

Appendix C: State Profiles

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The SNAP Timeliness Study

SNAP Program Name	Food Assistance Program
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ¹	78.65	85.88	84.91	95.6

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	68	68	68	68
Number of Local SNAP Agency Workers, Statewide	*553	*579	718	736
Number of SNAP Applications Received, Statewide	644,637	647,823	627,088	640,941

*Excludes AESAP workers.

SNAP Caseload

Average Number Participating per Month Statewide ²	2012	2013	2014	2015
Households	411,745	421,302	419,552	417,943
Persons	910,244	915,322	902,073	889,380

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	✓	✓	✓	✓
Standard Medical Deductions (SMD) Project	-	-	✓	✓

¹ <http://www.fns.usda.gov/snap/snap-program-improvement>

² Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Standard	-	-	-	-
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	✓	✓	✓	✓
(Other FNS approved demonstration project) National Accuracy Clearinghouse	-	✓	✓	✓

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens’ Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	-	✓	✓

- State did not implement this practice.

Had an initiative with Auburn University Center for Government. Alabama implemented recommendations in in 4 large counties and 6 small to medium counties to help improve APT.

Took other action (description)

The application processing units were specialized.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	-	-	✓	✓

Goes back to the BPR initiative with Auburn University Center for Government.
 - State did not implement this practice.

Implemented workflow analyses or project management strategies – Describe

Goes back to the BPR initiative with Auburn University Center for Government.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
State	-	-	-	-
Call center(s) that handled general inquiries and requests	-	-	-	-
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	-	-	-	-
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	✓
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	-	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	-	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

We only have SNAP applications online and not an integrated eligibility system

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	✓	✓
Monitored State APT rates annually	-	-	✓	✓
Monitored State APT rates quarterly	-	-	✓	✓

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	2012	2013	2014	2015
Monitored State APT rates monthly or weekly	-	-	✓	✓
Monitored local APT rates annually	-	-	✓	✓
Monitored local APT rates quarterly	-	-	✓	✓
Monitored local APT rates monthly or weekly	-	-	✓	✓
Held workers responsible for overdue cases	-	-	✓	✓
Supported business process reengineering initiative(s)	-	-	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	-	-	✓	✓
Allocated resources for technical assistance to help workers use new technology	-	-	✓	✓
(Other local leadership action) AL added worker and county director evaluations add the federal timeliness goal of 95%.	-	-	✓	✓
(Other local leadership action) Developed crisis response team for counties that were not meeting their APT goals.	-	-	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

	2012	2013	2014	2015
Implemented performance-based incentives	-	-	-	-
Implemented performance-based penalties	-	-	✓	✓

- State did not implement this practice.

Performance Based Penalties: Did use evaluations to monitor and correct any deficiencies.

What specific changes have POSITIVE impact?

Monitor APT on daily basis at the state level. Constantly talking to counties. Monitoring the computer systems, if it is not up in some counties, AL would move those to a different county to continue to work on cases to ensure timeliness goals are met.

What specific changes have NEGATIVE impact?

Modernization issues - have an old system that does not allow them to do what AL wants at times.

What specific changes could improve APT?

Modernize the computer system

What are the biggest barriers to improving APT?

The computer system is old. Funding a modern computer system is a barrier.

State Profile: Alaska

The SNAP Timeliness Study

SNAP Program Name	Food Stamp Program
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ³	93.08	87.88	85.66	73.54

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	17	17	17	17
Number of Local SNAP Agency Workers, Statewide	254	250	250	251
Number of SNAP Applications Received, Statewide	51,589	50,537	46,270	46,248

SNAP Caseload

Average Number Participating per Month Statewide ⁴	2012	2013	2014	2015
Households	37,952	38,279	36,997	34,187
Persons	91,298	91,364	87,486	81,121

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	✓
Re-instatement without New Application	-	-	-	✓
Telephone Interview in-Lieu-of Face-to-Face	-	✓	✓	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	✓	✓

- State did not use this waiver.

Demonstrations

State did not implement this practice.

³ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁴ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	-	-	-	-
Narrow Categorical Eligibility	✓	✓	✓	✓
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

1. In 2014, the State of AK field offices started scanning all information for the client to be worked into a local drive that all offices can access. Once worked, they are deleted from the drive. However, the originals are placed in the client's hard copy file located at the assigned office.
2. In 2012, we developed the First Contract Resolution (FCR) intuitive with the slogan, "It's all our work". Any client can go into any office and have their case worked. If they need to talk to the assigned office, phone banks were installed in several of the larger offices in the Anchorage area.
3. Cell phones were purchased for each office and assigned to a specific staff member to ensure if another office needs information verified from the hard file, it can be done quickly so processing of the case can be completed.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
<ol style="list-style-type: none"> 1. Collaborative problem solving on how to increase timeliness with field staff, suggestions implemented. 2. Process mapping and development of First Contact Resolution - after reviewing and tracking the number of clients that could not be assisted if they arrived at another DPA office that did not have their assigned case. 3. Review and work group formed regarding work schedules and unscheduled time off - resulted in the elimination of flexible alternate work weeks. 4. Process mapping and Collaborative problem solving regarding Clerical work flow processes conducted in sites to streamline and eliminate double touching. 				

Implemented workflow analyses or project management strategies - Describe

1. Collaborative problem solving on how to increase timeliness with field staff, suggestions implemented.

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2. Process mapping and development of First Contact Resolution – after reviewing and tracking the number of clients that could not be assisted if they arrived at another DPA office that did not have their assigned case.
3. Review and work group formed regarding work schedules and unscheduled time off - resulted in the elimination of flexible alternate work weeks.
4. Process mapping and Collaborative problem solving regarding Clerical work flow processes conducted in sites to streamline and eliminate double touching.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	-	-	-
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	-	-	-	-
Electronic or telephonic signatures	-	-	-	-
Electronic case files	-	-	-	-

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

The contractor that was working on our new eligibility system left abruptly at the end of 2016. We are currently working with a new contractor to finish the partially completed eligibility system and add new technologies, such as an online application. Alaska is still dealing with a backlog of unprocessed Medicaid applications and a budget shortfall that has left us understaffed for the workload we are dealing with.

Actions to Make APT a Priority

	2012	2013	2014	2015
State Leadership	-	-	-	-
Established clear performance targets or goals for improving the States' APT rate	-	-	-	-
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	-	-	-	-
Allocated resources for technical assistance to help workers use new technology	-	-	-	-
Other State leadership action Monthly timeliness reports were utilized by leadership	✓	✓	✓	✓
Other State leadership action Collaborative problem solving with field staff on how to increase timeliness for SNAP applications	-	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Alaska has implemented multiple policy Administrative Waivers to assist with application processing timeliness:

1. Denial of applications before the 30th day if the household fails to provide all the required verification.
2. Use of Fee Agents in rural areas and specific urban areas without access to a field office.
3. Reinstate the eligibility of households which have recently become ineligible for failure to provide verification without requiring a new application.
4. Postpone interview when a household meets expedite criteria and cannot be reached.
5. Recertification interview waiver for elderly and disabled households. In 2015, The State of Alaska (SOA) secured a contract with Change and Innovations Agency (CIA). Through Process mapping, this agency has helped staff develop and implement Business Process redesign (BPR) for SOA Part of the BPR solution was to incorporate a new software called PathOs. This software tracks items that need to be worked, how many have been worked by ET's including average wait times, transaction times, completion rates and pend rates. In 2015, SOA started with a contractor and with CIA to implement a virtual call center. Currently due to technical difficulties DPA is able to make calls, bringing in our calendars, but cannot receive calls.

What specific changes have NEGATIVE impact?

1. Technology - low band width for application processing.
2. Different phone systems in many offices.
3. No Electronic Document Management.

What specific changes could improve APT?

1. Virtual call center would them allow us to implement the flexible appointment waiver offered by FNS.
2. Increased band width so computers and applications are not slowed.
3. Working in two systems.
4. Policy interpretations that may or may not be required by regulations.

What are the biggest barriers to improving APT?

