

Appendix A:
State Agency Survey Instrument

The OMB Control Number for this information collection is 0584-0622 and the expiration date is 04/30/2020.

According to the Paperwork Reduction Act of 1995, persons are not required to respond to this collection of information unless it displays a currently valid OMB control number and expiration date. Responding to this survey is voluntary. Public reporting burden for this collection of information is estimated to average 70 minutes per response, including time for reviewing instructions and gathering information that may be needed to support survey responses. Send comments regarding this burden estimate or any other aspect of this collection of information to Rosemarie Downer at rosemarie.downer@fns.usda.gov.



*Identifying Program Components and Practices that Influence SNAP
Application Processing Timeliness Rates*

SNAP TIMELINESS STUDY

STATE AGENCY SURVEY INSTRUMENT

SNAP Timeliness Study

Survey of SNAP Application Processing Procedures

Survey Instructions

Having ready access to demonstration project documents, policy documents, policy updates, information about State options, policy implementation memos, and application processing timeliness reports may help you respond to the survey questions.

Completing this survey may take approximately 70 minutes, including the time it may take to gather materials to support your survey responses.

Please try to answer every question to the best of your ability. If you cannot answer a question, select the “DK” response to indicate “Don’t Know”. If you choose not to answer a question, you may skip it and move to the next question. To move through the survey, use the navigation buttons at the bottom of each screen. Do not use your browser’s navigation arrows.

Participation is completely voluntary. There are no penalties if you do not participate in part or in full. The information you provide will be kept private and will not be maintained or disclosed in any identifiable form to anyone outside the study team, except as otherwise required by law. By completing the survey, you indicate consent to participate.

Most questions in this survey refer to your State administration of the SNAP program from 2012 through 2015, unless otherwise specified. Please report about policies, procedures, or other activities that were in operation during this timeframe only. This includes policies, procedures, or other activities that may have been implemented earlier, but were still in operation in 2012.

If at any time you need to pause the survey, click on “Save” at the bottom of each page, and close your browser. You may then log back in later to complete the survey. Should you need to make changes to your previous responses, you may do so at any time after logging back in. Remember to click “Save” before you close the survey in order to record your responses. Only after you have completed all questions, click “Submit”.

Thank you in advance for your participation in this important study.

Q.1. Please choose the response that best describes your role in managing the SNAP application process. Select only one.

- I provide leadership for our State, or work with State leadership, to define, implement and/or provide guidance to local SNAP offices on Federal and State SNAP application processing policy and procedures.
- At the county or local SNAP office level, I primarily implement State guidance and manage staff who process SNAP applications.
- Other (please specify): _____

Q.2. “Demonstrations” are projects that test new and innovative strategies that are approved by FNS and are typically conducted for 5 years. Which, if any, of the following SNAP demonstration projects associated with SNAP application processing were in operation in your State from 2012 through 2015? (Roll your mouse over the “?” icon to view a short definition.)

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Check all responses that apply. For each of your responses, check all dates that the demonstration project was in operation.

- Elderly Simplified Application Project (ESAP) Prior to 2012 2012 2013 2014 2015 DK
- Standard Medical Deductions (SMD) Project Prior to 2012 2012 2013 2014 2015 DK
- Combined Application Project (CAP) (Standard) Prior to 2012 2012 2013 2014 2015 DK
- Combined Application Project (CAP) (Modified) Prior to 2012 2012 2013 2014 2015 DK
- Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination Prior to 2012 2012 2013 2014 2015 DK
- Community Partner Interview Waiver Prior to 2012 2012 2013 2014 2015 DK
- 36-Month Certification Prior to 2012 2012 2013 2014 2015 DK
- Other FNS approved demonstration project associated with SNAP application processing (please specify and indicate dates in operation):

 Prior to 2012 2012 2013 2014 2015 DK
- Other FNS approved demonstration project associated with SNAP application processing (please specify and indicate dates in operation):

 Prior to 2012 2012 2013 2014 2015 DK
- Other FNS approved demonstration project associated with SNAP application processing (please specify and indicate dates in operation):

 Prior to 2012 2012 2013 2014 2015 DK
- My State did not operate any demonstration projects from 2012 through 2015

The next question focuses on policies your State used routinely to receive and certify SNAP applications.

