural Vermonters at all levels of the economy but nowhere does the lack of reliable, affordable transportation affect peoples’ lives more than those most in need. Consumers are unable to access housing, employment, social or medical services, physical therapy, mental health counseling, parole appointments and many other activities without access to a car or public transportation. Capstone Community Action, in partnership with Vermont’s welfare-to-work program (Reach Up) and Vocational Rehabilitation (VR), has developed workshops to help individuals create a transportation budget. Personal budgets are reviewed and concrete suggestions are made to identify savings. Over the years Capstone staff have located and purchased over 200 cars for Reach Up and VR consumers. This experience has resulted in the creation of infrastructure and internal processes that support Vermont’s most challenged population. The SNAP Pilot will allow Vermont to expand the Capstone model.

Transitional housing support will be provided to individuals who are homeless. Among the strategies the Pilot will use is one titled “rapid rehousing”. Rapid rehousing is an approach to working with homeless families and individuals which emphasizes helping them regain stability quickly in permanent housing and providing time-limited assistance to help them access mainstream supports to retain housing. Rapid rehousing is considered a “promising practice”. It is endorsed by the U.S. Interagency Council on Homelessness (USICH) and has 4 key components: landlord outreach, housing-based case management (or post-lease support services), financial assistance (short or longer term), and assessment of housing barriers. Rapid rehousing programs have focused on connecting households to employment supports/systems, as well as connecting with support services.

In Vermont, there are a number of organizations working with homeless individuals and utilizing some or all of these rapid rehousing elements, including but not limited to, Community Action Agencies. Many of Vermont’s rapid rehousing programs have built up relationships with landlords, risk pools to incentivize private landlords, housing-based case management, landlord/tenant mediation, and expertise on how to help households navigate the housing world.

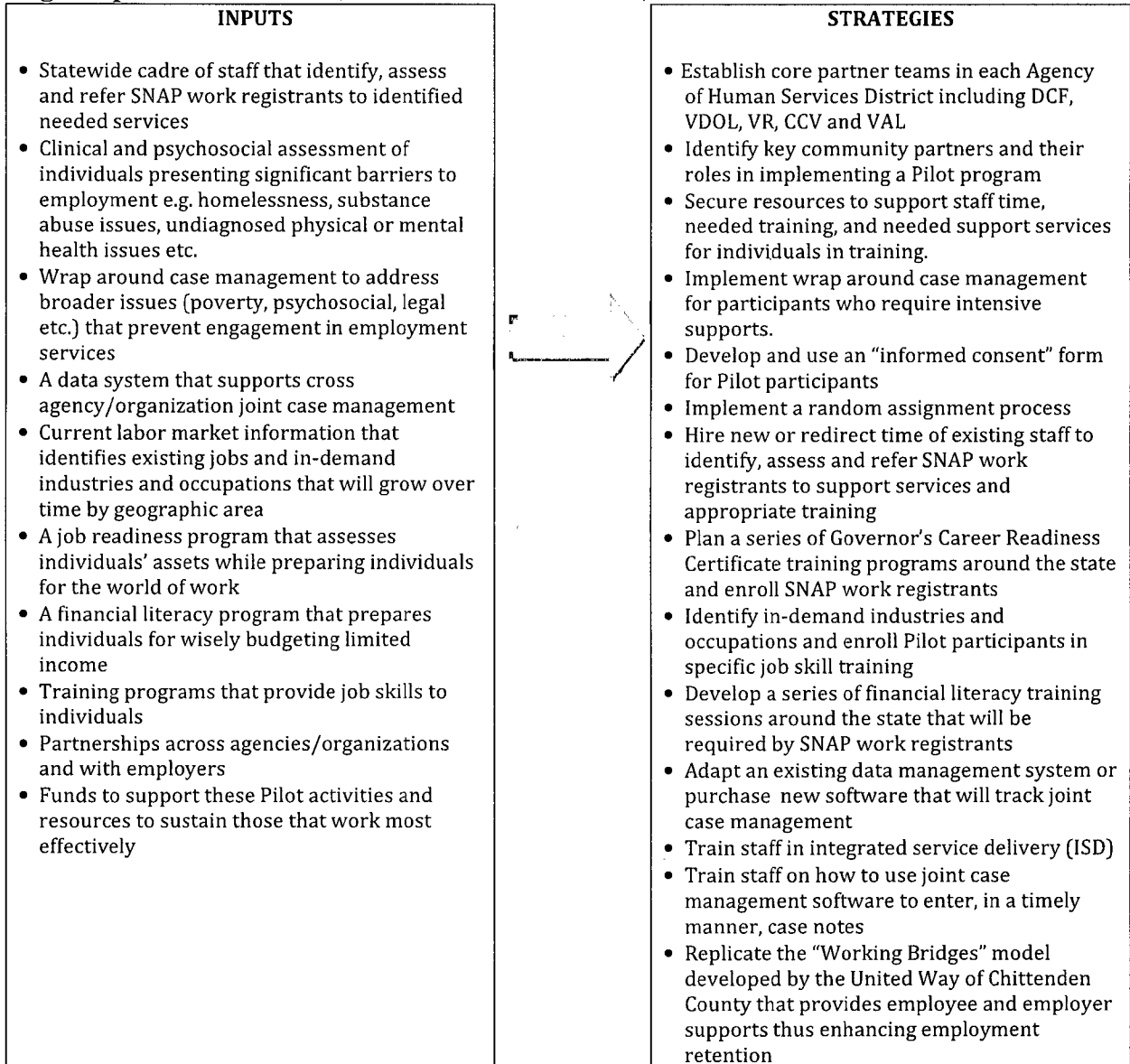
The Department for Children and Families currently funds rapid rehousing through two main grant programs: Emergency Solutions Grant and the Community Housing Grant program. SNAP Pilot grant funds will support, among other services, housing-based (post-lease) employment-focused case management, training on evidence-based practices related to employment support for housing and social service providers, and efforts to align homeless assistance resources across the department and agency borders. The Pilot’s goal is to expand these services and to incorporate them into the larger E&T model providing a seamless and integrated set of services.

The following is a description of the Pilot’s Logic Model:

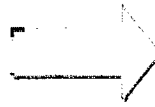
Goal: To raise the number of SNAP work registrants who obtain unsubsidized employment, increase their earned income, and reduce their reliance on public assistance (p.8 of RFA).

Theory of Change: By providing wrap around services to selected hard to serve target groups including an integrated set of services in employment placement and career improvement, financial education and coaching, and access to income supports we will be able to achieve our stated goals.

Target Population: Homeless; Probationers and Parolees; Substance abusers



- OUTPUTS**
- 3000 individuals will be served over a 3-year period
 - Of the 3000 served 1500 will be randomly assigned to a “control group”; 1500 will be in the “treatment group.”
 - At least 85% of the 3000 individuals will qualify as work registrants
 - At least 75% will be placed in a minimum of one competitive job placement
 - Once employed, a minimum of 70% individuals will retain their jobs for two quarters after exiting the Pilot
 - At least 70% of those employed will earn wages at or above Vermont’s standard for a livable wage.
 - At least 50% will complete the Governor’s Career Readiness Certificate
 - At least 30% will complete industry recognized certification and training programs
 - At least 40% will complete financial literacy certificates
 - See an increase in earnings post-Pilot compared to pre-Pilot wages
 - Realize a reduction in Pilot participants’ dependency on public assistance
 - See an increase in enrollment in post-secondary education and training post-Pilot compared to pre-Pilot



- OUTCOMES**
- A new cross agency/organization joint case management data system will be in place with wide-spread use
 - Staff will create individual employment plans that progressively prepare SNAP work registrants for unsubsidized employment
 - An efficient and comprehensive individual needs assessment will be commonly used
 - A statewide system of participant referrals will be in place
 - The targeted groups will have access to career information, job readiness programs, financial literacy classes, support services and income supports while in job training
 - The employer community will participate in pre-placement activities as part of a progressive employment plan

b. Partnerships and Collaborative Efforts

The previous section describes many of the activities and services that will be provided and the organizations that will provide them. Letters of Commitment are attached to the proposal following the outline described in Attachment C of the RFA. The collaborative efforts described in the Letters of Commitment will enhance the services to individuals participating in the Pilot. In addition, leveraged resources are also identified.

c. Outreach, Referral, and Sanction Process

Outreach

The Pilot plans that at least 85% of the participants will be subject to work requirements and work registration. In order to accomplish this goal, efforts will be made to not only reach out to individuals, but also to organizations. Outreach specialists will contact homeless shelters and organizations that work directly with the homeless to notify individuals about the SNAP Pilot project. Probation and parole offices will be notified as will mental health and recovery centers. Staff at multiple state departments such as Vocational Rehabilitation and the Vermont

Department of Labor will be notified about the services available through this Pilot. The statewide network of community action agencies will be notified as will other training providing non-profits throughout Vermont.

These organizations and departments will then alert their participants about the SNAP Pilot and the opportunity of participating. SNAP participants with a work requirement will be targeted and volunteers will not be sanctioned for failure to comply.