1. Lack of eligibility staff in the largest offices.
2. Budget shortfalls, furlough days implemented hiring freezes on certain job classes.
3. Not having on line applications.
4. Two systems that staff have to go back and forth to.
5. Technology - VCC and EDM

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State Profile: Arizona

The SNAP Timeliness Study

SNAP Program Name	Nutrition Assistance
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁵	93.07	91.21	91.92	92.93

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	60	60	57	56
Number of Local SNAP Agency Workers, Statewide	1,285	1,320	1,474	1,613
Number of SNAP Applications Received, Statewide	1,124,193	1,102,329	1,027,540	963,506

SNAP Caseload

Average Number Participating per Month Statewide ⁶	2012	2013	2014	2015
Households	484,906	476,689	449,640	439,330
Persons	1,123,974	1,111,105	1,044,310	999,401

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	✓	✓	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	✓	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-

⁵ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁶ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Standard	-	-	-	-
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	✓	✓	✓	✓
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	✓	✓	✓	✓

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	✓	✓	✓	✓
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

Bizarre training concepts separating out programs, tracks, and process flows in an ideally integrated system.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
Kiosks, workload management, and lobby flow improvements.				

Implemented workflow analyses or project management strategies – Describe Kiosks, workload management, and lobby flow improvements.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	✓	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	✓	✓	✓
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	*	*	*	*
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	-	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	-	✓	✓	✓
Electronic case files	✓	✓	✓	✓

* State reported this practice, but years were unknown

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Implementation of the Affordable Care Act and complex federal programs with myriad differences for each. These programs haven't been simplified on the federal level and that has delayed the full development of online management capabilities.

Actions to Make APT a Priority

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

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	2012	2013	2014	2015
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Lobby trackers, lobby flow, hub verification, data sharing agreements, and APT reports.

What specific changes have NEGATIVE impact?

Absence of full system integration across the various federal programs that the State determines eligibility for.

What specific changes could improve APT?

Full system integration across the various federal programs that the State determines eligibility for.

What are the biggest barriers to improving APT?

Full implementation of an integrated eligibility system across the various federal programs that the State determines eligibility for.

State Profile: Arkansas

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁷	86.98	90.57	92.42	93.26

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	87	87	87	87
Number of Local SNAP Agency Workers, Statewide	897	897	897	897
Number of SNAP Applications Received, Statewide	443,310	408,220	432,253	410,350

SNAP Caseload

Average Number Participating per Month Statewide ⁸	2012	2013	2014	2015
Households	220,095	224,454	221,446	214,056
Persons	502,125	504,621	491,965	468,904

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	✓	✓	✓	✓
Combined Application Project (CAP) Standard	-	-	-	-

⁷ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁸ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	✓	✓	✓	✓

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	-	-	-	-
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	-	-	-	-
Narrow Categorical Eligibility	✓	✓	✓	✓
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	*	*	*	*

* State reported this practice, but years were unknown

- State did not implement this practice.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	*	*	*	*

* State reported this practice, but years were unknown

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-

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	2012	2013	2014	2015
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	*	*	*	*
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	*	*	*	*
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

* State reported this practice, but years were unknown

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Technology has been a barrier to fully developing a fully capable online management system. The ability to provide electronic correspondence and electronic receipt of requested information would be a great help in improving timeliness.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	✓	✓	✓	✓

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	2012	2013	2014	2015
Allocated resources for new technology designed to improve application processing	*	*	*	*
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

* State reported this practice, but years were unknown

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

	2012	2013	2014	2015
Implemented performance-based incentives	-	-	-	-
Implemented performance-based penalties	✓	✓	✓	✓

- State did not implement this practice.

Performance-based Penalties: Performance evaluations are impacted by worker case processing timeliness.

What specific changes have POSITIVE impact?

Incorporating technology has a positive effect on APT. In particular, electronic case filing has aided staff in maintaining accurate records. Document imaging has helped improve information gathering and sharing reducing the time it takes to notify staff when information has been received.

What specific changes have NEGATIVE impact?

Abbreviated telephone interviews have resulted in additional verification being requested because staff is hypervigilant or unsure of the verification necessary to process application accurately. Also, not having 10 uniform days for processing all case actions. The requirement to hold the application for a full 30 days causes early denials as well as late approvals and denials.

What specific changes could improve APT?

The ability to correspond with applicants and case heads through electronic notices and mobile applications would allow for more direct communication between local office staff and applicants and recipient households. The ability to send follow-up notices to remind applicants to provide requested information in a manner that will allow for faster processing would assist state staff and clients.

What are the biggest barriers to improving APT?

Timely appointment scheduling and timely receipt of requested information from the client.

State Profile: California

The SNAP Timeliness Study

SNAP Program Name	CalFresh
State or County Administered	County Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁹	84.71	86.57	86.82	89.64

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	*	*	*	*
Number of Local SNAP Agency Workers, Statewide	*	*	*	*
Number of SNAP Applications Received, Statewide	2,085,790	1,956,947	1,922,694	1,862,541

* State reported this practice, but years were unknown

SNAP Caseload

Average Number Participating per Month Statewide ¹⁰	2012	2013	2014	2015
Households	1,779,241	1,905,869	2,019,272	2,096,960
Persons	3,964,221	4,159,031	4,349,634	4,417,772

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	✓
Telephone Interview in-Lieu-of Face-to-Face	-	✓	✓	✓
Unscheduled Interview (on Demand)	-	✓	✓	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

State did not implement this practice.

⁹ <http://www.fns.usda.gov/snap/snap-program-improvement>

¹⁰ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	-	✓	✓	✓
Simplified Reporting–Action on Changes	-	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	-	✓
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	✓	✓	✓	✓
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	✓	✓	✓	✓
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	✓	✓	✓

- State did not implement this practice.

Went to same day service in all offices rather than having the customer return for interviews or by appointment.

Took other action (description)

These actions would have been as a state initiative but mostly at the county level.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
Value Stream analysis - How does paper move thru the office(s), where are the hand-offs and where can duplication be eliminated in the work flow process. The state started with the 6 largest counties.				

Implemented workflow analyses or project management strategies – Describe

Value Stream analysis - How does paper move thru the office(s), where are the hand-offs and where can duplication be eliminated in the work flow process. The state started with the 6 largest counties.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓

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	2012	2013	2014	2015
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	✓	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	✓	✓	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	✓	✓	✓	✓
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓
(Other modernization feature) Self-service Kiosk that has all the features of the listed systems, customers can access a screen	-	✓	✓	✓

- State did not implement this practice.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	-	-	-	-
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	-	-	-	-
Allocated resources for new technology designed to improve application processing	-	-	-	-

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	2012	2013	2014	2015
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓
(Other State leadership action) Issued APT Guidance which sets 90% as the minimum and any county <90% must be on a CAP.	✓	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

State Profile: Colorado

The SNAP Timeliness Study

SNAP Program Name	Food Assistance
State or County Administered	County Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ¹¹	91.64	94.94	91.91	94.13

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	62	62	62	62
Number of Local SNAP Agency Workers, Statewide	998	1,104	1,376	1,638
Number of SNAP Applications Received, Statewide	260,389	283,360	319,794	318,949

SNAP Caseload

Average Number Participating per Month Statewide ¹²	2012	2013	2014	2015
Households	220,707	231,488	234,098	233,113
Persons	491,630	507,934	505,169	495,134

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	✓	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-
Combined Application Project (CAP) Standard	-	-	-	-

¹¹ <http://www.fns.usda.gov/snap/snap-program-improvement>

¹² Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	✓	✓	✓	✓
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	✓	✓	✓	✓
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	✓	✓	-

- State did not implement this practice.

Change and Innovation Agency at Southern Institute for business process re-engineering

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	-	-

- State did not implement this practice.

CIA business process reengineering and task-based processing.

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Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	-	-	-	-
(Other modernization feature)	-	✓	✓	-

- State did not implement this practice.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓

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	2012	2013	2014	2015
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Telephonic interviews, business process re-engineering, simplified reporting, SUAs, integrated systems with interfaces.

What are the biggest barriers to improving APT?

Finding the balance between state mandates for business practices and procedures in a State-run County administered model. Coordinating training and software enhancements with other program areas to prevent negatively impacting them when implementing SNAP-centric changes.

State Profile: Connecticut

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ¹³	56.71	57.36	80.21	94.35

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	12	12	12	12
Number of Local SNAP Agency Workers, Statewide	*	*	876	926
Number of SNAP Applications Received, Statewide	219,119	183,178	173,271	175,403

* State reported this practice, but years were unknown

SNAP Caseload

Average Number Participating per Month Statewide ¹⁴	2012	2013	2014	2015
Households	219,817	233,171	242,982	248,204
Persons	403,466	425,320	438,559	442,161

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	*	*	*	*
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	✓	✓
Re-instatement without New Application	-	-	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	✓	✓
Unscheduled Interview (on Demand)	-	✓	✓	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

* State reported this practice, but years were unknown

- State did not use this waiver.