Q.3. Which of the following SNAP policies did your State modify or have in operation from 2012 through 2015? (Roll your mouse over the “?” icon to view a short definition.)

Check all responses that apply. For each of your responses, check all dates that the policy was in operation.

- Simplified reporting - certification length Prior to 2012 2012 2013 2014 2015 DK
- Simplified reporting - action on changes Prior to 2012 2012 2013 2014 2015 DK
- Change reporting Prior to 2012 2012 2013 2014 2015 DK
- Simplified income and resources Prior to 2012 2012 2013 2014 2015 DK
- Simplified self-employment determination Prior to 2012 2012 2013 2014 2015 DK

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- Child support expense exclusion Prior to 2012 2012 2013 2014 2015 DK
- Ineligible non-citizens' income and deductions Prior to 2012 2012 2013 2014 2015 DK
- Simplified homeless housing cost Prior to 2012 2012 2013 2014 2015 DK
- Standard utility allowance Prior to 2012 2012 2013 2014 2015 DK
- Comparable disqualification Prior to 2012 2012 2013 2014 2015 DK
- Child support-related disqualification Prior to 2012 2012 2013 2014 2015 DK
- Broad-based categorical eligibility Prior to 2012 2012 2013 2014 2015 DK
- Narrow categorical eligibility Prior to 2012 2012 2013 2014 2015 DK
- Disqualification policies based on work requirements (for all non-exempt household members) Prior to 2012 2012 2013 2014 2015 DK
- Transitional benefits Prior to 2012 2012 2013 2014 2015 DK
- Verification of deductible expenses Prior to 2012 2012 2013 2014 2015 DK
- Photo EBT cards Prior to 2012 2012 2013 2014 2015 DK
- Other policy associated with SNAP application processing (please specify and indicate dates in operation): _____
 Prior to 2012 2012 2013 2014 2015 DK
- Other policy associated with SNAP application processing (please specify and indicate dates in operation): _____
 Prior to 2012 2012 2013 2014 2015 DK
- Other policy associated with SNAP application processing (please specify and indicate dates in operation): _____
 Prior to 2012 2012 2013 2014 2015 DK
- My State did not modify or operate any SNAP policies associated with SNAP application processing during this period.

The next questions are about the SNAP modernization features your State agency has implemented.

Q.4. Which of the following SNAP modernization features did your State have in operation from 2012 through 2015?

Check all responses that apply. For each of your responses, check all dates that the SNAP modernization feature was in operation.

- Call center(s) that handled general inquiries and requests Prior to 2012 2012 2013 2014 2015 DK
- Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts Prior to 2012 2012 2013 2014 2015 DK
- Call center(s) that processed changes, conducted interviews, and made eligibility determinations Prior to 2012 2012 2013 2014 2015 DK

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- | | |
|--|--|
| <input type="checkbox"/> Contact center(s) that communicated with clients through email, web chat/ instant messaging, or shared web pages, in addition to phone calls | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Online eligibility screening tool | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> A PDF form that the client completes and submits online or via email or mail | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Online application system that allowed clients to apply online and was integrated with the eligibility system | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Online application system that allowed clients to apply online but staff input the information into the eligibility system | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Online account management that allowed clients to check benefit information, report changes, upload documents | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Online case management for workers that organized caseloads by queue, tracked when application was routed from one process to another, and alerted workers when case actions were due | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Integrated systems that handled online applications, eligibility system, and data verification | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Electronic notices to notify clients of appointments or for client-caseworker communication | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Mobile applications for clients to apply, submit verification, or report changes | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Video interviews | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Document imaging | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Electronic or telephonic signatures | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Electronic case files | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Other modernization feature (please specify): _____ | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Other modernization feature (please specify): _____ | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> My State did not operate any modernization features from 2012 through 2015 <skip to Q.5> | |

Q.4a. What barriers have limited your State in fully developing your online application or online management capabilities?

<Text box for barriers >

The next questions are about any business process reengineering (BPR) initiatives your State agency has employed. BPR initiatives are assessments to determine potential for workflow improvements and subsequently implementing those improvements. BPR initiatives may also be called workflow analyses or administrative process improvement assessments. Related initiatives include Continuous Improvement, Business Process Analysis, Continuous Quality Improvement, Quality Management Systems, Lean, Lean Six Sigma, Total Quality Management (TQM), Toyota Production System (TPS), ISO 9000, Kaizen, or Rapid Improvement Events. For the purposes of this survey, please consider these terms synonymous.