The Pilot plans on serving approximately 3,000 individuals. Of that total number, 1,500 will be assigned to the treatment group; 1,500 to the control group. Based on serving 3,000 individuals over a three year period, that equates to seeing a little over 83 individuals per month. Again, half of these would be assigned to the treatment group, half to the control group.

Referral

For individuals who are seen by eligibility outreach specialists at various locations throughout the state and determined to be mandatory work registrants, they will be referred to the Vermont Department of Labor closest to where they live. Individuals who are classified as “abled bodied adults without dependents” (ABAWDs) are already referred to VDOL for work registration, assessment, and referral to appropriate activities and services.

Sanction

Within 10 days of determining that a mandatory work registrant has not provided good cause for failure to comply with mandatory work registration, the Economic Services Division (ESD) will provide the household with a Notice of Adverse Action (NOAA). Such notification will contain the proposed period of disqualification for the individual and specify that, if this action closes the assistance group, the earliest date the household may reapply is at the end of the disqualification period or correction of the failure to comply, whichever is later. The period of disqualification starts the first month following the month of closure noted in the NOAA, unless the household requests a continuance of benefits pending an appeal.

A mandatory work registrant refusing, without good cause, to comply with VDOL tasks in meeting their work requirements will be conciliated by their VDOL Case Manager in an attempt to resolve their lack of compliance. If the conciliation meeting fails, then ESD will be alerted for review of the case. ESD will determine if a sanction is warranted, and if so, will send the household a NOAA as noted in the prior paragraph.

Each household has a right to a fair hearing to appeal a denial, reduction, or termination of benefits due to a determination of failure to comply with work requirements.

Monitoring Sub-grantee Performance and Compliance with Component Requirements

The sub-recipient will complete a self-assessment tool once a year. This will be accomplished jointly by the assigned State 3SquaresVT Program Administrator and or the State 3SquaresVT Team Leaders, with results submitted to the 3SquaresVT Program Director. This self-assessment will be utilized to identify best practices and areas for improvement.

The sub-recipient staff will work closely with the State 3SquaresVT Team Leader in an integrated service delivery model. This may include attending team meetings, trainings, and workshops as requested, and case consultation meetings as requested or needed. The Sub-recipient Supervisor will meet, at a minimum, quarterly with the 3SquaresVT Team Leader and/or 3SquaresVT Program Director. The Sub-recipient must consult with the 3SquaresVT Team Leader, the State Grant Manager, and the 3SquaresVT Program Director prior to filling any grant funded vacant positions. The State may participate in the hiring of all positions funded in part by this grant.

In the event that the case management or employment outcomes fall below 75% of the goal, the sub-recipient, in conjunction with the 3SquaresVT Team Leader and/or Program Manager will develop a corrective action plan signed by both parties and will submit it to the Grant Manager within 30 days of submission of the quarterly report that indicated that the sub-recipient's performance fell below the established minimums. Continued failure to meet the minimum requirement will result in loss of fees, and may result in the cancellation of the agreement. Ability to meet performance outcomes will be a consideration for continued or future funding.

The ESD will monitor and evaluate the Sub-recipient's performance based on the program and financial reports and correspondence with the sub-recipient. Assistance is available to the sub-recipient staff by the State Grant Manager, the 3SquaresVT Team Leader, and/or the 3SquaresVT Program Director.

d. Assessment and Placement

A comprehensive assessment will take place at VDOL and be on-going throughout a participant's enrollment in the Pilot; further initial assessment may take place at VR. Both assessment providers will work in partnership with state Employee Assistance Program (EAP) licensed social workers/clinicians to access, when appropriate, a clinical assessment. Additional EAP staff will be hired with funds from this grant. This dual approach will be modeled after one previously implemented in Vermont in partnership with the state's Office of Child Support (OCS). It allows the case manager, on an ongoing basis, to address psychosocial issues along with employment and training needs. It is believed that this in-depth approach will result in more ABAWDs obtaining and retaining meaningful employment. The EAP social workers/clinicians will address such things as the need for a medical home, medical follow-up, mental health or substance abuse services, housing search assistance or housing advocacy, transportation assistance and connections to other community providers based on the participant's needs. In general, they will address the social determinants of health.

The Department for Children and Families will establish a schedule for monitoring each partner that assesses participants and/or provides services to them. Memoranda of Understanding, grants and/or contracts will be written outlining DCF's expectations of each service provider receiving resources through this grant. Monitoring visits will occur routinely.

e. Participant Reimbursements

The Department for Children and Families, as applicant, will provide allowable, reasonable, and necessary reimbursements to participants from grant funds. Allowable costs include, but are not limited to, dependent care costs, transportation expenses, books or training manuals, uniforms

and/or clothing required for the job, personal safety items required for participation, equipment or tools required for the job, test fees, union dues, relocation expenses, licensing and bonding fees. Potentially approvable expenditures include clothing suitable for interviewing, vision correction, dental work, minor automobile repairs, and legal services.

When possible, funds to support allowable reimbursement will be leveraged from such partners as VDOL (Workforce Innovation and Opportunity Act funds and/or potentially State Apprenticeship funds) and VR. The Pilot will follow the requirements found in the relevant OMB Circulars. In general, costs are “reasonable” if they: 1) provide a program benefit generally commensurate with the costs incurred; 2) are in proportion to other program costs for the function that the costs serve; and, 3) are within the scope of employment and training. Costs are, in general, necessary if they: 1) are incurred to carry out essential functions of employment and training; 2) may not be avoided without adversely affecting program operations; 3) are a priority expenditure relative to other demands on availability of administrative resources; and 4) do not duplicate existing efforts.

Should the Pilot’s partners provide reimbursements for expenditures DCF will establish a monitoring system to ensure compliance with federal regulations.

III. IMPLEMENTATION PLAN AND ORGANIZATIONAL CAPACITY

a. Implementation Plan (Timeline)

Vermont JOB for Independence (JFI) Timeline

Activity	Responsible Party	Approval	Timeline	Responsible Party
Establish Project JFI Implementation Team DCF, VDOL, VR, CCV and Community Partner Rep	First meeting to establish Implementation Team	Executive oversight of overall project	First meeting March 2015, monthly ongoing	DCF SNAP Director
Recruit Project JFI Project Director and Management Team	Interviews with implementation team	Project JFI Management Team hired	April 2015 to June 2015	DCF and Project JFI Implementation Team
Develop comprehensive statewide MOUs between DCF, VDOL, CCV, VR and Community Partners	Draft MOUs developed by Implementation Team	Approval and signature of MOUs by Partners	April 2015 to June 2015	Implementation Team
Develop contracts for JFI services with CCV and community partners	Draft contracts reviewed by implementation team	Approval and Signature by VDOL Commissioner and CCV President	June 2015 to September, 2015	Project JFI Director and Staff
Develop comprehensive evaluation plan in close consultation with national	Consult with national evaluator on all elements of	Evaluation Plan developed and approved by	June 2015 to September, 2015	Project JFI Director and Data Manager

Activity	Phase	Location	Timeline	Responsibility
evaluator	plan	national evaluator		
Recruit and train outreach specialists and VDOL staff performing intake and random assignment	Training procedures developed	Outreach staff hired and training delivered	July 2015 to September 2015	Project JFI Director and team
Implement two month pre-testing period of new processes including random assignment in two sites	Identify two sites where staff are in place to allow pre-test	Pre-testing completed	July 2015 through August 2015	Project Director, Data Manager and Monitor
Make Adjustments to processes and procedures based on results of pre-test	Collect data from test sites	Revised processes and procedures ready for full implementation	September 2015	Project Director, Data Manager and Monitor
Establish interagency service teams in all twelve sites	Assigned State and community partner team are identified	Teams are in place and ready to accept referrals by October 1, 2015	August 2015 to September 2015	Project JFI Director, Monitor and Implementation Team
Interagency service monthly meetings are initiated and ongoing	Project JFI Director, Implementation Team and Leadership statewide launch meeting of Project	Teams are operational in all twelve sites	September 2015 to March 2018	Project JFI Director, Monitor and Implementation Team
Enrollment in Pilot Begins	Successful enrollment of eligible participants in all twelve sites	Enrollment over project term of a minimum of 3,000	October 1 2015 to November 2017	Project JFI Team and Implementation Team
Monitoring of JFI Fidelity to the design and compliance with federal SNAP requirements	Development of tools to measure program compliance and fidelity across sites	Design is implemented with good fidelity to the model across sites	October 2015 to March 2018	Project JFI Monitor and Data Manager
Required project evaluation process and outcome data is collected across sites and provided to the national evaluator.	Quarterly collection of administrative data and process data	Project provides all required data to national evaluator	October 2015 to March 2018	JFI Data Manager
Collect Administrative Data for project evaluation post project	Quarterly collection of administrative data	Project provides long term outcome data to national evaluator	March 2018 to March 2021	Implementation Team

Activity	Implementation	Timeline	Responsible Party
Development and implementation of a replication and sustainability plan	Annual reports to legislature, Governor's Office and State partners. Identification by leadership of state capacity to maintain and replicate project activities through existing resources	Vermont is able to replicate and sustain project activities beyond term of federal assistance	April 2016 to March 2018 Project JFI Director and Leadership Team

b. Organizational Capacity

The Vermont Department for Children and Families (DCF)

The Vermont Department for Children and Families (DCF) operates under Vermont's Agency of Human Services (AHS), and provides a wide array of programs and services. These services include adoption and foster care, child development, child protection, child support, disability determination, and the administration of economic benefits such as 3SquaresVT (Vermont's SNAP program), fuel assistance, and Reach Up (Vermont's TANF program). While each division within the department has its own priorities and areas of focus, DCF is primarily focused on reducing poverty and homelessness, eliminating hunger, improving the safety and well-being of children, youth and families, and supporting Vermont's most vulnerable citizens.