Demonstrations

State did not implement this practice.

¹³ <http://www.fns.usda.gov/snap/snap-program-improvement>

¹⁴ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	*	*	*	*
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

* State reported this practice, but years were unknown
 - State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

Connecticut used the services of the Change and Innovation Agency to implement workflow changes concurrent with our initial modernization efforts. As we implemented our new electronic document management system, document scanning center, and centralized call center initiatives in 2013, we also revised our business processes to shift from a local office case-load based model of work to a statewide task-based electronic workflow.

Activities Resulting from BPR

In addition to the initiative itself, Connecticut obtained and implemented Administrative Waivers to support on-demand telephonic interviews. This allowed the new centralized call center to handle telephone interviews for clients across the state. Although new positions were not necessarily created to handle the new duties/responsibilities, some positions were reorganized to support the statewide model (for example, three regional managers became one statewide director of field operations with two deputy director roles). Eligibility staff were also added during this period, though not necessarily solely to support the BPR efforts.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
We used the services of the Change and Innovation Agency to restructure our workflow concurrently with our modernization efforts in 2012 and 2013. We have continuously revised our workflow to make the distribution of priority work more efficient. With application processing timeliness a top priority, we reorganized offices into SNAP application specialist units, developed reporting tools to target documents, and worked around limitations of a "first in, first out" document workflow. Dedicated offices manage pending SNAP applications and incoming online and paper applications. New workers are trained exclusively in SNAP application processing as their first task and only move on to other work once they are highly proficient in that process.				

APPENDIX C: STATE PROFILES

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts		-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents		✓	✓	✓
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		-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging		✓	✓	✓
Electronic or telephonic signatures		✓	✓	✓
Electronic case files		✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

Modernization efforts listed in Question 3 including online application were implemented while our new eligibility system was being designed. We have had to delay integration of the online application with the eligibility system pending the conversion to the new eligibility system. Our limited IT resources were primarily dedicated to the design, development and implementation of the new eligibility system, which while enhancing our online management capabilities in some respects has also limited our ability to take on too many other initiatives simultaneously.

Actions to Make APT a Priority

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

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	2012	2013	2014	2015
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	✓	-	-	-
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓
Other State leadership action Developed new reporting tools to accurately track timeliness and application processing performance	✓	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Mandatory interview policy. Policies that require verification of reported information. Policies that limit the State's ability to use data sources that are accepted by Medicaid or other public benefit programs. Regulatory policies that are structured based on the idea that all applicants walk into an office seeking benefits. For example, applicants who do not apply in person should be required to provide a telephone number and sufficient information to make an initial eligibility determination (name, address and signature is insufficient). Policies that call for treating late-submitted renewals as applications eligible for expedited processing. Electronic workflow management that doesn't provide real-time data or is unable to be modified for situations where the oldest document is not the top priority (a one-day old expedited SNAP application should be touched before a five-day old but not overdue renewal, for example). The initial roll-out of most major modernization efforts leads to lower APT due to the learning curve associated with adapting to the new technology, as well as the need to make post-implementation adjustments. While modernization is usually ultimately beneficial to APT, it can negatively affect APT during the transition phase.

What specific changes could improve APT?

Eliminate: Mandatory interview policy. Policies that require verification of reported information. Policies that limit the State's ability to use data sources that are accepted by Medicaid or other public benefit programs. Regulatory policies that are structured based on the idea that all applicants walk into an office seeking benefits. For example, applicants who do not apply in person should be required to provide a telephone number and sufficient information to make an initial eligibility determination (name, address and signature is insufficient). Policies that call for treating late-submitted renewals as applications eligible for expedited processing. Implement: Online applications and mobile applications, fully integrated with eligibility systems.

What are the biggest barriers to improving APT?

Lack of fully integrated eligibility systems. Once our new eligibility system is fully implemented, the ability to fully integrate an online application and mobile application without requiring data entry should boost our APT. Some of the policies, particularly the difficult-to-identify late-submitted renewal that may be eligible for expedited processing. The lack of centralized data hubs to use for making eligibility determinations. MAGI Medicaid determinations are made in real time because we are not required to solicit additional information from clients prior to granting. Using the federal data hub data matching and the ability to grant benefits pending verification within a reasonable period of 90 days allows for real-time eligibility determinations. SNAP should move to a similar model.

State Profile: Delaware

The SNAP Timeliness Study

SNAP Program Name	Food Supplement Program
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ¹⁵	84.62	85.51	73.93	75.00

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	18	18	18	18
Number of Local SNAP Agency Workers, Statewide	265	258	298	248
Number of SNAP Applications Received, Statewide	57,994	54,919	55,728	51,898

SNAP Caseload

Average Number Participating per Month Statewide ¹⁶	2012	2013	2014	2015
Households	69,564	72,244	71,408	71,821
Persons	148,257	153,137	150,232	149,981

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	✓	✓	✓	✓
Applications Denied Before 30 th Day	✓	✓	✓	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	✓	✓	✓	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	✓	✓	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	✓	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	✓	✓	✓	✓
Combined Application Project (CAP) Standard	-	-	-	-

¹⁵ <http://www.fns.usda.gov/snap/snap-program-improvement>

¹⁶ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	-	✓	✓	✓
Child Support Expense Exclusion	✓	✓	✓	✓
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	*	*	*	*
Photo EBT Cards	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

Business Process Reengineering Initiatives

State did not implement this practice.

DSS hired a contractor to observe and give recommendations to improve case processing timeliness. The recommendations included a revision to the current workflow to reduce processes that were adding additional time to the application process.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
In 2013, DSS mandated that offices statewide implement an area-specific Timeliness Corrective Action Plan to improve timely processing of expedited and normal food benefit applications. Each operational area was required to process expedited food benefit applications within forty-eight hours and when possible immediately (This practice addressed timeliness directly). In addition, a monitoring process was developed to utilize the Bureau of Quality Control's monthly timeliness report.				

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	*	*	*	*

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	2012	2013	2014	2015
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	*	*	*	*
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	*	*	*	*
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	*	*	*	*
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	*	*	*	*
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	*	*	*	*
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	*	*	*	*
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	*	*	*	*
Electronic or telephonic signatures	*	*	*	*
Electronic case files	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

Working within the current budget and working through the process of identifying and correcting system deficiencies.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓

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	2012	2013	2014	2015
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

	2012	2013	2014	2015
State	-	-	-	-
Implemented performance-based incentives	*	*	*	*
Implemented performance-based penalties	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

What specific changes have POSITIVE impact?

In 2012, DSS implemented a strategy to improve timely processing of expedite and regular SNAP applications. DSS operation offices were directed to process expedited applications within 48 hours. In addition, each operational area was required to complete and implement an area specific corrective action plan and to review the Bureau of Quality Control's Monthly timeliness report and to monitor the progress based on their specific goals. In March 2015, DSS established a Quality Improvement Team (QIT) and one of their duties was to perform monthly case reviews focusing on timeliness error elements. DSS' has implemented some best practices to improve timeliness as well.

What specific changes have NEGATIVE impact?

In January 2016, the State of Delaware's Division of Social Services (DSS) developed and piloted an application log. The log is an automatic excel spreadsheet created to track applications received at each location for the purposes of capturing important information such as, when the applications are received, who applied, if an interview had been completed, if additional information is needed and/or requested, assigned worker, and date the case is completed. Our objective was to make our agency better aware of the applications as they are received and improve processing timeliness. DSS initially piloted a multi-site (Hudson State Service Center) that is comprised of 4 separate units/teams. The actual application log was handled by a designated individual or "logger," that received the information from the case processing workers. All incoming applications received at a location were manually entered, daily, by the aforementioned logger. Workers were provided with a standard checklist and would ensure that the necessary information was documented so that the log could be updated accordingly. The logger would utilize the checklists to ensure all necessary information was received. The logger was responsible for ensuring that all logs contained correct or valid information. Perhaps similar to other human services organizations, our agency serves a diverse population of clients whom experience various hardships due, in part, to their diverse social and economic backgrounds. In fact, several of our clients are first time seekers of SNAP, Medicaid, SCHIP, subsidized Child Care, and TANF. Furthermore, approximately 46% of our clients are not successful on their first attempt to apply for benefits. We believe that eliminating the inefficiencies associated with our current processes and systems will lead to more timely receipt of benefits, improved client notification process, as well as a decrease in the number of clients whom are unsuccessful during their initial application for benefits. These barriers may also contribute to benefit delay or denial. The impact of removing these barriers will benefit all Delaware SNAP applicants. Improving the agency's office processes by implementing a subsystem which technologically supports our current benefits system would eliminate data errors and bolster recordkeeping which can only yield better customer service to applicants. Currently, the agency mans over 20 Excel spreadsheets with novice staff that input all application data and track case information manually. The frequency of errors is more probable in these cases versus the utilization of one subsystem to support our current system. Another negative effect on APT is Caseload growth while under a staffing cap. Since 2008 the SNAP volume has doubled, while DSS' staff compliment, seasonal and merit staff, has remained flat or reduced.