Q.5. Did your State implement any BPR initiative(s) related to SNAP certification processing to improve timeliness from 2012 through 2015?

- Yes If yes, check all dates that this initiative(s) was in operation and describe the initiative(s):
 Prior to 2012 2012 2013 2014 2015 DK

<Text box for describing BPR initiative(s) >

- No <skip to Q.6>
 Don't know <skip to Q.6>

Q.5a. Did State leadership support BPR by taking any of the following actions?

Check all that apply

- Created new position(s) to handle new duties/responsibilities
 Integrated workflow improvements into existing SNAP certification processing procedures
 Implemented a new certification processing model
 Other actions taken

<Text box for other actions taken >

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The next few questions are about the role of State and SNAP agency leadership in establishing application processing timeliness (APT) as a priority.

Q.6. In what ways did your State leadership (i.e., SNAP agency executive administrators and managers) make SNAP APT a priority from 2012 through 2015?

Check all responses that apply. For each of your responses, check all dates that practice was used.

- Established clear performance targets or goals for improving the States' APT rate Prior to 2012 2012 2013 2014 2015 DK
- Monitored State APT rates annually Prior to 2012 2012 2013 2014 2015 DK
- Monitored State APT rates quarterly Prior to 2012 2012 2013 2014 2015 DK
- Monitored State APT rates monthly or weekly Prior to 2012 2012 2013 2014 2015 DK
- Monitored local APT rates annually Prior to 2012 2012 2013 2014 2015 DK
- Monitored local APT rates quarterly Prior to 2012 2012 2013 2014 2015 DK
- Monitored local APT rates monthly or weekly Prior to 2012 2012 2013 2014 2015 DK
- Held workers responsible for overdue cases Prior to 2012 2012 2013 2014 2015 DK
- Supported business processing reengineering initiative(s) Prior to 2012 2012 2013 2014 2015 DK
- Provided staff training about new application processing procedures Prior to 2012 2012 2013 2014 2015 DK
- Allocated resources for new technology designed to improve application processing Prior to 2012 2012 2013 2014 2015 DK
- Allocated resources for technical assistance to help workers use new technology Prior to 2012 2012 2013 2014 2015 DK
- Other State leadership action (please specify and indicate dates of operation):

 Prior to 2012 2012 2013 2014 2015 DK
- Other State leadership action (please specify and indicate dates of operation):

 Prior to 2012 2012 2013 2014 2015 DK

Q.7. Did your State implement any workflow analyses or process management strategies to improve application processing efficiency from 2012 through 2015?

- Yes If yes, check all dates that these strategies were used:
 Prior to 2012 2012 2013 2014 2015 DK
- No <skip to Q.8>
- Don't know <skip to Q.8>

Q.7a. Please briefly describe the workflow analyses or process management strategies your State implemented:

<Text box for descriptions of State strategies for improving efficiency >

The next few questions are about performance-based incentives and penalties your State has implemented to improve your application processing timeliness (APT) rates.

Q.8. Did your State use any performance-based incentives (e.g., performance bonuses or telecommute options for the most productive workers) designed to improve APT rates from 2012 through 2015?

- Yes If yes, check all dates that these incentives were used:
 Prior to 2012 2012 2013 2014 2015 DK
- No <skip to Q.9>
- Don't know <skip to Q.9>

Q8a. Please briefly describe the performance-based incentives your State used:

Q.9. Did your State use any performance-based penalties to promote improvement in APT rates from

<Text box for descriptions of State performance-based incentives>

2012 through 2015?

- Yes If yes, check all dates that these penalties were used:
 Prior to 2012 2012 2013 2014 2015 DK
- No <skip to Q.10>
- Don't know <skip to Q.10>

Q.9a. Please briefly describe the performance-based penalties your State used:

<Text box for descriptions of State performance-based penalties>

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Q.10. What existing policies, business processes, or modernization features have a positive or negative effect on APT?

<Text box >

Q.11. What specific changes in policies, business processes, or modernization features could be implemented to improve APT?

<Text box >

Q.12. What are the biggest barriers to improving APT in your State?

<Text box >

Thank you for completing this survey. The information you have provided will help FNS identify efficient practices and provide guidance to State SNAP agencies and their staff looking for good alternatives to improve application processing timeliness to better serve needy families throughout the country.