The Economic Services Division (ESD)

The Economic Services Division (ESD) is the largest division within DCF, and administers economic benefits that help Vermonters in need. It will be the primary point of Pilot implementation within the Department for Children and Families. Programs such as 3SquaresVT (Vermont's SNAP program), Emergency and General Assistance, Fuel Assistance, and Reach Up (Vermont's TANF program) provide a safety net for individuals and families in need. Many of these families and individuals are among Vermont's most vulnerable, and may be experiencing unemployment, underemployment, single parenthood, aging, disability, the death of a family member, or other life-changing events.

Pilot Operations

The Pilot director and other key staff will reside in ESD. Up to 6 Outreach Specialists will be hired to perform off-sight SNAP eligibility. Staff will be hired to perform Pilot monitoring, data management and evaluation. Outside DCF additional outreach specialists will be located in several community action agencies' offices. These community action (comm.act.) outreach specialists will assist in outreach activities, but will not be determining eligibility. Case managers will be located in VDOL offices throughout the state. Job descriptions for these key positions that will be posted have been included in Attachment D. At the state level a cross agency steering committee will be formed to assist the director with strategic planning. This will include such topics as joint case management protocols, development of key processes and procedures, cross

department/organization communication and sustainability. The steering committee will also serve in a problem-solving capacity responding to issues identified in the field.

Each region will have a treatment group as displayed in the chart on page 9. Its members will be participant assessment driven by region but will include representatives from multiple service providers.

Vermont Has Dramatically Improved Program Operations Over the Last Year, Making it a Competitive Candidate for Implementing a Pilot Project

Vermont had no management evaluation findings for FY 2012 and FY 2013; however, the following describes the steps Vermont has taken to improve its quality of program implementation.

Since FY 2013, DCF has been able to hire more eligibility workers and renew focus on training and quality control in order to dramatically improve Vermont's payment error rate. Among other efforts, DCF has (1) added a host of new trainings focused on the 3SquaresVT program for eligibility workers, supervisors, regional managers, and quality control staff; (2) implemented monthly and quarterly meetings between supervisors, policy analysts, and district representatives to specifically discuss error rate issues; (3) begun tracking error rates of individual workers to identify causes of and solutions to frequently made mistakes; (4) begun sending monthly quality control newsletters to DCF leadership, at both the central office and in the districts, notifying recipients of program areas that are giving rise to errors; and (5) increased supervisory case reviews.

As a result, Vermont has decreased its current cumulative payment error rate to a minimal 2.98% (as of the end of June 2014). Furthermore, the most recent comparative national data published by FNS shows Vermont to be the most improved State in the nation, having reduced its error rate from the previous FFY by more than 6%. Vermont also significantly improved its case and procedural error rates during FY 2014, and is likely to receive a program performance bonus award from FNS for being the most improved State in the nation in this category of error rates as well.

With the recent improvements made to Vermont's SNAP program, detailed above, DCF has organizationally positioned itself to be a key and effective agency to administer the JFI Pilot Program.

IV. CAPACITY TO SUPPORT INDEPENDENT EVALUATION

a. State Data Collection System

Creating a data collection and management plan for the project will be a major focus of the planning phase and early implementation of this project. Therefore the Project Data Manager, will consult extensively with the national evaluator during this period to ensure our plans are comprehensive and aligned with the plans for the national evaluation.

The State of Vermont, Agency of Human Services has the administrative data systems in place to support a comprehensive independent evaluation of the project. The State Agency partners in the

project will be able to provide rich sources of administrative data on both program participation and outcomes for both the treatment and control groups. Data sharing agreements across state agencies are either already in place or outlined in the attached letters of commitment. The primary administrative data sources available to the project are:

The DCF ACCESS system: This system tracks all state benefits data including SNAP, TANF, General Assistance, and Fuel Assistance.

The VDOL JobLink and IDEM Systems: The JobLink system tracks ABAWD job registrations and services. The IDEM system tracks participation in WIOA programs operated through VDOL.

The VDOL State Unemployment Insurance data system: This system collects quarterly wage data for workers for covered employment in Vermont.

The DVR 911 System: The DVR 911 tracks participation in the State/Federal vocational rehabilitation program including disability diagnosis, services provided, service costs, consumer status over time and employment status at closure.

DOC Offender Management System: The DOC offender management system tracks the offender status including rate of recidivism.

Community College of Vermont: CCV tracks data on participation in post-secondary education and certification programs. This would include rates of participation and completion.

The project design involves an interagency team approach involving services from both state agencies and community providers. In order to track participant services and outcomes across both state government programs and non-profit community providers, the project will require a web based case tracking system. Because this system will be used by both state employees and the community, the system must be external to the State IT system and be web based. The project has priced out some existing solutions that could be easily customized for the project, and budgeted for the cost. The project data manager will consult with the national evaluator regarding existing systems and relative merits of any particular system. The project expects to have selected a system and initiated a contract within three months of the project launch.

The project data manager will consult extensively with the national evaluator and state partners about which demographic, process, service, and outcome measures should be included in the case tracking system. It will be important to not have too many data elements in the web based system or that the system be too complex. The more complex and difficult to use the tracking system is the greater likelihood that data quality will be affected. Therefore, as much as possible, the project expects to use state administrative data for items such as demographics, state and federal benefits utilization, services provided through other systems (VDOL, VR, and CCV). We expect the individual State's Unemployment Insurance system to be the primary source of data on competitive employment outcomes and earnings. The web based system will primarily track the project funded services, progress benchmarks, and outcomes that will not be available through any administrative data source.

The following table outlines the data sources the project expects to use for both the process and outcome measures for the project.

Data Type	Data Sources	Available for Treatment Group	Available for Control Group
Demographic profile at intake	<ul style="list-style-type: none"> • Self-report data in case tracking tool • DCF ACCESS 	Yes	Yes
State benefits status at intake	<ul style="list-style-type: none"> • DCF ACCESS 	Yes	Yes
Corrections status at intake	<ul style="list-style-type: none"> • DOC Offender Management System 	Yes	Yes
Employment status at intake	<ul style="list-style-type: none"> • Self-report data in case tracking tool • VDOL UI wage data 	Yes	Yes
Employment status prior to enrollment	<ul style="list-style-type: none"> • VDOL UI wage data 	Yes	Yes
Pilot Service Plan	<ul style="list-style-type: none"> • Case Tracking Tool 	Yes	NA
Engagement in Pilot services	<ul style="list-style-type: none"> • Case Tracking tool 	Yes	NA
Case notes	<ul style="list-style-type: none"> • Case Tracking Tool 	Yes	NA
VDOL services provided	<ul style="list-style-type: none"> • VDOL administrative data 	Yes	Yes
DVR services provided	<ul style="list-style-type: none"> • DVR 911 	Yes	Yes
Engagement in Post-Secondary Education and training	<ul style="list-style-type: none"> • Case tracking tool • CCV administrative data 	Yes Yes	No Yes
Engagement in services provided through community partners	<ul style="list-style-type: none"> • Case tracking tool 	Yes	No
Pilot services at closure	<ul style="list-style-type: none"> • Case tracking tool 	Yes	NA
Employment status at closure	<ul style="list-style-type: none"> • Case tracking tool 	Yes	NA
State benefits received post closure (including SNAP)	<ul style="list-style-type: none"> • DCF ACCESS 	Yes	Yes
Employment status post closure	<ul style="list-style-type: none"> • VDOL UI Wage Data 	Yes	Yes
Corrections status post closure	<ul style="list-style-type: none"> • DOC Offender Management Syt. 		
Post-Secondary Education and Training completion post closure	<ul style="list-style-type: none"> • CCV administrative data 	Yes	Yes

As noted, the State already has access to data or data sharing agreements in place to collect the administrative data referenced above. In particular, the Agency of Human Services has a comprehensive data sharing agreement with VDOL to access quarterly wage data from the Unemployment Insurance System. This data is used regularly for both programmatic reasons and program evaluation across AHS.