- 2008- SNAP volume was approximately 72,000 clients in 31,000 cases
- 421 merit/seasonal FTEs were responsible for managing this work
- 2015- SNAP volume was approximately 150,000 clients in 71,000 cases

- 420 merit/seasonal FTEs Delaware Division of Social Services has been instructed to monitor hiring, as DSS currently is at their staffing cap per Administration, and recently was required to eliminate several positions by way of expunging the position after individuals departed them for reasons such as retirement, dismissal, promotions, etc.

What specific changes could improve APT?

In 2016, DSS implemented an Application Timeliness Log to track and monitor the application process for improvement. The log has improved DSS' timeliness rate significantly. DSS believes that if a tracking system was implemented as oppose to Tracking Logs via Excel, that they would achieve improvements in case processing timeliness, customer satisfaction, and a significant increase in staff productivity. From a client perspective: This tracking system will give workers the ability to be even more responsive to client questions or complaints. For example, accurate updates of their case status, clarification of requested verifications, as well as any other concern they may have regarding their benefits. The subsystem will greatly improve worker availability for a more positive customer service experience. From the DSS perspective: The Tracking system will ensure proper management of sensitive data. Which, by all accounts, will significantly reduce security risks and improve our ability to safeguard client's confidential information. Specific measures will be put in place with the tracking system to prevent loss of data. Loss of data can have a negative impact on customer service because client information is unavailable; preventing workers from answering case-related questions. Efficient data management will create a more controlled and more manageable environment that best meets the needs of our clients. DSS coordinates with various state agencies to deliver, support, and serve the citizens of Delaware. Utilizing a tracking subsystem will give other agencies the ability to quickly gather timeliness information and provide accurate, up-to-date information to the client.

What are the biggest barriers to improving APT?

Worker sometimes fail to use or misuse the pending drawers to ensure applications are approved or denied timely. Lack of knowledge: policy, system and procedural requirements (Newer workers) APT logs: Although the use of the APT logs have demonstrated great success, at times human error does occur in which individuals have deleted and or removed the logs from the shared drive, resulting in a weeks' loss of data which is utilized to track and monitor timeliness. ASSIST Applications: DSS at times has difficulty in reaching individuals whom apply online to conduct a telephone interview. Staff reduction and case volume increase.

APPENDIX C: STATE PROFILES

State Profile: Florida

The SNAP Timeliness Study

SNAP Program Name	Food Assistance
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ¹⁷	91.91	94.07	88.65	94.57

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	*	*	*	*
Number of Local SNAP Agency Workers, Statewide	3,173	3,180	3,170	2,801
Number of SNAP Applications Received, Statewide	4,922,782	5,165,643	5,175,132	5,097,918

* State reported this practice, but years were unknown

SNAP Caseload

Average Number Participating per Month Statewide ¹⁸	2012	2013	2014	2015
Households	1,844,381	1,977,437	1,953,140	2,041,546
Persons	3,401,596	3,607,618	3,577,040	3,706,211

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	✓	✓	✓	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	✓	✓	✓	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	✓	✓	✓	✓
Unscheduled Interview (on Demand)	✓	✓	✓	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	✓	✓	✓	✓
Standard Medical Deductions (SMD) Project	-	-	-	-

¹⁷ <http://www.fns.usda.gov/snap/snap-program-improvement>

¹⁸ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Standard	-	-	-	-
Combined Application Project (CAP) Modified	✓	✓	✓	✓
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	✓	✓	✓	✓
Community Partner Interview Waiver	✓	✓	✓	✓
36-Month Certification	-	-	-	-
(Other FNS approved demonstration project) Online Application Automatic Identity Verification Pilot	✓	✓	✓	✓

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens’ Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	✓	✓	✓	✓
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	✓	✓	✓

- State did not implement this practice.

BPR for the Customer Call Center (CCC). The Department implemented a new business model for the ACCESS program whereby all business functions of the program are standardized to create efficiencies and to improve customer services and program performance. This includes continuing the following initiatives for the CCC. The CCC developed an internal escalation process to accurately measure customer complaints and faster turnaround time, which continues to improve customer satisfaction. The CCC now displays live wait time on the ACCESS webpage at: <http://www.myflfamilies.com/serviceprograms/access-florida-food-medical-assistance-cash>. This feature continues to help reduce overall call traffic during peak hours and abandoned calls.

Integrated workflow improvements into existing procedures - Yes

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Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	✓	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	✓	✓	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Conflicting priorities and resources.

Actions to Make APT a Priority

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

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	2012	2013	2014	2015
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	-	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	-	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	-	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

	2012	2013	2014	2015
Implemented performance-based incentives	✓	✓	✓	✓
Implemented performance-based penalties	-	-	-	-

- State did not implement this practice.

Performance-based incentives: Allow/promote teleworker options for productive staff.

What specific changes have POSITIVE impact?

1. Management at the local level continually monitors caseloads and application timeliness. The caseload management system is accessible at all levels of staff who can use reports to manage their daily workload to ensure applications are processed timely.
2. A new system functionality called Timesaving Innovation Process (TIP) was implemented to auto-populate information from the online web application into the FLORIDA eligibility system, thus reducing manual data entry by eligibility staff. The applications for SNAP continue to require staff authorization but reduces the time for data entry.
3. Additional technology was implemented to verify identity for applicants/recipients utilizing information from a vendor. The tool reduces processing days by fast-tracking applicants to verify identity and help find potentially fraudulent applications, reviews, or requests for additional assistance.
4. Automated the Notice of Missed Interview (NOMI) for food assistance applicants. NOMI letters are automatically generated when customers fail to complete the interview requirement.
5. If applicants attest via the web, paper application, or during the interview, that they will cooperate with child support enforcement and provide specific information on the non-custodial parent (name, race, sex, and date of birth of social security number), then applicants have met up-front cooperation and reduces the application processing time standards and reduces the burden on applicants.

State Profile: Georgia

The SNAP Timeliness Study

SNAP Program Name	Food Stamps
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ¹⁹	81.08	77.99	64.82	80.50

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	206	206	206	206
Number of Local SNAP Agency Workers, Statewide	1,902	1,974	2,192	1,1905
Number of SNAP Applications Received, Statewide	1,645,554	1,743,987	1,694,193	1,503,805

SNAP Caseload

Average Number Participating per Month Statewide ²⁰	2012	2013	2014	2015
Households	879,493	907,896	882,115	839,207
Persons	1,912,839	1,948,189	1,942,689	1,800,531

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	✓	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	✓	✓	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	✓	✓	✓	✓
Standard Medical Deductions (SMD) Project	-	-	-	✓
Combined Application Project (CAP) Standard	-	-	-	-

¹⁹ <http://www.fns.usda.gov/snap/snap-program-improvement>

²⁰ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	✓	✓	✓	✓
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens’ Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	-	-	✓

- State did not implement this practice.

Georgia implemented a Business Process and workload analysis as part of its business process reengineering initiative for Georgia Gateway. The State followed and implemented the following recommendations provided by the vendor to improve application processing timeliness: Established a centralized co-located application registration unit for IES programs; Established a centralized co-located mail intake and scanning unit for all family independence programs; Focused Customer Contact Center operations to inquiries and changes only and established local offices as processing centers for applications, renewals, and employment services; Assigned a mix of both – applications and renewals – to local office eligibility specialists and created rotational lobby duties for staff; Established a soft-case ownership model in which one eligibility specialist owns a case throughout processing for new applications or renewals; Established cold-calling procedures prior to appointment scheduling for interviews, obtained customer availability through enhancement of call-back processes and rescheduling options via call center; Leveraged IES for searching, uploading, and indexing of verification documents and sending cover letters with identifying customer information with verification checklist mailing to be returned by the customer; Created automated processes for reauthorization of pending SNAP, MA or TANF benefits which experience no change after re-run of eligibility; Implemented

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proactive secondary reviews through IES prior to benefit issuance to replace current post-benefit issuance case accuracy review processes; Enhanced IES functionalities to increase self-service, encourage submission of verification documents during online application, and simplified eligibility notices.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	-	-	-	✓
Through the BPR analysis (i.e. the As-Is and To-Be plan), a workflow analysis was documented in these plans to determine the changes needed to the workflow in the Gateway system.				

