



Working as a SNAP Intermediary

National Able Network

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Overview

- Starting Out – Early Goals, Challenges and Funding
- Partner Recruitment
- Pilot Phase
- Refinement
- COVID Impacts
- Sustainability
- Long Term Goals and Expansion

National Able Network

- National Able Network is a non-profit organization which oversees workforce grants and programming across multiple funding streams
 - Founded in 1977
 - Headquartered in Chicago IL, service footprint in Midwest across 5 states
 - Portfolio includes programs such as: WIOA, SCSEP, CSBG, Trade Adjustment Assistance, HVRP and more
- Serves 70,000 job seekers and 1,000 businesses annually

What is a SNAP Intermediary ?

- Main contractor for SNAP 50/50 service provision within a specified area
 - Identifies and supports multiple subcontracted entities who deliver services to SNAP recipients
- Assist subcontracted organizations with:
 - Accessing SNAP 50/50 funding without direct connection to local/State government
 - Navigating required program bureaucracy
 - Ensures fiscal and programmatic quality and compliance
- Can quickly onboard new providers without lengthy procurement

What is a SNAP Intermediary ?

- Contract review and negotiation
- Reimbursement payment processing
- Provider onboarding
- SNAP participant eligibility validation
- Data system administration and provider training
- Fiscal/Program audit management and oversight
- Independent entity, can expand or contract capacities as needed around program, fiscal and quality oversight

Reimbursement Growth

Year	Reimbursement	Admin Holdback	Admin Costs
FY21	\$593,717	\$35,623	\$157,191
FY22	\$872,933	\$52,376	\$163,191
FY23 to date (projected)	\$590,235 (\$1,180,000)	\$35,414 (\$70,800)	\$131,105 (\$262,210)

Total Intermediary Reimbursement

\$2,056,885

2.5 Fiscal Years

How Did We Get Here?



Getting Started

- Vocational IT training program began utilizing 50/50 in 2018
 - Filled gaps within existing workforce funding mechanisms for SNAP eligible participants
- Program grew 22% year over year by reinvesting reimbursement
- Through program promotion learned of area training provider capacity and funding challenges
 - Ask for philanthropic community investment in intermediary pilot
 - Stakeholder engagement
 - State coordination and approval



Pilot Phase

- Started with an investment of \$1 00,000 in private funds
 - Intermediary program and fiscal staff
 - Launched in late February 2020
- Funding sustainability model
 - Reimbursement reinvestment at scale = sustainable staffing
 - Continued private investment until sustainability levels were reached
- Focus on working with providers who wouldn't otherwise be able/willing to contract directly with State
- High-need and marginalized service areas

Early Provider Recruitment

- **Goal:** develop an ecosystem of high-quality training providers, enhancing programming through access to resources allowing for service delivery expansion targeting SNAP recipients
- Developed measurable standards for programs
- Word of mouth, known entities
- Focused on higher growth occupational training/industries
- Experience with the population and outreach
- Intermediary assisted with identifying match funds

Pilot Providers

- Identified 6 providers for the pilot who had training programs focused on the following industries:
 - Construction
 - IT
 - Manufacturing
 - Retail/Hospitality
- Training must lead to a credential
- Two providers didn't receive government funding prior to pilot

Early Technology

- No centralized government database (comes later)
- Created internal database for all subcontractors
 - Housed SNAP approval documentation
 - Participant data (case files)
 - Program and finance forms, progress reports
- Section where general information was housed could be accessed by any provider partner
- State and federal reporting made easy through data extraction

COVID Impacts

- Within two weeks of the Intermediary launch, COVID lockdowns went into effect
- Provider training classes were halted
- Some online transition, but outcomes were tough due to digital accessibility issues
- Intermediary focus shifted to onboarding providers and continuing to refine data collection and procedures
- Patience was critical, worked at provider pace to ensure quality