Evaluation Capacity

As noted in the project design, we will enroll 3,000 eligible individuals during the grant term to be randomly assigned to the treatment and control groups. The Statement of Need identifies statewide numbers of individuals in the project's three target groups as well as the number of individuals currently receiving SNAP food assistance. In addition, last quarter over 1,700 ABAWDs were referred to VDOL for work registration. The Department believes it will be able to reach the 3,000 figure based on the target group estimates, as well as the quarterly referrals to VDOL.

The project already has agreements and approvals in place to track administrative data on project participants post SNAP closure both within the Agency of Human Services of which the Department for Children and Families is a part and with the Vermont Department of Labor. The project will consult with the national evaluator around the development of a comprehensive consent for release of information for both the treatment and control groups. The consents will be reviewed with participants at eligibility determination (intake) and prior to random assignment. The consents will explicitly allow the project to collect the data outlined in the prior table for the duration of the project and share that data on an individual level with the national evaluator.

In addition, the project will be required to have the research and evaluation design review by the Agency of Human Services' Institutional Review Board (IRB). The Vermont Agency of Human Services, in which resides the Department of Children and Families, requires that research conducted by any component of the agency involving human subjects, their health related information and/or any potential risk to human subjects, be approved before the research is begun. The Agency IRB reviews applications concerning research on human subjects or their protected health information when subjects are Agency clients or recipients of public services or benefits furnished by the Agency, and when the research is proposed by, affiliated with, conducted at the request of, or involves an Agency department, division, program or office.

The Vermont Agency of Human Services has institutional experience implementing randomized control trials across programs. Between 1994 and 2001, DCF implemented a random assignment study of Vermont's Welfare Restructuring Project (WRP). DCF contracted with Manpower Demonstration Research Corporation (MDRC) as an outside evaluator for the study. Between 1994 and 1996, welfare applicants and recipients were assigned at random to WRP or to the Aid to Needy Families with Children (ANFC) group, which remained subject to the prior welfare rules. (A third group received WRP's incentives but was not subject to the work requirement.) WRP's effects were estimated by comparing how the groups fared over a six-year follow-up period. The study produced statistically significant results showing that WRP increased employment and reduced reliance on cash assistance for single-parent families⁴.

⁴ Final Report on Vermont's Welfare Restructuring Project. MDRC 2002

More recently, the Social Security Administration (SSA) contracted with the Vermont Division of Vocational Rehabilitation to conduct a study of a graduated earned income offset for the Social Security Disability Insurance (SSDI) Program. The study was conducted between 2005 and 2009 and tested the impact of the removal of the “cash cliff” built into the program for earnings above a defined threshold. The study found that participants in the offset group were more likely to work above the defined threshold than those who participated in the control group. The results of the study were published in the Journal of Rehabilitation⁵.

⁵ <http://www.ssa.gov/disabilityresearch/offsetPilot.htm>



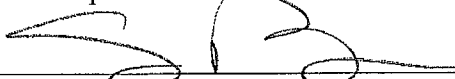
Department for Children and Families
Economic Services Division
103 South Main Street
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ATTACHMENT B: Letter of Agreement

As an applicant for a Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E&T) pilot project, The Vermont Department of Children and Families understands its responsibility to participate fully in the pilot's evaluation and to cooperate fully with the FNS-selected evaluation contractor and its designated agents in all aspects of the evaluation, including but not limited to:

- developing and implementing, in cooperation with FNS and the evaluation contractor, procedures and materials to ensure legally effective and prospectively obtained informed consent from participants in the evaluation sample;
- implementing a random assignment process to create treatment and control groups, designed by and supported with technical assistance from the evaluation contractor;
- providing data on employment and training services provided to participants and their outcomes (such as recruitment, enrollment, retention, completion, certification, job entry, employment retention and advancement, and earnings);
- providing access (including all necessary approvals) to administrative records maintained by the SNAP or other State agency on employment, earnings and public benefit receipt (including TANF, Medicaid, and General Assistance) of members of the evaluation sample;
- facilitating access (including updated contact information) for evaluation contractor interviews or site visits with evaluation sample participants, agency staff, and other partners or stakeholders in pilot operations;
- providing copies of relevant pilot documents, such as meeting notes, memoranda, and procedural manuals;
- working in cooperation with the evaluator to trouble-shoot and resolve issues and refine procedures to the extent feasible; and
- making all efforts to maintain the integrity of the evaluation and ensure the quality of the data provided to the contractor.


Sean Brown, Deputy Commissioner, Economic Services Division



BUDGET NARRATIVE (REVISED)

Line Item	Amount
Personnel.....	\$810,401

Pilot Director (1 FTE @ \$102,094/year x 3 years)
Pilot Program Manager (1 FTE @ \$89,455/year x 3 years)
Pilot Data Manager (1 FTE @ \$78,585/year x 3 years)

Fringe.....	\$317,114
-------------	-----------

@45% of base salary: health care, dental, life, long term disability,
retirement, employee assistance program, Medicare, FICA.

Travel.....	\$12,000
-------------	----------

2 trips to Washington, D.C. to attend grantee meetings
@ \$1,200/trip covering round-trip airfare, lodging, food,
Parking, miscellaneous

17,143 miles x \$.56/mile (State Standard) Mileage will be used primarily by
administrative staff to travel to district offices to monitor pilot progress throughout the
State.

Equipment.....	\$300,000
----------------	-----------

Software Licenses for Joint Case Management. We're
exploring Custom Off the Shelf (COTS) solutions such
as Social Solutions Efforts to Outcomes. Our goal is minimal
customization to facilitate partnership across state government
and non-profit organizations.

Supplies.....	\$14,000
---------------	----------

Laptops (8 @ \$1,000 each) to be used primarily for recruitment specialists to perform
on-site recruiting activities, and to determine if interested potential pilot participants
are currently receiving SNAP and are mandatory work registrants. The remaining
\$6,000 has been allocated towards general office supplies over a 3-year period.



BUDGET NARRATIVE (REVISED), Continued

Line Item	Amount
Contractual.....	\$5,855,864
VDOL.....	\$1,500,075
Job Center Specialists II (5 FTEs @ \$100,005/year x 3 years)	
Per FTE cost includes wages and fringe. VDOL Job Center Specialists will be the lead case manager for the majority of participants. They will also be tasked with placement services once participants are trained and ready for unsubsidized job placements.	
VR.....	\$1,260,719
EAP Program Specialists II (4 FTEs @ \$80,888/year x 3 years) as well as an EAP Research and Innovative Programs Director (1 FTE @ \$96,686/year x 3 years).	
Per FTE cost includes wages and fringe. EAP Program Specialists II will provide a comprehensive psychosocial assessment of participants. EAP Research and Innovative Programs Director will oversee EAP Program Specialists II statewide.	
Community Action Agencies.....	\$1,200,000
Recruitment Specialists (8 FTEs @\$75,000/year x 2 years)	
These staff will perform off-site recruitment activities, and assist potential pilot participants in filling out SNAP applications.	
Other Non-profit Training, Education and Support Providers	
Vermont Works for Women, ReSource, Vermont Adult Learning,	
Community College of Vermont, other.....\$1,895,070 cumulatively	
These organizations will provide job-specific training, basic education, Career readiness training (Governor’s Career Readiness Certificate), general support.	
Construction.....	\$0.00

BUDGET NARRATIVE(REVISED), continued:

Line Item	Amount
Other.....	\$1,650,000
Subsidized Wages=\$750,000	
Supportive Services=\$900,000	
Wages and Support Services (this will include the \$25 Incentive) will be used to train individuals and address their employment barriers so they can eventually be placed in unsubsidized jobs. Phone, Computer Usage Costs, Copying=\$3000/year x 3 years	
Total Direct Charges.....	\$8,959,379
TOTAL.....	\$8,959,379

BUDGET INFORMATION - Non-Construction Programs

OMB Approval No. 0348-0044

Budget

SECTION A - BUDGET SUMMARY						
Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1.		\$	\$	\$	\$	\$ 0.00
2. SNAP E&T PILOT	10.596	8,959,379.00				0.00
3.						0.00
4.						0.00
5. Totals		\$ 8,959,379.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
SECTION B - BUDGET CATEGORIES						
6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)	
	(1)	(2)	(3)	(4)		
a. Personnel	\$ 810,401.00	\$	\$	\$	\$ 810,401.00	
b. Fringe Benefits	317,114.00				317,114.00	
c. Travel	12,000.00				12,000.00	
d. Equipment	300,000.00				300,000.00	
e. Supplies	14,000.00				14,000.00	
f. Contractual	5,855,864.00				5,855,864.00	
g. Construction	0.00				0.00	
h. Other	1,650,000.00				1,650,000.00	
i. Total Direct Charges (sum of 6a-6h)	8,959,379.00	0.00	0.00	0.00	8,959,379.00	
j. Indirect Charges					0.00	
k. TOTALS (sum of 6i and 6j)	\$ 8,959,379.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 8,959,379.00	
7. Program Income	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	

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Prescribed by OMB Circular A-102