- State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

Lack of technology improvements such as document imaging and uploading of documents for verification in the eligibility system and use of automated data sources to verify points of eligibility such as income, resources, identity, etc. in the eligibility system.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	-	-	-	✓
Provided staff training about new application processing procedures	-	-	-	✓
Allocated resources for new technology designed to improve application processing	-	-	-	✓
Allocated resources for technical assistance to help workers use new technology	-	-	-	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

	2012	2013	2014	2015
Implemented performance-based incentives	-	✓	✓	✓
Implemented performance-based penalties	-	-	-	-

- State did not implement this practice.

Implemented performance-based incentives: Staff were able to telecommute and/or earn overtime pay to improve APT rates.

What specific changes have POSITIVE impact?

The Customer Portal module in the Georgia Gateway system has had a positive effect on APT as clients are able to quickly complete an application on line at the local DFCS office. The application and uploaded verifications are tracked in the system, and information provided by the client is prepopulated in the system. This feature helps to streamline the application process for eligibility staff as staff are able to validate the information provided in system instead of having to enter information in the system. The call center IVR task routing feature routes client calls to eligibility staff that are handling the client's application. This process ensures clients calls are routed to the appropriate worker handling the case. The same-day-service process has had a positive effect on APT because when clients come into the local office to apply for assistance, eligibility for expedited services is determined and benefits are provided on the same day. The application is received, the client is interviewed, and the case is approved on the same day.

What specific changes have NEGATIVE impact?

For staff, learning the functionality of the Georgia Gateway system has had a negative effect on APT as staff productivity has decreased as they learn the eligibility system.

What specific changes could improve APT?

More automation of the scheduling interview feature in the system for applications could help to improve the APT.

What are the biggest barriers to improving APT?

Again, the learning curve for workers in using the system and having a better understanding of how to receive and process applications in the new system has been the biggest barrier to improving APT. One issue staff has had is the timeframe in receiving the application and scheduling the interview. The delay in assigning applications to staff for processing has been a barrier to APT.

State Profile: Hawaii

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ²¹	81.77	91.95	94.41	94.43

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	22	22	22	22
Number of Local SNAP Agency Workers, Statewide	295	291	290	290
Number of SNAP Applications Received, Statewide	64,951	71,102	66,431	72,712

SNAP Caseload

Average Number Participating per Month Statewide ²²	2012	2013	2014	2015
Households	88,455	96,022	98,830	95,545
Persons	176,823	189,350	194,264	188,895

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	✓	✓	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

State did not implement this practice.

²¹ <http://www.fns.usda.gov/snap/snap-program-improvement>

²² Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	-	-	-	-
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

Process Management system that is designed to increase efficiency and streamline workflow while reducing staff's workload and improve customer service. The process transitions from Case Management to Team concept under a workflow management process.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
Hawaii's operations have transitioned from Case Management methodology to Business Process Management where work processes are managed resulting in greater efficiency and timeliness. Under Process Management, staff are grouped by teams and primary processes/tasks are performed by team members.				

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	-	-	-
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	-	-	-	-

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	2012	2013	2014	2015
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	*	*	*	*
Electronic or telephonic signatures	-	-	-	-
Electronic case files	-	-	-	-
(Other modernization feature)	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

An online application requires a system that is capable of tracking actions, events, documents and meets all the relevant security issues and can be automatically downloaded in an environment that allows the Case Worker to conduct the interview and complete the processing of the application; these are features that cannot be supported by Hawaii's current Welfare System. Added note: What might be helpful is to have USDA, FNS provide the SNAP application template w/appropriate language, etc. to ensure that there is no deviation from the regulations, especially when states are no longer required to get FNS approval and because of the push for integrated applications.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	-	-	-	-
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓

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	2012	2013	2014	2015
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have NEGATIVE impact?

In understanding what is happening, data collected needs to be defined. In other words, are we collecting the appropriate data to explain/understand the phenomena of service delivery for SNAP? The six-sigma concept focuses on eliminating waste and reducing variability. The Kaizen approach making continuous improvements to the process and/or product. Both are similar but not the same. What is missing from the analysis pertains to the original question – leadership. Who and how are the Processing Centers led toward producing and distributing the benefits? We can discuss the virtues of BPR and its pros and cons all day long as the tools needed to for a modernized approach but will not come to any resolution as to its efficiency and effectiveness in delivering the goods and services without a crystal-clear understanding as to its design and leadership structure. That’s what we’re struggling with.

What specific changes could improve APT?

See question above.

What are the biggest barriers to improving APT?

The state was involved in a Timeliness Court Suit in which we were required to implement changes within a short period of time. Work on personnel issues, vacancies, high absenteeism, channel of authority and communication, operational structure have great impact on the success of any operational transition.

State Profile: Idaho

The SNAP Timeliness Study

SNAP Program Name	Food Stamps
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ²³	99.28	98.98	99.61	99.13

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	1	1	1	1
Number of Local SNAP Agency Workers, Statewide	107	116	112	122
Number of SNAP Applications Received, Statewide	111,893	109,365	102,805	96,146

SNAP Caseload

Average Number Participating per Month Statewide ²⁴	2012	2013	2014	2015
Households	100,495	97,927	90,161	83,869
Persons	233,034	227,006	211,781	196,872

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	✓	✓	✓
Unscheduled Interview (on Demand)	-	-	✓	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	✓	✓	✓
Combined Application Project (CAP) Standard	-	-	-	-

²³ <http://www.fns.usda.gov/snap/snap-program-improvement>

²⁴ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	-	-	-	-
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

State did not implement this practice.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
Most of Idaho's innovation occurred prior to 2012. Process based operations, universal workforce, immediate/single point of contact resolution, processing (decision making) centers, minimizing administrative processes/handoffs, statewide video and teleconference on-demand training, intern pool, web-based resources, statewide bulletin (always with actionable step).				

Modernization Initiatives Related to SNAP Application Processing

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

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	2012	2013	2014	2015
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	-	-	-	-
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

The face to face interview was a barrier for a long time. Identity verification. Lack of good real-time verification of last 30 day's income.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

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	2012	2013	2014	2015
Other State leadership action Statewide universal workforce; 70%+ resolution at first point of contact (inc. application)	✓	✓	✓	✓

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

See prior comments. Universal workforce, statewide ACD in the cloud, statewide administration, process-based operations, problems first management, performance results on demand from the individual worker to statewide.

What specific changes have NEGATIVE impact?

30 days income verification policy, Previous face to face interview requirement.

What specific changes could improve APT?

Modernize income verification methods. Establish federal data systems, like the CMS HUB that allows state to meet federal verification requirements...or allow states to use available verification systems to meet income verification requirements.

What are the biggest barriers to improving APT?

FNS administration has been slow, inconsistent and counterproductive to a modern business design.