Pilot Phase Ends

- Pilot phase ended after two years via a formal bid by the State to codify the Intermediary function
- Saw some subgrantee provider turnover
- Goal of increasing from 6 to 15 providers within pilot phase
 - Currently support 12 providers, goal of 15-20 by end of this FY
- Increased reimbursement admin hold-back from 5% to 6%
 - Nominal increases year over year ensure capacity to monitor providers
- Low admin rate does not represent true cost
 - Encourages adoption and growth with new providers

Refinement & Standardization

- Created a standard prospective provider assessment and eligibility criteria to assist in evaluation of prospective subgrantees
 - Documents/measures program quality, execution, financial stability, ongoing support needs
- Consults with State on prospective providers
- Conducts analysis for tuition costs/rate and other costs
 - Realistic
 - Defensible

Refinement & Standardization

- Standardized onboarding procedures for subcontractors
- Introduction of State system for data collection and participant eligibility verification
- Development of Intermediary handbook of provider policies/procedures

Onboarding Provider Process

- Access for Illinois SNAP Employment and Training System database
- Standard boilerplate contract
- Provider onboarding orientation
 - Program overview and participant eligibility determination
 - Participant enrollment
 - Financial procedures
 - Performance monitoring
 - Compliance monitoring
 - Review of database and reporting requirements

Invoicing Process

- Provider partners provide SNAP participants with employment and training services
 - Invoices Intermediary for 50% of tuition reimbursement
- Intermediary audits and processes invoices prior to sending to State
- Reimbursement is sent to providers once received by Intermediary
 - Turnaround is between 60-90 days from invoice date

Technical Assistance

- Contract review discussions
- Provider onboarding process
- Documentation and assistance in navigating SNAP Handbook and program compliance protocols
- Validate SNAP participant eligibility
- Quality assurance, reporting assistance, and internal compliance auditing
- Data validation, training and supports

Partner Support

- Intermediary goal is to cultivate long lasting relationships leading to continued program growth
- Supportive services exceptions/unique circumstances
- Attend meetings/training sessions on database on behalf of system
 - Coordinate rollout, training and adoption by providers
- Monthly provider meetings
- Provider site visits, ongoing curricula review

Provider Advocacy

- Intermediary can raise issues with the State on behalf of our system of providers
- Puts both the State and providers in a better position as providers don't have to worry about perceptions associated with feedback (positive/negative)
 - Funding is not at risk
 - Speaks on behalf of a system with a unified voice
- Easier to identify systemic challenges due to volume

WIOA and SCSEP Linkages

- SCSEP participants are used to support administrative intermediary functions
 - Provider support
 - Recruitment and call center functions
- Limited WIOA training funds, performance driven has meant lack of access for SNAP recipients
 - Co-enrollment between SNAP and WIOA is done at the provider level
 - Used as a means to fill training classes, provide additional supportive services if necessary

WIOA and SCSEP Linkages

- OJT's, Transitional Jobs and other models assist with unsubsidized employment outcomes
- WIOA ITA vocational training can follow SNAP funded programming if necessary
- Co-enrollment is sold as an additional support
 - Participant outcomes have been good, alleviates performance concerns

Provider Industries

- Currently, the Intermediary subcontracts with 12 providers from the following industries:
 - Business and Manufacturing
 - Warehouse Training
 - Agriculture/Farming
 - Information Technology
 - Healthcare/Skilled Nursing
 - Transportation, Distribution and Logistics
 - Construction/Building Renovation
 - Culinary and Food Service
 - Hospitality
 - Woodworking

Down the Road Goals

- Private philanthropy investment pivots to potential providers
 - Expand financial resources for promising training programs who can't meet match requirements
- SNAP 100% funding used to grow intermediary administration
- Intermediary reimbursement hold-back funds becomes sustainable
- Right staffing mix for Intermediary growth/capacity
- Identify additional opportunities with employer collaboratives
 - Healthcare
 - IT

Down the Road Goals

- Further integration with WIOA systems
- Continue to insulate providers from bureaucracy to encourage expansion into new areas
- Sector-focused outreach strategies
- Geographic expansion to outside of the Chicagoland area
- Grow program reimbursement by 20-30% year over year
- Provider growth to 30 subgrantees within two years

Questions?