Previous Edition Usable

SECTION C - NON-FEDERAL RESOURCES					
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS	
8.	\$	\$	\$	\$ 0.00	
9.				0.00	
10.				0.00	
11.					
12. TOTAL (sum of lines 8-11)	\$	\$	\$ 0	\$ 0	
SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 2,986,460.00	\$ 746,615.00	\$ 746,615.00	\$ 746,615.00	\$ 746,615.00
14. Non-Federal	0.00	0.00	0.00	0.00	0.00
15. TOTAL (sum of lines 13 and 14)	\$ 2,986,460.00	\$ 746,615.00	\$ 746,615.00	\$ 746,615.00	\$ 746,615.00
SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT					
(a) Grant Program	FUTURE FUNDING PERIODS (Years)				
	(b) First	(c) Second	(d) Third	(e) Fourth	
16. SNAP E&T PILOT	\$ 2,986,460.00	\$ 2,986,459.00	\$	\$	
17.					
18.					
19.					
20. TOTAL (sum of lines 16-19)	\$ 2,986,460.00	\$ 2,986,459.00	\$ 0.00	\$ 0.00	
SECTION F - OTHER BUDGET INFORMATION					
21. Direct Charges: 8,959,379.40		22. Indirect Charges: 0			
23. Remarks: AHS/DCF HAS AN APPROVED PUBLIC ASSISTANCE COST ALLOCATION PLAN					

INSTRUCTIONS FOR THE SF-424A

Public reporting burden for this collection of information is estimated to average 180 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0044), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

General Instructions

This form is designed so that application can be made for funds from one or more grant programs. In preparing the budget, adhere to any existing Federal grantor agency guidelines which prescribe how and whether budgeted amounts should be separately shown for different functions or activities within the program. For some programs, grantor agencies may require budgets to be separately shown by function or activity. For other programs, grantor agencies may require a breakdown by function or activity. Sections A, B, C, and D should include budget estimates for the whole project except when applying for assistance which requires Federal authorization in annual or other funding period increments. In the latter case, Sections A, B, C, and D should provide the budget for the first budget period (usually a year) and Section E should present the need for Federal assistance in the subsequent budget periods. All applications should contain a breakdown by the object class categories shown in Lines a-k of Section B.

Section A. Budget Summary Lines 1-4 Columns (a) and (b)

For applications pertaining to a *single* Federal grant program (Federal Domestic Assistance Catalog number) and *not requiring* a functional or activity breakdown, enter on Line 1 under Column (a) the Catalog program title and the Catalog number in Column (b).

For applications pertaining to a *single* program *requiring* budget amounts by multiple functions or activities, enter the name of each activity or function on each line in Column (a), and enter the Catalog number in Column (b). For applications pertaining to multiple programs where none of the programs require a breakdown by function or activity, enter the Catalog program title on each line in *Column (a)* and the respective Catalog number on each line in Column (b).

For applications pertaining to *multiple* programs where one or more programs *require* a breakdown by function or activity, prepare a separate sheet for each program requiring the breakdown. Additional sheets should be used when one form does not provide adequate space for all breakdown of data required. However, when more than one sheet is used, the first page should provide the summary totals by programs.

Lines 1-4, Columns (c) through (g)

For *new applications*, leave Column (c) and (d) blank. For each line entry in Columns (a) and (b), enter in Columns (e), (f), and (g) the appropriate amounts of funds needed to support the project for the first funding period (usually a year).

For *continuing grant program applications*, submit these forms before the end of each funding period as required by the grantor agency. Enter in Columns (c) and (d) the estimated amounts of funds which will remain unobligated at the end of the grant funding period only if the Federal grantor agency instructions provide for this. Otherwise, leave these columns blank. Enter in columns (e) and (f) the amounts of funds needed for the upcoming period. The amount(s) in Column (g) should be the sum of amounts in Columns (e) and (f).

For *supplemental grants and changes* to existing grants, do not use Columns (c) and (d). Enter in Column (e) the amount of the increase or decrease of Federal funds and enter in Column (f) the amount of the increase or decrease of non-Federal funds. In Column (g) enter the new total budgeted amount (Federal and non-Federal) which includes the total previous authorized budgeted amounts plus or minus, as appropriate, the amounts shown in Columns (e) and (f). The amount(s) in Column (g) should not equal the sum of amounts in Columns (e) and (f).

Line 5 - Show the totals for all columns used.

Section B Budget Categories

In the column headings (1) through (4), enter the titles of the same programs, functions, and activities shown on Lines 1-4, Column (a), Section A. When additional sheets are prepared for Section A, provide similar column headings on each sheet. For each program, function or activity, fill in the total requirements for funds (both Federal and non-Federal) by object class categories.

Line 6a-i - Show the totals of Lines 6a to 6h in each column.

Line 6j - Show the amount of indirect cost.

Line 6k - Enter the total of amounts on Lines 6i and 6j. For all applications for new grants and continuation grants the total amount in column (5), Line 6k, should be the same as the total amount shown in Section A, Column (g), Line 5. For supplemental grants and changes to grants, the total amount of the increase or decrease as shown in Columns (1)-(4), Line 6k should be the same as the sum of the amounts in Section A, Columns (e) and (f) on Line 5.

Line 7 - Enter the estimated amount of income, if any, expected to be generated from this project. Do not add or subtract this amount from the total project amount, Show under the program

INSTRUCTIONS FOR THE SF-424A (continued)

narrative statement the nature and source of income. The estimated amount of program income may be considered by the Federal grantor agency in determining the total amount of the grant.

Section C. Non-Federal Resources

Lines 8-11 Enter amounts of non-Federal resources that will be used on the grant. If in-kind contributions are included, provide a brief explanation on a separate sheet.

Column (a) - Enter the program titles identical to Column (a), Section A. A breakdown by function or activity is not necessary.

Column (b) - Enter the contribution to be made by the applicant.

Column (c) - Enter the amount of the State's cash and in-kind contribution if the applicant is not a State or State agency. Applicants which are a State or State agencies should leave this column blank.

Column (d) - Enter the amount of cash and in-kind contributions to be made from all other sources.

Column (e) - Enter totals of Columns (b), (c), and (d).

Line 12 - Enter the total for each of Columns (b)-(e). The amount in Column (e) should be equal to the amount on Line 5, Column (f), Section A.

Section D. Forecasted Cash Needs

Line 13 - Enter the amount of cash needed by quarter from the grantor agency during the first year.

Line 14 - Enter the amount of cash from all other sources needed by quarter during the first year.

Line 15 - Enter the totals of amounts on Lines 13 and 14.

Section E. Budget Estimates of Federal Funds Needed for Balance of the Project

Lines 16-19 - Enter in Column (a) the same grant program titles shown in Column (a), Section A. A breakdown by function or activity is not necessary. For new applications and continuation grant applications, enter in the proper columns amounts of Federal funds which will be needed to complete the program or project over the succeeding funding periods (usually in years). This section need not be completed for revisions (amendments, changes, or supplements) to funds for the current year of existing grants.

If more than four lines are needed to list the program titles, submit additional schedules as necessary.

Line 20 - Enter the total for each of the Columns (b)-(e). When additional schedules are prepared for this Section, annotate accordingly and show the overall totals on this line.

Section F. Other Budget Information

Line 21 - Use this space to explain amounts for individual direct object class cost categories that may appear to be out of the ordinary or to explain the details as required by the Federal grantor agency.

Line 22 - Enter the type of indirect rate (provisional, predetermined, final or fixed) that will be in effect during the funding period, the estimated amount of the base to which the rate is applied, and the total indirect expense.

Line 23 - Provide any other explanations or comments deemed necessary.

VERMONT AGENCY OF HUMAN SERVICES
SNAP E&T Pilot
Jobs for Independence (JFI)
Job Description

JOB DESCRIPTION: Pilot Director

Class Definition:

Directs the implementation and administration of the Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E&T) Pilot Program, which aims to help SNAP recipients obtain employment and/or increase wages. Administration of the program will occur under the Department for Children and Families (DCF), Economic Services Division (ESD). Work involves overseeing management policies and procedures, goals and objectives; review of administrative operations for conformance to Federal and State rules and regulations. Directs managers and other subordinate personnel in program planning and implementation. Exercises authority in establishing objectives, standards, and control measures for programs which are complex in scope and major in impact. Work is usually performed under the general supervision of the Deputy Commissioner or Commissioner. Must have experience in managing complex budgets and the impact of recommendations or decisions on the organizational unit policies and programs. Must have experience navigating political/public sensitivity and scrutiny, involvement in and impact on line (programmatic) functions, contacts, organizational structure and complexity, etc.