State Profile: Illinois

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ²⁵	66.03	82.13	63.36	84.82

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	*	*	*	*
Number of Local SNAP Agency Workers, Statewide	*	*	*	*
Number of SNAP Applications Received, Statewide	2,079,628	1,608,056	1,668,302	1,656,514

* State reported this practice, but years were unknown

SNAP Caseload

Average Number Participating per Month Statewide ²⁶	2012	2013	2014	2015
Households	914,287	1,017,190	1,021,150	1,060,589
Persons	1,869,713	2,040,053	2,015,303	2,042,306

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	✓
Interactive Voice Response Interviews	-	✓	✓	✓
Postpone Expedited Service Interview	-	-	-	✓
Re-instatement without New Application	-	-	-	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	*	*	*	*

²⁵ <http://www.fns.usda.gov/snap/snap-program-improvement>

²⁶ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Standard	-	-	-	-
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	*	*	*	*
Simplified Reporting–Action on Changes	-	-	-	-
Change Reporting	-	-	-	-
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens’ Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	*	*	*	*
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	*	*	*	*
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	*	*	*	*

* State reported this practice, but years were unknown

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	*	*	*	*
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	*	*	*	*

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	2012	2013	2014	2015
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	*	*	*	*
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	*	*	*	*
Online eligibility screening tool	*	*	*	*
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	*	*	*	*
Online application system that allowed clients to apply online as was integrated with the eligibility system	*	*	*	*
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	*	*	*	*
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	*	*	*	*
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	*	*	*	*
Integrated systems that handled online applications, eligibility system, and data verification	*	*	*	*
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	*	*	*	*
Mobile applications for clients to apply, submit verification, or report changes	*	*	*	*
Video interviews	*	*	*	*
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	*	*	*	*
Document imaging	*	*	*	*
Electronic or telephonic signatures	*	*	*	*
Electronic case files	*	*	*	*
(Other modernization feature)	*	*	*	*
(Other modernization feature)	*	*	*	*

* State reported this practice, but years were unknown

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓

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	2012	2013	2014	2015
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Standard medical deductions; simplified reporting; standard utility allowances; broad-based categorical eligibility; business process reengineering - moving to task-based work.

What specific changes have NEGATIVE impact?

Limiting the number of expedited benefits that can be issued without an interview. Over 80% of our untimely applications are related to expedited processing. If all expedited SNAP interviews could be waived, our APT would improve greatly.

What are the biggest barriers to improving APT?

Staffing shortages, training deficiencies, customer delays in responding to our requests for interview within the expedited time frames.

State Profile: Indiana

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ²⁷	88.25	87.86	90.91	90.26

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	103	103	103	103
Number of Local SNAP Agency Workers, Statewide	845	853	1009	1090
Number of SNAP Applications Received, Statewide	443,730	466,129	455,959	433,372

SNAP Caseload

Average Number Participating per Month Statewide ²⁸	2012	2013	2014	2015
Households	401,415	415,518	404,575	379,929
Persons	908,705	926,011	892,699	831,740

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	✓	✓	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	✓	✓	✓	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

State did not implement this practice.

²⁷ <http://www.fns.usda.gov/snap/snap-program-improvement>

²⁸ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	-	-	-	-
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-
(Other Policy) Exclusion of Drug Felons	✓	✓	✓	✓

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	✓	✓	✓

- State did not implement this practice.

Initiative involved creation of agency and authorized representative portals for accessing of information. Business process developed for implementation.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
The State has continued to enforce several initiatives one of which was relevant to a lawsuit with judgement requiring continued monitoring of application processing timeliness.				

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-

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	2012	2013	2014	2015
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	✓	✓	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	✓	✓	✓	✓
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

Technological advances/implementation Security requirements - more secure platforms Client/Authorized representative pass codes

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	-	-	-	-
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Cognos reporting; removed individual case load; task driven model with work groups; development of dashboards by task; third party (OV&V) reviews of casework completed including task execution, for continual improvement to ensure that tasks optimally support the work and for improvements in general with processing. Document management center is automated statewide for indexing documents into the case. Indiana has implemented the Interactive Voice Response System with call Center Support to provide automated supports and/or direct routing to a live agent that can view the case and provide immediate resolution of the specific issue. Online application Outbound dialer to remind clients of appointments, documents due, etc. Changes can be reported electronically 24 hours per day Case status can be access electronically 24 hours per day Development of an Agency portal to assist clients with application completion, reporting, etc. Statewide navigators that are trained in application completion.

What specific changes could improve APT?

Allowing usage of the Work Number for processing cases using a fully integrated eligibility system (i.e. cannot use Work Number from FDSH on SNAP and TANF cases).

State Profile: Iowa

The SNAP Timeliness Study

SNAP Program Name	Food Assistance (FA)
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ²⁹	85.51	90.64	89.10	80.82

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	42	42	42	42
Number of Local SNAP Agency Workers, Statewide	609	590	569	554
Number of SNAP Applications Received, Statewide	171,221	166,335	157,163	161,337

SNAP Caseload

Average Number Participating per Month Statewide ³⁰	2012	2013	2014	2015
Households	190,721	198,500	193,372	184,850
Persons	408,050	420,344	408,070	391,224

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	✓	✓	✓	✓
Combined Application Project (CAP) Standard	-	-	-	-

²⁹ <http://www.fns.usda.gov/snap/snap-program-improvement>

³⁰ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	✓	✓	✓	✓
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	*	*	*	*

* State reported this practice, but years were unknown

The state had used Lean Six Sigma methods to standardize business process (workflow) and remove waste, prior to 2012. The work included a series of Kaizen events in local offices.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓

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	2012	2013	2014	2015
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	*	*	*	*
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	-	-	-	-
Electronic or telephonic signatures	-	-	-	-
Electronic case files	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

Resources

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	-	✓	-	✓
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	✓	✓	✓
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	✓	-	-	-
Provided staff training about new application processing procedures	-	-	-	-
Allocated resources for new technology designed to improve application processing	-	-	-	-

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	2012	2013	2014	2015
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

State Profile: Kansas

The SNAP Timeliness Study

SNAP Program Name	Food Assistance Program
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ³¹	85.87	92.36	88.24	88.41

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	38	38	38	38
Number of Local SNAP Agency Workers, Statewide	738	650	572	518
Number of SNAP Applications Received, Statewide	119,448	110,088	104,400	95,376

SNAP Caseload

Average Number Participating per Month Statewide ³²	2012	2013	2014	2015
Households	143,242	149,233	132,825	121,991
Persons	304,719	316,983	293,456	273,974

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	✓	✓
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	✓	✓	✓	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	*	*	*	*
Combined Application Project (CAP) Standard	-	-	-	-

³¹ <http://www.fns.usda.gov/snap/snap-program-improvement>

³² Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	✓	✓	✓
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	✓
Broad-Based Categorical Eligibility	-	-	-	-
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

BPR rolled out in April 2012

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
Business Process Management providing roles, responsibilities, procedures, quality measurement and process measurements to ensure adequate staffing, resources and quality work.				

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	-	-	-
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	*	*	*	*
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	-	-	-	-
Electronic case files	-	-	-	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Kansas just went live with a new eligibility system in September of 2017.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	✓	✓	✓	✓

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	2012	2013	2014	2015
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

State Profile: Kentucky

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ³³	97.26	98.41	90.21	94.03

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	1,574	1,579	1,618	1,661
Number of Local SNAP Agency Workers, Statewide	2,429	2,833	3,222	3,247
Number of SNAP Applications Received, Statewide	366,662	379,874	435,241	464,861

SNAP Caseload

Average Number Participating per Month Statewide ³⁴	2012	2013	2014	2015
Households	402,734	420,211	399,207	368,596
Persons	849,248	872,439	828,076	768,882

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-
Combined Application Project (CAP) Standard	-	-	-	-

³³ <http://www.fns.usda.gov/snap/snap-program-improvement>

³⁴ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	✓	✓	✓	✓
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens’ Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

State did not implement this practice.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	-	-	-
Study to move from caseload model to statewide processing with universal caseload.				

- State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

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

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	2012	2013	2014	2015
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	✓	✓	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Our integrated online application was implemented after 2015.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	-	-
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	-	✓	✓	✓
Provided staff training about new application processing procedures	-	-	-	-
Allocated resources for new technology designed to improve application processing	-	-	-	-
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Auto dispose/auto-discontinue

What specific changes have NEGATIVE impact?

N/A

What specific changes could improve APT?

N/A

What are the biggest barriers to improving APT?

System issues from new system that was implemented in 2016.

State Profile: Louisiana

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ³⁵	80.47	87.17	84.67	90.15

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	38	38	36	36
Number of Local SNAP Agency Workers, Statewide	906	786	840	821
Number of SNAP Applications Received, Statewide	329,342	386,383	409,725	401,053

SNAP Caseload

Average Number Participating per Month Statewide ³⁶	2012	2013	2014	2015
Households	422,680	425,648	396,428	389,519
Persons	948,758	940,100	877,340	859,738

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	✓
Applications Denied Before 30 th Day	✓	✓	✓	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	✓
Telephone Interview in-Lieu-of Face-to-Face	✓	✓	✓	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-

³⁵ <http://www.fns.usda.gov/snap/snap-program-improvement>

³⁶ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Standard	-	-	-	-
Combined Application Project (CAP) Modified	✓	✓	✓	✓
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	✓	✓	✓	✓
Other FNS approved demonstration project National Accuracy Clearinghouse Project	-	-	✓	✓

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	✓	✓	✓	✓
Ineligible Non-Citizens’ Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	-
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

State did not implement this practice.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
Implemented state-wide round robin of all applications and redeterminations to balance caseloads around the state to assist with the timely processing of applications.				

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-

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	2012	2013	2014	2015
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	✓	✓	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

The current web-based system with the Worker portal pushes information to the mainframe legacy system so there are limitation to what the system can do because of this. We are in the processing of replacing the mainframe and the web-based front-end system with an integrated eligibility system.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	-	-
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	-	-	-	-
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	✓	✓	✓	✓

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	2012	2013	2014	2015
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

State-wide round robin of cases, electronic case records and a document processing center, online applications and the implementation of CAFE (Common Access Front End) which helps supervisors monitor case work and track work items

What specific changes have NEGATIVE impact?

The statewide call center not being allowed to answer case specific questions for SNAP calls, constraints within our legacy system, difficulty contacting clients for their scheduled interview

What specific changes could improve APT?

Allow the statewide call center to provide case specific information to callers, such as status of case, appointment dates & times, and what verifications are missing/needed/received. Update our legacy system (which we are in the process of doing)

What are the biggest barriers to improving APT?

High turnover with front line staff which means many of our workers have smaller caseloads because they aren't capable of handling a full caseload which then causes a burden on seasoned staff who are required to process more cases. With statewide round robin, we must conduct interviews via telephone calls and there is difficulty in reaching clients by phone.

State Profile: Maine

The SNAP Timeliness Study

SNAP Program Name	Food Supplement
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ³⁷	91.54	92.51	84.25	78.98

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	16	16	16	16
Number of Local SNAP Agency Workers, Statewide	327	326	323	313
Number of SNAP Applications Received, Statewide	27,782	27,791	26,466	21,684

SNAP Caseload

Average Number Participating per Month Statewide ³⁸	2012	2013	2014	2015
Households	131,153	130,374	122,690	105,075
Persons	252,860	249,119	230,536	202,579

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	✓	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	✓	✓
Unscheduled Interview (on Demand)	-	-	-	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

State did not implement this practice.

³⁷ <http://www.fns.usda.gov/snap/snap-program-improvement>

³⁸ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	✓	✓	✓	✓
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	✓	✓

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	✓	✓	✓

- State did not implement this practice.

We implemented call center functionality, starting in 2013, followed by conversion to a task-based system and work-flow functionality, as well as document imaging, in 2014

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	-	✓	✓	✓
We moved from a regional caseworker-based model to a state-wide task-based model. We also implemented a work-flow tool (Siebel) that has reinforced this process management change.				

- State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	✓	✓	✓
Online eligibility screening tool	✓	✓	✓	✓

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	2012	2013	2014	2015
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	✓	✓	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	-	-	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

None. We have online application, recertification and management capabilities.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	-	-
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	-	-	-	-
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	-	✓	✓	✓
Provided staff training about new application processing procedures	-	✓	✓	✓
Allocated resources for new technology designed to improve application processing	-	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	-	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

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What specific changes have POSITIVE impact?

Business process: use of the work flow tool to prioritize application processing work.

What specific changes have NEGATIVE impact?

Modernization has, overall, retracted from the ability to provide direct client services (face-to-face interviews, phone calls, walk-ins, etc.)

What specific changes could improve APT?

Currently we have contracted with a vendor to develop a new rules engine for our online case management system. The new rules engine will streamline decisions within our case management system; fewer decisions may contribute to an improved APT.

What are the biggest barriers to improving APT?

Receiving the required information and supporting documentation from clients.

State Profile: Maryland

The SNAP Timeliness Study

SNAP Program Name	Food Supplement Program
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ³⁹	87.29	89.78	86.74	86.42

Local SNAP Offices, Statewide

	2012	2013	2014	2015
Number of Local SNAP Offices, Statewide	45	45	45	45
Number of Local SNAP Office Workers, Statewide (2)	-	-	-	-
Number of SNAP Applications Received, Statewide (3)	328,558	334,690	337,578	356,789

- State did not implement this practice.

SNAP Caseload

Average Number Participating per Month Statewide ⁴⁰	2012	2013	2014	2015
Households	360,523	392,184	403,781	404,588
Persons	716,379	771,021	787,597	781,116

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	✓
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-

³⁹ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁴⁰ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Standard	-	-	-	-
Combined Application Project (CAP) Modified	✓	✓	✓	✓
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	✓	✓	✓	✓
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	✓	✓	✓	✓

- State did not implement this practice.

SNAP Policy Options Related to Application Processing Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

To continually innovate managerial and technological solutions to increase efficiency we automated voice response/interactive voice response system statewide, utilized specialized work units, and targeted interviewing and case processing.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
Maryland developed the PIRAMID Preview process as a process management strategy designed to identify potential case errors prior to issuing eligibility. Additionally, we employed the GENERATOR V tool which assisted our local offices to easily identify the age of an application (in days), application due dates, redeterminations received and outstanding, and processing timeliness reports. Streamlining intake processes has been beneficial to some offices. Additionally, using the electronic case record through ECMS has created streamlined processes within LDSS' allowing them efficient access to necessary documentation/verification to complete application processing timely.				

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

The years of 2012-2015 included budgetary restraints, department competing priorities and organizational re-alignment. These factors may have delayed some of our more aggressive modernization efforts.

Actions to Make APT a Priority

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

APPENDIX C: STATE PROFILES

	2012	2013	2014	2015
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

	2012	2013	2014	2015
Implemented performance-based incentives	✓	✓	✓	✓
Implemented performance-based penalties	-	-	-	-

- State did not implement this practice.

Maryland launched the quarterly "Golden Fork" award program for our LDSS Offices that met targeted metrics. The "Golden Fork" award is calculated for each quarter. The award is a framed certificate that has a golden fork superimposed on it. Winners have the highest composite scores based on six factors; Regular FSP Timeliness Expedited FSP Timeliness Compliance with the SNAP Challenge (Continuing Education/Policy Refresher Monthly Quiz) Score from the SNAP Challenge Application Pre-Review Target Met Redetermination Pre-Review Target Met

What specific changes have POSITIVE impact?

1. Process for expedited screening which includes a current screening tool caseworkers use to ensure customers have access to their benefits before or by day 7 after application. 2. PIRAMID Pre-Review 3. myDHR and FreeFlow Visitor Registration Tools 4. ECMS (Electronic Content Management System) 5. Processes for use of income and eligibility verification systems such as Work Number, State Verification and Exchange System (SVES), State Data Exchange (SDX), Maryland Automated Benefits System (MABS), Veterans Administration System, Electronic Disqualified Recipient Subsystem (eDRS) 6. Datawatch 7. ABAWD Direct

What specific changes could improve APT?

The planned modernization of our computer system will make the changes in business processes we need to improve APT. Features which allow configuration for flexibility for case workers to assist in completing applications disregarding their LDSS home site.

What are the biggest barriers to improving APT?

Adequate funding between 2012 - 2015 was a barrier as it restricted our ability to use technology to develop a centralized system with the ability to determine eligibility, retrieve verification data electronically from our agency partners, generate requests, document storage and retrieval and maintain case notes.

State Profile: Massachusetts

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁴¹	87.44	83.78	85.05	83.16

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	23	23	23	23
Number of Local SNAP Agency Workers, Statewide	552	593	602	467
Number of SNAP Applications Received, Statewide	281,000	274,000	280,000	279,000

SNAP Caseload

Average Number Participating per Month Statewide ⁴²	2012	2013	2014	2015
Households	479,830	498,580	489,039	449,468
Persons	861,568	887,619	863,412	785,778

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	✓	✓	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	✓	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	✓	✓	✓	✓
Combined Application Project (CAP) Standard	-	-	-	-

⁴¹ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁴² Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	✓	✓	✓	✓
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens’ Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	✓

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	-	✓	✓

- State did not implement this practice.

Our State moved from a case worker model to a First Available Worker (FAW) model in Oct 2014 as part of our larger Business Process Redesign.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	*	*	*	*

* State reported this practice, but years were unknown

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	-	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	-	-	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	*	*	*	*
Document imaging	-	-	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	-	-	✓	✓

* State reported this practice, but years were unknown

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Our online application was through a shared EOHHS portal. In Jan 2018, we expect to launch our unique version of an online application and will have more authority over this product.