Descriptions to be Included for the “?” Icon Roll Over Function in the Programmed Survey

Demonstration Projects (Q.2)

- Elderly Simplified Application Project: For elderly and disabled, recertification interview requirement is waived, SNAP application is shorter, and certification period is extended to 36-months.
- Standard Medical Deductions Project: Rather than using total out-of-pocket medical expenses over \$35 to determine medical deductions, the State applies a standardized medical deduction for elderly and disabled households claiming medical expenses. Combined Application Project (Standard): Shorter applications for seniors receiving Social Security Income.
- Combined Application Project (Modified): Combined Application Project relying on Social Security data matching for application/verification.
- Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination: In-person interview is not required and is replaced by a telephone interview.
- Telephone Interview Waiver: The State agency may conduct interviews over the telephone rather than in-person.
- Community Partner Interview Waiver: Representatives of faith and community-based organizations are allowed to conduct initial certification interview.
- 36-Month Certification: Certification period is extended to 36 months for households with only elderly or disabled members.

Policies (Q.3)

- Simplified reporting - certification length: States may set household certifications between 4 months and 24 months, requiring periodic reports between certification periods.
- Simplified reporting - action on changes: States choose to act on all or some changes during the certification period
- Change reporting: Program rules require households to report changes to the State agency within 10 days of the date the change is known to the household. Change Reporting options allow households longer time periods in which to report changes. Required period for participants reporting changes may be extended to monthly, quarterly, or longer.
- Simplified income and resources: By aligning SNAP policies with TANF and/or Medicaid, States may exclude some types of income and resources.
- Simplified self-employment determination: State adopts a simplified method for calculating business expenses when the client is self-employed.
- Child support expense exclusion: Child support may be counted as income exclusion when determining a household’s gross income rather than and not a deduction used to calculate the household’s net income.
- Ineligible non-citizens’ income and deductions: Income and deductions are prorated for at least some groups of otherwise ineligible non-citizens.
- Simplified homeless housing cost: States may apply a standardized \$143/month (with some additional shelter expenses) when calculating a housing deduction for homeless clients.

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- Standard utility allowance: States determine and apply a standard utility allowance for all households rather than individual calculations
- Comparable disqualification: States may disqualify individuals enrolled in multiple assistance programs for failure to comply with participation requirements of other State administered low-income support programs.
- Child support-related disqualification: Option to disqualify individuals who fail to cooperate with child support enforcement agencies, who are in arrears in court-ordered child support payments, or both.
- Broad-based categorical eligibility: States have the option of adopting a policy referred to as BBCE, which expands SNAP categorical eligibility to households that receive non-cash benefits that are funded by TANF or Maintenance of Effort (MOE) funds. Under BBCE, a state aligns its asset and income limits with the TANF non-cash benefit program that confers categorical eligibility. While certain eligibility criteria are deemed for BBCE households, as they are for other categorically eligible households, these households must provide documentation of income and certain expenses in order for benefits to be calculated. BBCE households must also meet all other SNAP rules and have net incomes low enough to qualify for a SNAP benefit.
- Narrow categorical eligibility: SNAP eligible if household participates in one or more specific programs, e.g. employment assistance, transportation assistance, etc.
- Work requirements and employment and disqualification policy: Option to make disqualification based on failure to participate in SNAP E&T longer than the periods currently mandated by statute.
- Transitional benefits: States may provide households leaving federal or state funded TANF assistance with SNAP benefits equal to the household's benefit amount recalculated without considering the household's TANF income
- Verification of deductible expenses: Mandatory verification of expenses, may include verification of child support, housing, or child care costs.
- Photo EBT cards: States may require SNAP EBT cards have photographs of one or more household members.

APPENDIX A: STATE SURVEY INSTRUMENT

Appendix B:
Local Agency Survey Instrument

The OMB Control Number for this information collection is 0584-0622 and the expiration date is 04/30/2020.

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***Identifying Program Components and Practices
that Influence SNAP Application Processing
Timeliness Rates***

SNAP TIMELINESS STUDY

Local Agency Survey Instrument

SNAP Timeliness Study

Survey of SNAP Application Processing Procedures

Survey Instructions

Having ready access to SNAP application processing manuals policy implementation memos, and application processing timeliness reports may help you respond to the survey questions.