Examples of Work:

Establishes, directs, maintains and executes all executive functions, goals, and objectives, or service delivery of department, agency, and non-profit programs affiliated with the pilot program to meet state and federal requirements. Coordinates and directs through subordinate managers the work of staff engaged in providing a wide variety of administrative services. Works closely with management and supervisory staff of the office, department or agency and other community partners to coordinate and integrate services, resolve administrative problems and develop joint procedures. Determines appropriate staffing levels and recommends management and coordination of staff and strategic planning. Analyzes, conducts, or directs studies of systems and procedures, evaluates policies, services and systems and formulates needed improvements. Designs, develops and directs programs and activities. Determines policy in areas of the E&T Pilot program and provides input into other phases of department or agency operations. Directs and participates in the formulation and preparation of the budget and budgetary monitoring, and oversees the management of the budget and data monitoring. Provides fiscal and administrative advice to departmental or agency heads and to other senior managerial positions. Represents the Pilot Program in dealing with other departments, agencies, private businesses, and community groups and organizations. Directs and evaluates the work of the subordinate management and/or supervisory staff. Develops programs, contracts, grant agreements and memoranda of

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understanding; reviews and evaluates services and procedural functions of the Pilot Program and develops corrective actions as necessary. Appears before boards, task forces, and committees to present plans, projects and policies. May serve on state task forces, committees and commissions and may provide staff support for selected groups. Reviews legislative matters relating to E&T Pilot operations. Testifies at the state level concerning proposed legislation and programs that may impact the SNAP E&T Pilot Program. Develops office, department, or agency position statements relating to the Pilot Program for presentation to governing bodies, agencies and departments. Performs special assignments as directed. Prepares complex reports and correspondence. Attends and/or conducts meetings and conferences. Has responsibility for additional components within the E&T Pilot program or functions in addition to general executive and administrative responsibilities. Performs related duties as required.

Environmental Factors:

Work is performed in a standard office, meeting, and conference settings requiring the use of computer technology for presentations and information sharing with different audiences. Some field travel may be necessary, for which private means of transportation should be available. Evening, weekend, or overtime duty may be requested. Extensive interaction, discussion of complex material, and differences of opinions with parties, both within and outside state government can be anticipated.

Minimum Qualifications

Knowledge, Skills and Abilities:

Thorough knowledge of the principles, practices and procedures of business administration, including budget development, financial management (financial control/accounting), human resources management, control and inventory, procurement of goods and services, facility management, principles of department organization and theories of organizational development and grant/contract administration.

Thorough knowledge of reporting and administrative control procedures.

Thorough knowledge of the use of computer information systems, word processing, data base and spreadsheet software.

Considerable knowledge of moderate technological systems and programs; ability to integrate technology into the workplace in an efficient and cost-effective manner to improve office, department or agency performance.

Thorough knowledge of the principles and techniques of supervision.

Ability to understand and apply the statutes, regulations and union contracts governing administrative processes and organizational unit programs.

Ability to work under pressure with a high degree of independence; set and adhere to time constraints.

Ability to determine and establish operating needs, priorities, policies and procedures.

Ability to plan, direct and coordinate the work of others and to lead groups to consensus.

Ability to develop accurate budget projections with subsequent administration of expenditures.

Ability to analyze situations accurately, including transactional and policy problems, to develop, recommend and implement solutions, prepare comprehensive reports and persuade others to take action.

Ability to conduct investigations into sensitive or controversial issues and render objective findings and recommendations.

Ability to communicate effectively, both orally and in writing, with staff and the public.

Ability to establish and maintain effective working relationships among a variety of professional disciplines, governmental bodies, and the public.

Education and Experience:

Bachelor's degree in accounting, business or public administration, office administration or a related field AND five (5) years or more of professional-level experience performing and supervising (directly or indirectly) administrative functions for a moderate sized office, department or agency.

OR

Bachelor's degree AND six (6) years or more of professional-level experience performing and supervising (directly or indirectly) administrative functions for a moderate sized office, department or agency.

OR

Master's degree in accounting, business or public administration or a related field AND three (3) years or more of professional-level experience performing and supervising (directly or indirectly) administrative functions for a moderate sized office, department or agency.

OR

High School diploma or equivalent AND ten (10) years or more of professional-level experience performing and supervising (directly or indirectly) administrative functions for a moderate sized office, department or agency.

VERMONT AGENCY OF HUMAN SERVICES
SNAP E&T Pilot
Jobs for Independence (JFI)
Job Description

JOB DESCRIPTION: Pilot Program Manager

Class Definition:

Provides leadership, direction, analytical, advisory, project direction, coordination and evaluation work at an expert professional level for the successful implementation and administration of an \$8.9M federal Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E&T) Pilot Program aimed at helping SNAP recipients obtain employment and/or increase wages. Administration of the program will occur under the Department for Children and Families (DCF), Economic Services Division (ESD). Duties include leading, planning, directing, developing, managing and monitoring multiple concurrent complex, large-scale projects designed to enhance SNAP recipients prospects for employment and earning capacity. Responsible for ensuring project roles, responsibilities, deliverables and outcomes are clearly defined, assigned, monitored and successfully completed within time and budget parameters and in compliance with all federal and state requirements. Organizes and directs cross-functional and cross-departmental project teams. Identifies and involves appropriate internal and external partners and stakeholders. Develops grant proposals for submission to federal funding agents. Develops and oversees performance-based grants and contracts for services provided by vendors, academic institutions, and others. Duties are performed under the general direction of a Pilot Director, and Deputy Commissioner and/or Commissioner, but with the need for significant autonomy, judgment, problem solving, discretion and independence. Most responsibilities span multiple divisions. All employees of the Agency of Human Services perform their respective functions adhering to four key practices: customer service, holistic service, strengths-based relationships and results orientation.

Examples of Work:

Leads, directs and manages new program initiatives funded through the SNAP E&T Pilot Program. Provides project leadership for major procurements, including the service delivery components of the program. Directs grant proposal submissions, including collaboration with internal and external partners and stakeholders. Identifies, obtains, synthesizes, analyzes and acts upon quantitative and qualitative data to improve operations, processes and services. Directs and provides overall project oversight to internal staff, vendors and external partners to develop evaluation projects; guides, manages and coordinates to ensure successful, timely, cost-effective project implementation and completion. Develops and manages large contracts for service providers under the pilot program. Directs and manages unanticipated special projects, as needed. Performs related duties as required.

Environmental Factors:

Duties are performed primarily in a standard office setting. Some travel may be required, for which private means of transportation must be available. Some work outside of normal office hours may be anticipated. Stress may be encountered from deadlines, responsibility for multiple concurrent and sometimes unanticipated projects, leading teams with potentially strong and sometimes conflicting opinions, and from operating in a highly publicized and public setting.

Environmental Factors: Duties are performed primarily in a standard office setting. Some travel may be required, for which private means of transportation must be available. Some work outside of normal office hours may be anticipated. Stress may be encountered from deadlines and from operating in a highly publicized public setting.

Minimum Qualifications**Knowledge, Skills and Abilities:**

Expert ability to lead, develop, plan, direct, implement, and manage a variety of concurrent complex cross-functional projects that typically involve multiple agencies or divisions, and often involve other State government departments and external entities.

Superior organization and project management capabilities.

Expert knowledge of public welfare programs and SNAP regulations and policies.

Considerable knowledge of pertinent SNAP rules, regulations and programs and ability to interpret and apply complex federal and state laws and regulations pertaining to federal food and nutrition and employment programs.

Considerable knowledge of federal and state food and nutrition and employment laws, regulations, and initiatives.

Advanced analytical and problem solving skills, including systems-level thinking and ability to analyze and evaluate a wide variety of data and situations and formulate creative, effective solutions.

Considerable knowledge of the principles, practices and functions of public welfare programs.

Considerable knowledge of Vermont's public welfare service delivery systems.

Ability to establish and maintain effective, collaborative working relationships with internal and external partners, including strong team building and negotiation skills.

Advanced oral and written communication skills.

Ability to work independently with minimal supervisions and make sound and balanced decisions.

Ability to perform job duties within the framework of the four key practices of the Agency of Human Services: customer service, holistic service, strengths-based relationships and results orientation.

Education and Experience:

Graduate degree in public or business administration or in a human services AND five (5) years or more at a professional level in health care administration, public or business administration, or in benefits administration.

OR

Bachelor's degree AND eight (8) years or more at a professional level in public or business administration, or in benefits administration.

VERMONT AGENCY OF HUMAN SERVICES
SNAP E&T Pilot
Jobs for Independence (JFI)
Job Description

JOB DESCRIPTION: Pilot Data Manager

Class Definition:

Technical and administrative work at a professional level for the Department for Children and Families (DCF), Economic Services Division (ESD), to assist in the implementation and administration of an \$8.9M federal pilot program that helps Supplemental Nutrition Assistance Program (SNAP) recipients obtain employment and increase wages. Limited service position that will last throughout the three-year duration of the pilot program. Responds to requests for analyses and reporting from the administration, state legislature, federal regulators, contracted evaluators, the press, advocacy groups, and the public at-large. Work is performed under the general supervision of the Pilot Director, the Deputy Commissioner, and the Commissioner of DCF.

Examples of Work:

Must develop and manage data collection, sharing and reporting activities and projects that are crucial to the effective operations and planning for Vermont's SNAP Employment and Training (E&T) pilot program. Examples of responsibilities include: SNAP pilot enrollment and utilization trending for budget monitoring and projections; impact analysis of proposed and mandated federal and state changes regarding eligibility, benefits, and service delivery models; development and monitoring of employment and training outcomes; modeling and forecasting of projected earnings increases pre and post-implementation of pilot program; confidentiality compliant coding practices regarding protection of demographic data that is collected; performance improvement project monitoring; assuring data quality and integrity across multiple complex administrative and clinical databases; responding to and participating in state and federal audits. Must have extensive knowledge about privacy and confidentiality of public benefits data, use of administrative public welfare data for analyses, and statistics and research methods. May testify before legislative committees related to SNAP employment and training topics. Represents the department and prepares formal presentations on the pilot program for committees, study groups, professional organizations, and other agencies as requested. Performs related duties as required.

Environmental Factors:

Duties are performed principally within standard office, meeting, and conference settings requiring use of computer technology for presentations and information sharing with different audiences. Some field travel may be necessary, for which private means of transportation should

be available. Evening, weekend, or overtime duty may be requested. Extensive interaction, discussion of complex material, and differences of opinions with parties both within and outside state government can be anticipated.

Minimum Qualifications

Knowledge, Skills and Abilities:

Considerable knowledge of the SNAP program and other public welfare programs, system infrastructure, programs policy at national, regional, and state levels.

Considerable knowledge of the principles and practices of research and report development, including data collection and database management, literature review, analysis, statistical methods, and production of information products.

Considerable knowledge of the principles and practice of public administration and how to navigate within a political environment among parties with competing interests.

Working knowledge of the operations, characteristics and capabilities of automated data processing equipment and computer applications, and peripheral equipment needed to manage information.

Superior ability to collaborate with diverse parties inside and outside state government and to establish and maintain effective working relationships.

Superior ability to prepare clear and accurate reports and to effectively present complex reports to a wide range of audiences.

Ability to effectively leverage and establish productive working relationship with programmatic and other technical staff resources within the department.

Education and Experience:

Graduate degree in public administration, finance, accounting, health insurance, or health care AND at least 2 years of data collection and processing, database management, statistical analysis, narrative reporting, and information system design work at a professional level, including one year working with public benefits programs.

.OR

Bachelor's degree AND at least 4 years of data collection and processing, database management, statistical analysis, narrative reporting, and information system design work at a professional level, including one year working with public benefits programs.

OR

Associate's degree AND at least 6 years of data collection and processing, database management, statistical analysis, narrative reporting, and information system design work at a professional level, including one year working with public benefits programs.

OR

High School diploma or GED AND at least 8 years of data collection and processing, database management, statistical analysis, narrative reporting, and information system design work at a professional level, including one year working with public benefits programs.

VERMONT DEPARTMENT OF LABOR
SNAP E&T Pilot
Jobs for Independence (JFI)
Job Description

JOB DESCRIPTION: Job Center Specialist II

Class Definition:

Assist clients with barriers to employment to obtain and maintain employment on a long-term basis by performing case management services primarily in an American Job Center district office.

Examples of Work:

The Job Center Specialist II works within the Vermont Department of Labor, Workforce Development Division, American Job Centers and provides case management services to job seekers.

Determines eligibility for federal and/or state funded programs and assists job seekers with significant barriers to employment to obtain and maintain employment on a long-term basis. With the goal of working toward securing full time unsubsidized employment for participants, will provide case management services generally focusing on one program, however, may also co-enroll in multiple programs as able and necessary.

Administers formal and informal assessments to participants to identify skills, abilities, interests and barriers to employment and develop employment plans. Barriers to employment include, but are not limited to: lack of work experience, substance addiction, limited education, limited skills and interests, minimal aptitudes, physical/mental/learning disabilities.

Review and analyze the results of assessments to identify and address specific training needs and advises participants on specific training opportunities available to them. Discuss results of assessment with participant to develop a plan of services for participants utilizing the information gained from the assessment process. Guide participants on marketing themselves to employers.

Interviews clients during stressful and sometimes emotional situations and handles them with sensitivity, fairness, and tact. Frequently encounters clients who are uncooperative, anxious,

confrontational or hostile during interview for which considerable human relations skills are required.

Advise clients on specific training opportunities, participates in the development of program training sites, develops special work or training placement opportunities for grant funded programs and provides job search skills and employability training both individually and through group sessions. Provide specific job search services such as resume preparation, interviewing skills, and networking.

Creates employability development plans with participants by analyzing results of assessment, in-depth interviews, local labor market information and employer workforce needs. Identify skills gaps and assess the education and training needs to overcome the gaps.

Monitors and revises employability plans based on participant progress, barriers and changes in needs in order to maintain or gain employment.

Negotiates federal on-the-job training contracts with employers which defray some of the costs associated with hiring and training new employees. This includes developing customized training outlines and job descriptions and negotiating reimbursement rates for training costs.

Knowledgeable in all available resources and assistance through the Vermont Department of Labor and community and state partners.

Support training participants and employers in maintaining employment by monitoring progress on the job. Provide coaching, mentoring and support to participants to ensure success on the job. Identify and address specific areas of concern or training needs.

Collaborate with community partners to co-case manage participants in training programs. Negotiate shared costs associated with training of participants.

Ensure that clients are co-enrolled in all programs for which they qualify, and engage other VDOL case managers from specific programs to assist and enroll the client into applicable programs, Veterans Job Service, WIA Adult, WIA Dislocated Worker, TRADE Adjusted Worker, etc.

Document and maintain program participant service records both in hard copy and computerized form in an accurate and timely manner to ensure compliance with all state and federally mandated performance measures.

Develop and conduct effective outreach strategies to the business community to promote VDOL services and employers and community partners. Identify and compile information on training needs of area employers, act as a resource for connecting employers to training.

Promotes and delivers comprehensive services offered through the American Job Center to job seekers and employers.

To provide specialized recruitment services for new and expanding businesses which includes organizing and hosting job fairs, providing interview space and assisting in developing a recruitment strategy.

Negotiate federal on-the-job training contracts with employers, develop customized training outlines and job descriptions, negotiate reimbursement rates for training costs, monitor for compliance with federal regulations and utilize all available resources through VDOL and partner agencies.

Develop and maintain effective and cooperative relationships with community partners which mutually benefits our customers, both employers and job seekers.

Participate in community partnerships and organizations such as Workforce Investment Boards, Chamber of Commerce, Rotary, Adult Education, and Economic Development Groups as it pertains to serving the needs of local workforce development initiatives.

Assist in facilitating Rapid Response events for displaced workers.

Supports, mentors and guides Job Center Specialist I staff as requested.

Positions may market, develop, administer and monitor structured apprenticeship training programs for an assigned geographical area to produce a credentialed, skilled work force benefiting workers and employers.

Positions may implement program strategies for student outreach, recruitment, retention and advising apprentices for the VT State Apprenticeship Program. Function as a liaison between apprentices, employers, industry, apprenticeship groups and various local and state organizations.

Administer apprenticeship programs by providing technical assistance and support in processing all relevant documentation of apprentice registrations, cancellations, completions and revisions. Advise program sponsors of methods to improve training and keep them abreast of applicable state and federal laws and regulations and innovations in training plans.

Negotiate and prepare apprenticeship contracts for employers. Conduct site visits to ensure State audit guidelines are being met. Review and maintain instructor/student evaluations, lesson plans, monthly progress reports and record keeping systems.

Promote VDOL services including recruitment assistance and engaging in federal job training programs.

Collaborates with area agencies to promote a unified program effort.

Mentor, support and collaborate on case management activities.

Collaborate and consult on workforce development needs.

Environmental Factors:

Work is performed under the general direction and supervision of the VDOL Manager or Supervisor with the expectation that a significant amount of independent judgment will be exercised in the performance of the duties. Work is review by the VDOL Manager or Supervisor.

Public interaction with varying levels of stress and anxiety. Work often involves agitated and sometimes angry clients.

Minimum Qualifications

Knowledge, Skills and Abilities:

Ability to set priorities and manage workload.

Ability to demonstrate discretion, integrity, professionalism and confidentiality.

Ability to communicate effectively both verbally and in writing skills.

Ability to work effectively and collaboratively in a team.

Ability to work with diverse populations.

Ability to make decisions fairly and objectively after weighing all available information.

Ability to exercise tact in dealing with angry, hostile or disgruntled customers.

Ability to read, comprehend and implement complex procedures, policies and regulations.

Ability to develop and manage vocational plans.

Knowledge of state and community resources available to clients.

Knowledge of interviewing techniques to obtain, compile and analyze information.

Working knowledge of recruitment techniques and procedures.

Working knowledge of local area economic and employment conditions.

Working knowledge of public presentation and facilitations skills.

Proficiency in computer software applications that include email, internet and MS Office Suite.

Education and Experience:

Associate's degree AND one (1) year or more of experience in employment services, human services, human resources, vocational counseling, and two (2) years experience in direct customer services, employment services, human resources, vocational counseling or case management.

OR

High School diploma or equivalent AND five (5) years or more of experience in direct customer service, employment services, human services, human resources, vocational counseling, or closely related field.

VERMONT AGENCY OF HUMAN SERVICES
SNAP E&T Pilot
Jobs for Independence (JFI)
Job Description

JOB DESCRIPTION: EAP Program Specialist II

Class Definition:

Counseling, coordinating and marketing work for the Division of Vocational Rehabilitation involving the implementation of employee assistance programs for entities contracting with the Division. Duties include direct service delivery, referral, employer consultation, and contract negotiation. Work is performed under the general supervision of the Employee Assistance Program Manager.

All employees of the Agency of Human Services perform their respective functions adhering to four key practices: customer service, holistic service, strengths-based relationships and results orientation.

Examples of Work: Initiates contact with employers to market services or responds to initial requests for information from employers in regard to employee assistance programs. Assists in planning, designing and implementing such programs according to the individual needs of the employer. Provides orientation for managers, EAP awareness sessions for all employees, and training for supervisors. May train personnel staff and union stewards as requested. Consults with employers and appropriate staff to resolve difficulties, assess turnover, and provide further training when needed. Provides assessment, case planning, and counseling and referral services to self-referred and employer-referred personnel. Follows up on referrals to ensure appropriateness and effectiveness of services provided. May provide group or individual counseling sessions in crises situations. Ensures that employee confidentiality is strictly maintained. Provides assistance to employers in development of measures to rectify problem situations. Prepares and maintains a variety of records and reports concerning employee assistance programs. Performs related duties as required.

Environmental Factors:

Duties are performed in a variety of office and employer workplace settings. Significant travel to employer sites may be required, for which private means of transportation must be available. Work outside of normal office hours may be required in responding to crisis situations. Dealing with people in highly emotional situations may entail some discomfort and possible danger.

Minimum Qualifications

Knowledge, Skills and Abilities:

Considerable knowledge of counseling principles, practices, and techniques.

Working knowledge of management and supervisory principles and practices.

Working knowledge of individual and group dynamics.

Working knowledge of the roles of labor organizations in employment situations.

Knowledge of the principles and practices of program design.

Ability to effectively and quickly defuse volatile situations involving groups or individuals.

Ability to establish and maintain effective working relationships.

Ability to communicate effectively, both orally and in writing.

Ability to perform job duties within the framework of the four key practices of the Agency of Human Services: customer service, holistic service, strengths-based relationships and results orientation.

Education and Experience:

Master's degree in counseling, psychology, or social work AND one (1) year or more at a professional level in counseling or social work.

Special Note: Incumbents will be required to pursue licensure as a clinical mental health counselor, clinical psychologist, or clinical social worker.

Special Requirements:

Candidates must pass any level of background investigation applicable to the position. In accordance with AHS Policy 4.02, Hiring Standards, Vermont and/or national criminal record checks, as well as DMV and adult and child abuse registry checks, as appropriate to the position under recruitment, will be conducted on candidates, with the exception of those who are current classified state employees seeking transfer, promotion or demotion into an AHS classified position or are persons exercising re-employment (RIF) rights.

VERMONT AGENCY OF HUMAN SERVICES
SNAP E&T Pilot
Jobs for Independence (JFI)
Job Description

JOB DESCRIPTION: EAP Research and Innovative Programs Director

Class Definition:

Oversee and manage all aspects of the assessment and case management role of EAP in a statewide multi-agency, research project. Hire, train and supervise four full time clinicians statewide. Plan and coordinate the work of 8 – 12 new and existing clinical staff statewide to meet all EAP needs throughout Vermont. Act as a liaison for all EAP accounts and special projects. Work is performed under the direction of the EAP Director.

Examples of Work:

Ensure the complete and seamless integration of the EAP research and demonstration projects into the overall EAP program to maximize the efficiency and effectiveness of the projects and the overall EAP program.

Provide counseling and support to clients in the Supplemental Nutrition Assistance Program (SNAP) research project.

Serve as account liaison to all EAP employer accounts and special projects. Provide customer service to accounts. Meet with CEOs and HR directors of organizations served by the EAP program.

Coordinate and manage clinical service delivery to ensure EAP clients receive needed support and resources. Meet with staff regularly to provide support, guidance, and encouragement. Manage program referrals and case flow.

Coordinate the several ongoing research and demonstration projects of the EAP. Coordinate all research phases of projects including data collection.

Manage information technology need related to special projects and ensure that such needs are properly met.

Environmental Factors:

Duties are performed in a variety of office settings statewide. Substantial travel to outlying field offices requires private means of transportation be available. Some overnights in outlying areas are necessary.

Incumbent must be adept at responding to a wide variety of account concerns ensuring program confidence.

Minimum Qualifications:

Knowledge, Skills and Abilities

Considerable knowledge of counseling principles, practices, and techniques.

Knowledge of the principles and practices of program design.

Working knowledge of individual and group dynamics.

Working knowledge of management and supervisory principles and practices.

Ability to effectively and quickly respond to challenges.

Ability to establish and maintain effective working relationships.

Ability to communicate effectively, both orally and in writing.

Education and Experience:

Education: Master's degree in counseling, psychology, social work, public health, or related field.

Experience: Five years of related work experience. Leadership and management experience preferred.

Preferred: A license as a mental health counselor, social worker, psychologist, or family and marriage therapist is highly desired.

Special Requirements:

Candidates must pass any level of background investigation applicable to the position. In accordance with AHS Policy 4.02, Hiring Standards. Vermont and/or national criminal record checks, as well as DMV and adult and child abuse registry checks, as appropriate to the position under recruitment, will be conducted on candidates, with the exception of those who are current classified state employees seeking transfer, promotion, or demotion into an AHS classified position or are persons exercising re-employment (RIF) rights.

ATTACHMENT E: Additional Commitments

- The Department for Children and Families (DCF) commits to maintain at least as much State funding for SNAP E&T programs and optional workfare as the State expended in fiscal year (FY) 2013.
- The Department for Children and Families commits to use pilot funds to supplement, not supplant, non-federal funds for existing E&T activities and services.
- The Department for Children and Families commits to assessing work registrants participating in E&T activities outside of the pilot and counting hours engaged in these activities towards any minimum participation requirement.
- The Department for Children and Families, for projects that include mandatory subsidized or unsubsidized employment as an E&T activity, agrees to adhere to the standards of willful misconduct for failure to work.
- The Department for Children and Families commits to operate in accordance with sections 6(d) and 20 of the FNA and the implementing regulations, unless otherwise provided by the Act and the guidance in this RFA.
- The Department for Children and Families assures that at least 85% of pilot project participants will be work registrants, as identified in section 6(d) of the FNA.

Allard, Lisa

From: Robertson, Loretta - FNS <Loretta.Robertson@fns.usda.gov>
Sent: Thursday, August 20, 2015 9:54 AM
To: Arnell, Bobby
Cc: Jessica Ziegler (JZiegler@mathematica-mpr.com); Cavanaugh, Martha - FNS; James Mabli (JMabli@mathematica-mpr.com); Julie Worthington (JWorthington@mathematica-mpr.com); Beinners, Wendy; Allard, Lisa; Hawkins, Rebecca
Subject: RE: Revised Pilot Start Date (Projected for Nov. 1)

Bobby,

Certainly we will approve a delayed start date. We appreciate the ambitious October 1 start date that was included in your grant application but understand the State's situation and understand that you're striving toward implementation as soon as possible. We would not consider that Vermont would be in violation of the terms of the grant due to this delayed start.



Let me know if you need additional information or clarification.

Loretta

From: Arnell, Bobby [<mailto:bobby.arnell@vermont.gov>]
Sent: Thursday, August 20, 2015 9:29 AM
To: Robertson, Loretta - FNS
Cc: Jessica Ziegler (JZiegler@mathematica-mpr.com); Cavanaugh, Martha - FNS; James Mabli (JMabli@mathematica-mpr.com); Julie Worthington (JWorthington@mathematica-mpr.com); Beinners, Wendy; Allard, Lisa; Hawkins, Rebecca
Subject: Revised Pilot Start Date (Projected for Nov. 1)

Hi Loretta,

I hope you are doing well. As part of Vermont's AA-1 approval process to utilize these federal pilot funds, the DCF Business Office is seeking confirmation from FNS that it is acceptable if the pilot is not up and running by the October 1, 2015 start date that is listed on our original pilot grant application. Based on our recent site visit and status updates, it has been mentioned that a more realistic projected start date for the pilot will be on November 1, 2015, but in the event of further delay, further deadline extensions are not to exceed a January 1, 2016 start date.

If you could reply to this email assuring our business office that Vermont will not be in violation of the terms of the grant award in the event that the pilot is not up and running by October 1, 2015 (as stated in the original grant application), it would be appreciated. Thank you,

Bobby

Robert Arnell
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