Actions to Make APT a Priority

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

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	2012	2013	2014	2015
Held workers responsible for overdue cases	✓	✓	-	-
Supported business process reengineering initiative(s)	-	-	✓	✓
Provided staff training about new application processing procedures	-	-	✓	✓
Allocated resources for new technology designed to improve application processing	-	-	✓	-
Allocated resources for technical assistance to help workers use new technology	-	-	✓	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

	2012	2013	2014	2015
Implemented performance-based incentives	✓	✓	✓	✓
Implemented performance-based penalties	-	-	-	-

- State did not implement this practice.

Workers who complete actions timely and accurately are recognized and awarded by the Commissioner. These same individuals are often recommended for state-wide awards within the Secretariat.

What specific changes have POSITIVE impact?

Document Imaging; single sign-off, prioritization of applications in work queue

What specific changes have NEGATIVE impact?

SNAP policy of allowing seven days to provide expedited benefits to an applicant who applies via web, fax needs to be revised. It is difficult to timely interview and have benefits available by day-7 especially when a holiday or weekend falls into that timeframe; we easily lose 2 or three days. It sets up states for failure.

What specific changes could improve APT?

FNS to stipulate a separate timeframe for applications not made in-person or start counting from the date contact is made with the client.

What are the biggest barriers to improving APT?

Volume of applications to number of workers. Client procrastination that bottle necks work at certain periods of the month.

State Profile: Michigan

The SNAP Timeliness Study

SNAP Program Name	Food Assistance
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁴³	91.86	89.52	85.58	89.84

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	*	*	*	*
Number of Local SNAP Agency Workers, Statewide	*	*	*	*
Number of SNAP Applications Received, Statewide	1,255,308	1,172,672	1,079,243	1,209,633

* State reported this practice, but years were unknown

SNAP Caseload

Average Number Participating per Month Statewide ⁴⁴	2012	2013	2014	2015
Households	924,643	909,764	872,538	824,971
Persons	1,828,384	1,775,646	1,679,421	1,571,344

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	✓	✓	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-

⁴³ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁴⁴ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Standard	-	-	-	-
Combined Application Project (CAP) Modified	✓	✓	✓	✓
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	*	*	*	*
Community Partner Interview Waiver	✓	-	-	-
36-Month Certification	-	-	-	-
Other FNS approved demonstration project	*	*	*	*

* State reported this practice, but years were unknown

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	*	*	*	*

* State reported this practice, but years were unknown

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	-	✓	-	✓

- State did not implement this practice.

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Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	-	-	-
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	-	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	✓	✓	✓
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	-	-	-	-
Electronic or telephonic signatures	-	-	-	-
Electronic case files	-	-	-	-

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

Technology resources and competing priorities and mandates

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	*	*	*	*
Monitored State APT rates annually	*	*	*	*
Monitored State APT rates quarterly	*	*	*	*
Monitored State APT rates monthly or weekly	*	*	*	*
Monitored local APT rates annually	*	*	*	*
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	*	*	*	*
Supported business process reengineering initiative(s)	*	*	*	*

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	2012	2013	2014	2015
Provided staff training about new application processing procedures	*	*	*	*
Allocated resources for new technology designed to improve application processing	*	*	*	*
Allocated resources for technical assistance to help workers use new technology	*	*	*	*

* State reported this practice, but years were unknown
 - State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

QC measures and reporting, Bridges integrated eligibility system, MI Bridges portal.

What specific changes have NEGATIVE impact?

Competing priorities for field and technology.

State Profile: Minnesota

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	County Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁴⁵	94.06	91.52	89.46	93.93

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	87	87	87	87
Number of Local SNAP Agency Workers, Statewide	2450	2450	2450	2450
Number of SNAP Applications Received, Statewide**	268,902	422,122	419,305	383,932

SNAP Caseload

Average Number Participating per Month Statewide ⁴⁶	2012	2013	2014	2015
Households	264,739	274,236	260,437	240,410
Persons	538,869	552,928	533,743	496,023

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	✓	✓	✓	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	✓	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	✓	✓	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-
Combined Application Project (CAP) Standard	-	-	-	-

⁴⁵ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁴⁶ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	✓	✓	✓	✓
36-Month Certification	-	-	-	-
Other FNS approved demonstration project Minnesota's Group Residential Housing Project	✓	✓	✓	✓
Other FNS approved demonstration project Minnesota has a waiver to combine cash and food - might improve timeliness in some cases.	✓	✓	✓	✓

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	*	*	*	*
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	✓	✓	✓	✓
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards				

* State reported this practice, but years were unknown

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

MN is state supervised, county administered. Over the last several years, many counties have implemented process improvement projects using a variety of tools. Lean is probably most notable. Some implemented shared caseload models during the recession when caseload increased, document imaging systems, phone systems with advanced features, task-based system, hybrid models of share/1-1 caseload models. call centers. DHS developed a "Web Intelligence (WebI) tool" that allows DHS staff and county eligibility staff to run their own timeliness and pending reports to better monitor application timeliness. We implemented "BlueZone scripts" a tool that increases worker efficiency by making repetitive tasks more automated. Thousands of hours are save monthly in worker actions. This is helping offset some of the time spent managing healthcare cases.

Took other action (description)

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Promoted continuous improvement by created a state office that offers free BPR training to state, county and local governments. The office started with 3 people, and Lean training -it's expanded over the last 10 years.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	*	*	*	*
Some counties conducted BPR, but we don't track individually. We plan to develop a survey to better collect modernization efforts conducted by counties. We could use this one with some modifications.				

* State reported this practice, but years were unknown

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	*	*	*	*
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents				
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	-	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification				
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication				
Mobile applications for clients to apply, submit verification, or report changes				
Video interviews				✓
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures			✓	✓
Electronic case files	✓	✓	✓	✓

* State reported this practice, but years were unknown

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Implementation of the Affordable Care Act took priority over all other technology work, including an integrated system. Minnesota built a new system and implemented expanded Medicaid option and state exchange. It was a very challenging roll-out. Eligibility determinations for cash and food programs are still on the legacy system. Minnesota's on-line application, ApplyMN, does not auto-populate our legacy eligibility system, MAXIS. Counties must download and print, or scan, to client files. Then, enter the data from the application in to the eligibility system.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	-	-	✓	✓
Monitored State APT rates monthly or weekly	-	-	-	-
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology	-	-	✓	✓
Allocated resources for technical assistance to help workers use new technology	-	-	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

	2012	2013	2014	2015
Implemented performance-based incentives	*	*	*	*
Implemented performance-based penalties	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

What specific changes have POSITIVE impact?

Our experience has been when counties know we are tracking pending applications, and/or they can run their own reports, timeliness has increased. Second party case reviews to determine causes for processing delays, including expedited service. Policy alignment between cash and food programs, categorical eligibility for SNAP, double and triple monitors for eligibility staff, training/consistent messaging around the importance of timeliness, positive feedback when timeliness goals are achieved, reducing or eliminating multiple handoffs, front door screening to get people in the right queue, Performance based pay for EDMS contractors - requiring documents be imaged within 24 hours as part of contract language. I don't know that counties have this in their contracts but have heard from other states that this can make a difference. Self-service options. Forecasted staffing based on workflow data.

What specific changes have NEGATIVE impact?

Waiting for mail to be opened, imaged and placed in electronic case files can create bottlenecks. The opposite of above.

What specific changes could improve APT?

Simplified verification. However, when policy options/Administrative Waivers are implemented that reduce the need to verify, this can be a risk to payment accuracy. SNAP Quality Control must verify everything. One of the most effective tools is automated verification processes (hub concept). When verifications can be completed through real time data matches it increases the likelihood that SNAP eligibility can be determined the same day, provided staffing is sufficient to accommodate same day processing.

What are the biggest barriers to improving APT?

Most counties in MN are doing well. Larger counties struggle with volume and can't seem to get above the mid 80's in processing. Balancing payment accuracy with timeliness is tricky. When our healthcare system is functioning better, workers time will be better balanced between healthcare, SNAP and cash programs. In general, MN, like many states struggle with staff turnover. MN offers a variety of assistance programs with different rules/policies. The time to become proficient has increased over the years - used to be around a year, now more like two for all programs.

State Profile: Mississippi

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁴⁷	93.88	95.13	94.88	92.5

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	82	82	82	82
Number of Local SNAP Agency Workers, Statewide	600	600	600	600
Number of SNAP Applications Received, