

## Field Placement Work Plan Example

### Bill Emerson National Hunger Fellows Program

Please answer the following questions about the project/s you propose for the fellow(s). Successful project proposals typically include detailed project descriptions that outline how the project will meet the needs of communities, build the capacity of the organization and further your mission, allow fellows to use and grow their professional skills, and have an impact on hunger and poverty issues.

**1. Please describe the proposed project that you would like a fellow to complete. (If your organization is requesting two fellows, please provide two distinct answers.) Please discuss the following:**

We anticipate that the Emerson Hunger Fellow's workplan will be modified based on our current status in emergency response or recovery and the corresponding needs in the community. Therefore, the proposed project scope will likely be updated in collaboration with the fellow, based on real-time needs. Alternative workplan options could include Emergency Food Security Program Officer functions, such as: coordinate emergency program agreement process, participate in program start-up and close-out activities; monitor program progress and provide technical and operational assistance in support of effective program management; and represent the organization in emergency coordination forums.

- a. **What are the goals?** The goal of the program is to develop relevant food security program recommendations for the post COVID-19 recovery environment, based on community needs and asset assessments and research conducted prior to the pandemic, during the crisis, and in the recovery phase.
- b. **What are the desired outcomes?** 1. Conduct pre-COVID-19 community needs assessment literature review; 2. Develop summary community needs assessment for target geographic area; 3a. Represent the organization in COVID-19 needs assessment Gap Analysis workgroup (if still active at time of fellowship) OR 3b. Represent the organization in post-disaster/recovery needs assessment workgroup (if launched at time of fellowship); 4. Research programmatic responses in the food bank network and beyond applied to post COVID-19 food security environment; 5. Develop recommendations for programmatic interventions based on learnings from fellow's Pre-COVID Needs Assessment and "Hot Spots" and post COVID-19 programmatic response research.
- c. **How does the work of the fellow(s) connect to the needs/assets of your community?** The fellow's research will engage directly with community needs and asset assessments done prior to COVID-19 pandemic and they will participate in the Needs Assessment workgroup that is identifying gaps between hunger assets and hunger needs in communities.
- d. **What skills will be most beneficial for working on this project?**
  - Understanding of the intricacies of hunger and its root causes.
  - Knowledge of program development and design, evaluation, tools and methodologies
  - Ability to manage projects to meet deadlines and track details.
  - Ability to think creatively and strategically, seeing both the big picture and granular details.
  - Ability to apply concepts of data analysis and data manipulation.

- Ability to analyze information and use sound judgment to make decisions or solve problems.
- Ability to read and interpret documents such as research and reports, policies, procedures, and government regulations.
- Ability to conduct effective meetings and to develop and conduct presentations.
- Ability to create and maintain positive working relationships with stakeholders inside and outside the organization from diverse backgrounds and experiences.

e. **What resources, materials, and/or funding exist to support your proposed project?** The fellow will be provided required resources to successfully complete the program, including use of a laptop. Funding for the fellowship stipend will be covered by our organization's general operating fund.

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2. Please break the project down into the objectives, responsibilities and tasks, and deliverables a fellow would complete to meet the goals of the project. If applicable, list activities related to the fellow's project that your organization will complete prior to the fellow's arrival. (Fellows start in early September, attend a mid-placement training scheduled for late October or early November, and complete their field site projects by the middle of February.) (If your organization is requesting two fellows, please provide a chart for each fellow.)

Project Objective	Responsibilities and Tasks	Deliverable	Planned period of work
1. Conduct pre- COVID-19 community needs assessment literature review	1a. Conduct landscape analysis of pre-crisis (2019-January 2020) existing community needs assessments in target geographic area. In addition to food security, consider related sectors like health, workforce development, and housing. 1b. Review community needs assessments and identify trends or points of intersection 1c. Identify any gaps in needs assessments	Literature review notes	September-October 2020
2. Develop summary community needs assessment for target geographic area	2a. Provide written summary of pre-COVID-19 community needs assessment literature review content with trends and gaps identified	2a. Produce summary report of pre-COVID-19 community needs assessments	October-November 2020
3a. Represent the organization in COVID-19 Needs Assessment Gap Analysis Workgroup (if still active at time of fellowship) <u>OR</u> 3b. Represent the organization in post-disaster/recovery needs	3a. Identify trends or "hot spots" emerging from Gap Analysis for emergency hunger response programming <u>OR</u> 3b. Identify trends or "hot spots" emerging from post disaster/recovery needs assessment/Gap Analysis	3a. Produce summary report from Gap Analysis emergency hunger response reflective of targeted geographic area  <u>OR</u> 3b. Produce summary report post-	Ongoing weekly participation in meetings; Report due January 29, 2021

assessment workgroup (if launched at time of fellowship)		disaster/recovery needs assessment reflective of targeted geographic area	
4. Research programmatic responses in the food bank network and beyond applied to post COVID-19 food security environment	4a. Summarize programmatic responses applied to post COVID-19 food security environment	4a. Produce menu of post COVID-19 programming options	January 29, 2021

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## Policy Placement Work Plan Example

### Bill Emerson National Hunger Fellowship Program

Please answer each of the following questions about the project on which the Emerson Fellow will work. A successful policy placement application typically includes detailed descriptions of how the project seeks to effectively build an organization's capacity and advances its mission, while at the same time allowing Emerson Fellows to use and grow their professional skills, and have an impact on hunger and poverty in the United States.

**1. Please describe the project that you would like a fellow to complete.**

- **In your answer, please discuss the following:**
  - **What are goals of the project?**
  - **What are its desired outcomes?**
  - **What problem(s) does the project address?**
  - **What change would it make?**

As Farm Bill conversations will begin ramping up in 2022, the Fellow will support our organization in researching policies that support the modernization of SNAP administration. These will include policies relevant to SNAP eligibility, case processing, and technology, as well as specific focus areas such as SNAP Nutrition Education (SNAP-Ed), SNAP Outreach, SNAP Employment and Training (E&T), SNAP Quality Control (QC), and cross-enrollment efforts for connecting SNAP with other nutrition supports. The work will involve consultations with state SNAP agency leaders to identify priority challenges and opportunities within the current policy landscape and qualitative research on potential federal policy proposals to advance the mission of SNAP agencies. The goals of this work will be to create a landscape scan for the organization and its members that summarizes challenges and opportunities to strengthen SNAP administration, policy recommendations, and the guidance, waivers, regulatory change, or statutory change needed to advance the recommendations.

Our organization works on behalf of its members, which in this case refers primarily to state SNAP administrators and our Leadership Council, which is our organization's guiding group on policy priorities and consists of top executives in state human services agencies. The Fellow will work closely with these stakeholders to help translate their priorities for the program including topics such as decreasing the administrative burden of clients and increasing racial equity in policies into actionable steps. This will include doing research into the history of these policies and understanding whether these are necessary changes in federal legislation, regulation, or simply best practices that agencies can work toward without legislative barriers.

The envisioned outcomes of this work will be to create documents for use by the organization and its members to strengthen SNAP administration. The administration of SNAP by state agencies is a key lever

in advancing and modernizing a more equitable and impactful SNAP program, so by uplifting the priorities of those who administer the program, this work will serve to support the future of SNAP and how it can work to truly support people and families.

## **2. Does the project fit into your organization's core goals?**

Our organization's mission is to advance the well-being of all people by *influencing* modern approaches to sound policy, *building* the capacity of public agencies to enable healthy families and communities, and *connecting* leaders to accelerate learning and generate practical solutions together. The organization acts upon the priorities of its membership and moves toward its goals of well-being for children and families, which include modernizing SNAP to have more equitable access and meet the unique needs of communities. We are at a critical time for SNAP right now as conversations regarding the Farm Bill, which is the authorizing legislation for SNAP and also the largest opportunity to make legislative changes to the program, ramp up as well as the necessity to act upon our lessons learned as we draw lessons from the COVID-19 pandemic. This work will help to ensure that the organization is prepared for these conversations and so that our members have solid tools to inform these conversations with the perspectives of subject matter experts responsible for successful implementation of the program.

3. Using the following template, please describe the fellow’s proposed work plan or job description for the five-month period of the policy placement; use additional pages if necessary.

- Develop a thorough job description, listing each of the tasks and activities/responsibilities the fellow will be expected to accomplish. If applicable, list any activities related to the fellow’s project that your organization will complete prior to the fellow’s arrival.

➤ **NOTE: If you are requesting more than one Emerson Fellow you must complete a proposed work plan for each fellow.**

Project Goal	Responsibilities and Tasks	Deliverable	Planned Period of Work
Develop understanding of SNAP administration and become familiar with key policy areas	Study past materials from our organization and its partners about SNAP policy priorities from the 2018 Farm Bill and in the interim.	Discussion with host org team	Feb-March
Understand the state SNAP agency perspective and support them in solidifying policy priorities	Attend regular Executive Advisory Council and All-State meetings of the SNAP administrators; attend relative workgroups (including specific policy-area focused, SNAP Education & Outreach, SNAP Employment & Training, and SNAP Quality Control) and Coordinating SNAP and Nutrition Supports (CSNS) project meetings.	Notes from calls, presentation of common themes	Feb-July
Develop documents for internal use with key policy areas, specific priorities within them, and the policy lever needed to influence	Work with Policy Associate for Food and Nutrition Services, Senior Policy Analyst for Technology and Analytics, and Director of Policy and Research to create documents to share within the organization's team and with its members. Work with the relevant members that are leading certain policy areas to refine drafts.	Documents/briefs for host org and member use	April-May

Publish article in the host org's magazine summarizing priorities for SNAP moving forward	Building off of the landscape analysis done by the Fellow and the documents developed for organization and member use, the Fellow will author an article in the host org's magazine that is shared with all its members and other subscribers.	Magazine article	June-July
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