Completing this survey may take approximately 70 minutes, including the time it may take to gather materials to support your survey responses.

Please try to answer every question to the best of your ability. If you cannot answer a question, select the “DK” response to indicate “Don’t Know”. If you choose not to answer a question, you may skip it and move to the next question. To move through the survey, use the navigation buttons at the bottom of each screen. Do not use your browser’s navigation arrows.

Participation is completely voluntary. There are no penalties if you do not participate in part or in full. The information you provide will be kept private and will not be maintained or disclosed in any identifiable form to anyone outside the study team, except as otherwise required by law. By completing the survey, you indicate consent to participate.

Most questions in this survey refer to your local agency administration of the SNAP program from 2012 through 2015, unless otherwise specified. Please report about policies, procedures, or other activities that were in operation during this timeframe only. This includes policies, procedures, or other activities that may have been implemented earlier, but were still in operation in 2012.

If at any time you need to pause the survey, click on “Save” at the bottom of each page, and close your browser. You may then log back in later to complete the survey. Should you need to make changes to your previous responses, you may do so at any time after logging back in. Remember to click “Save” before you close the survey in order to record your responses. Only after you have completed all questions, click “Submit”.

Thank you in advance for your participation in this important study.

Q.1. Please choose the response that best describes your role in managing the SNAP application process. Select only one.

- I provide leadership for our State, or work with State leadership, to define, implement and/or provide guidance to local SNAP offices on Federal and State SNAP application processing policy and procedures.
- At the county or local SNAP office level, I primarily implement State guidance and manage staff who process SNAP applications.
- Other (please specify): _____

The next few questions are about the approach your local SNAP office has used to assign SNAP cases to workers and process SNAP applications.

Q.L2. Which of the following approaches to SNAP case assignment were in operation in your local SNAP office from 2012 through 2015?

For each "yes" response below, check all dates that the approach was in operation.

For Expedited SNAP Applications:

Same worker owned case from interview through eligibility certification

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Same worker owned case from interview through eligibility certification, but specialist obtained and processed verifications

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Different workers specialized in each processing step

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Any worker conducted any processing step

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Other approach to SNAP case assignment for expedited applications (please specify approach and dates): _____

- Prior to 2012 2012 2013 2014 2015 DK

For Regular SNAP Applications:

Same worker owned case from interview through eligibility certification

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Same worker owned case from interview through eligibility certification, but specialist obtained and processed verifications

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Different workers specialized in each processing step

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Any worker conducted any processing step

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Other approach to SNAP case assignment for regular applications (please specify approach and dates):

-
- Prior to 2012 2012 2013 2014 2015 DK

Q.L3. Through which of the following ways did your office receive SNAP applications from 2012 through 2015?

For each "yes" response below, check all dates that the process was in operation.

Walk-in / drop-off

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Mail

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Call center / contact center

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Online

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Q.L4. Through which of the following ways did your office enter paper and online SNAP applications into your computer system from 2012 through 2015?

For each "yes" response below, check all dates that the process was in operation.

For Paper Applications:

Local office entered paper applications into computer system

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Call center entered paper applications into computer system

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Local office scanned and uploaded paper applications into computer system

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Call center scanned and uploaded paper applications into computer system

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

For Online Applications:

Local office entered application into computer system

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Call center entered application into computer system

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Local office uploaded application into computer system

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Call center uploaded application into computer system

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Application automatically uploaded into computer system

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Q.L5. How were SNAP applications triaged from 2012 through 2015?

For each “yes” response below, check all dates that the process was in operation.

Local office screened application for expedited eligibility

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Call center screened application for expedited eligibility

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Local office screened application for targeted interviewing based on complexity

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Call center screened application for targeted interviewing based on complexity

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Q.L6. How were SNAP interviews scheduled for expedited and regular applications from 2012 through 2015?

For each “yes” response below, check all dates that the process was in operation.

For Expedited Applications:

Unscheduled / on-demand interviews (Customer may call SNAP agency any time during normal business hours to conduct interview)

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Manual / paper-based scheduling at local office

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Online scheduling

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Call center scheduling

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

For Regular Applications:

Unscheduled / on-demand interviews (Customer may call SNAP agency any time during normal business hours to conduct interview)

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Manual / paper-based scheduling at local office

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Online scheduling

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Call center scheduling

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Q.L7. How did your local SNAP office typically conduct interviews for expedited and regular SNAP applications from 2012 through 2015?

For each "yes" response below, check all dates that the process was in operation.

For Expedited Applications:

Face-to-face interviews

- Yes If yes, what % of interviews for expedited applications were face-to-face ___%
When was this process in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Telephone interviews with local office

- Yes If yes, what % of interviews for expedited applications were by local office via telephone ___%
When was this process in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Telephone interviews with call center

- Yes If yes, what % of interviews for expedited applications were by call center via telephone __%
When was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Telephone interviews with interactive voice response

- Yes If yes, what % of interviews for expedited applications were by interactive voice response __%
When was this process in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Video interviews

- Yes If yes, what % of interviews for expedited applications were by video __%
When was this process in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

For Regular Applications:

Face-to-face interviews

- Yes If yes, what % of interviews for regular applications were face-to-face __%
When was this process in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Telephone interviews with local office

- Yes If yes, what % of interviews for regular applications were by local office via telephone __%
When was this process in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Telephone interviews with call center

- Yes If yes, what % of interviews for regular applications were by call center via telephone __%
When was this process in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Telephone interviews with interactive voice response

- Yes If yes, what % of interviews for regular applications were by interactive voice response __%
When was this process in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Video interviews

- Yes If yes, what % of interviews for regular applications were by video ___%
When was this process in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Q.L8. How did your local SNAP office gather verification for expedited and regular SNAP applications from 2012 through 2015?

For each "yes" response below, check all dates that the process was in operation.

For Expedited Applications:

Client provided paper documents

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Client provided documents via email / fax

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Client uploaded scanned documents

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Worker requested data from commercial/State/Federal databases

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Worker accessed commercial/State/Federal databases in real time

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

For Regular Applications:

Client provided paper documents

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Client provided documents via email / fax

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Client uploaded scanned documents

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Worker requested data from commercial/State/Federal databases

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Worker accessed commercial/State/Federal databases in real time

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Q.L9. How were expedited and regular SNAP applications processed from 2012 through 2015?

For each "yes" response below, check all dates that the process was in operation.

For Expedited Applications:

Workers verified as much information as possible at first contact

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Workers attempted to start and finish processing applications within hours rather than days

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Workers held applications until the client provided complete documentation

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

For Regular Applications:

Workers verified as much information as possible at first contact

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Workers attempted to start and finish processing applications within hours rather than days

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Workers held applications until the client provided complete documentation

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Q.L10. Did workers who process SNAP applications also process applications for other social service programs from 2012 through 2015?

For each "yes" response below, check all dates that the process was in operation.

Workers processed SNAP applications only

- Yes If yes, when was this in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Workers processed SNAP and one other program

- Yes If yes, which other program? _____
When was this process in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Workers processed SNAP and two other programs

- Yes If yes, which other two programs? _____
When was this process in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

Workers processed SNAP and three or more other programs

- Yes If yes, which other three or more programs? _____
When was this process in operation? Prior to 2012 2012 2013 2014 2015 DK
- No
- Don't know

The next question is about the modernization features your local SNAP office has implemented.

Q.L11. Which of the following SNAP modernization features were in operation in your local SNAP office, from 2012 through 2015?

Check all responses that apply. For each of your responses, check all dates that the SNAP modernization feature was in operation.

- | | |
|--|--|
| <input type="checkbox"/> Call center(s) that handled general inquiries and requests | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Call center(s) that processed changes, conducted interviews, and made eligibility determinations | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Contact center(s) that communicated with clients through email, web chat/ instant messaging, or shared web pages, in addition to phone calls | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Online eligibility screening tool | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> A PDF form that the client completes and submits online or via email or mail | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Online application system that allowed clients to apply online and was integrated with the eligibility system | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Online application system that allowed clients to apply online but staff input the information into the eligibility system | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Online account management that allowed clients to check benefit information, report changes, upload documents | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Online case management for workers that organized caseloads by queue, tracked when application was routed from one process to another, and alerted workers when case actions were due | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |
| <input type="checkbox"/> Integrated systems that handled online applications, eligibility system, and data verification | <input type="checkbox"/> Prior to 2012 <input type="checkbox"/> 2012 <input type="checkbox"/> 2013 <input type="checkbox"/> 2014 <input type="checkbox"/> 2015 <input type="checkbox"/> DK |

- Electronic messages to notify clients of appointments or for client-caseworker communication Prior to 2012 2012 2013 2014 2015 DK
- Mobile applications for clients to apply, submit verification, or report changes Prior to 2012 2012 2013 2014 2015 DK
- Video interviews Prior to 2012 2012 2013 2014 2015 DK
- Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements Prior to 2012 2012 2013 2014 2015 DK
- Document imaging Prior to 2012 2012 2013 2014 2015 DK
- Electronic or telephonic signatures Prior to 2012 2012 2013 2014 2015 DK
- Electronic case files Prior to 2012 2012 2013 2014 2015 DK
- Other modernization feature (please specify feature and indicate dates in operation):

 Prior to 2012 2012 2013 2014 2015 DK
- Other modernization feature (please specify feature and indicate dates in operation):

 Prior to 2012 2012 2013 2014 2015 DK
- My State did not operate any modernization features from 2012 through 2015 <skip to Q.L12>

The next few questions are about the role that local SNAP leadership has played in establishing application processing timeliness (APT) as a priority.

Q.L12. In what ways did your local SNAP agency administrators or managers make SNAP APT a priority from 2012 through 2015?

Check all responses that apply.

- Established clear performance targets or goals for improving the States' APT rate Prior to 2012 2012 2013 2014 2015 DK
- Monitored local APT rates annually Prior to 2012 2012 2013 2014 2015 DK
- Monitored local APT rates quarterly Prior to 2012 2012 2013 2014 2015 DK
- Monitored local APT rates monthly or weekly Prior to 2012 2012 2013 2014 2015 DK

- Held workers responsible for overdue cases Prior to 2012 2012 2013 2014 2015 DK
- Supported business processing reengineering initiative(s) Prior to 2012 2012 2013 2014 2015 DK
- Provided staff training about new application processing procedures Prior to 2012 2012 2013 2014 2015 DK
- Allocated resources for new technology designed to improve application processing Prior to 2012 2012 2013 2014 2015 DK
- Allocated resources for technical assistance to help workers use new technology Prior to 2012 2012 2013 2014 2015 DK
- Other leadership action (please specify and indicate dates of operation):

 Prior to 2012 2012 2013 2014 2015 DK
- Other leadership action (please specify and indicate dates of operation):

 Prior to 2012 2012 2013 2014 2015 DK

Q.L13. Did your local SNAP office implement any workflow analysis or process management strategies to improve application processing efficiency from 2012 through 2015?

- Yes If yes, check all dates that these strategies were used:
 Prior to 2012 2012 2013 2014 2015 DK
- No <Skip to Q.L14>
- Don't know <Skip to Q.L14>

Q.L13.a. Please briefly describe the workflow analyses or process management strategies your office implemented:

<Text box for descriptions of strategies for improving efficiency >

The next few questions are about performance-based incentives and penalties your local SNAP office has used to promote higher application processing timeliness (APT) rates.

Q.L14. Did your local SNAP office implement any performance-based incentives (e.g., performance bonuses or telecommute options for most productive workers) designed to improve APT rates from 2012 through 2015?

- Yes If yes, check all dates that these incentives were used:
 - Prior to 2012 2012 2013 2014 2015 DK
- No <Skip to Q.L15>
- Don't know <Skip to Q.L15>

Q.L14a. Please briefly describe the performance-based incentives your office used:

<Text box for descriptions of performance-based incentives>

Q.L15. Did your local SNAP office use any performance-based penalties to promote improvement in APT rates from 2012 through 2015?

- Yes If yes, when were these in operation? Prior to 2012 2012 2013 2014 2015 DK
- No <Skip to Q.L16>
- Don't know <Skip to Q.L16>

Q.L15a. Please briefly describe the performance-based penalties your office used:

<Text box for descriptions of performance-based penalties>

Q.L16. What existing policies, business processes, or modernization features have a positive or negative effect on APT?

<Text box >

Q. L17. What additional policies, business processes, or modernization features could be implemented to improve APT?

<Text box >

Q. L18. What are the biggest barriers to improving APT?

<Text box >

Thank you for completing this survey. The information you have provided will help FNS identify efficient practices and provide guidance to State SNAP agencies and their staff looking for good alternatives to improve application processing timeliness to better serve needy families throughout the country.

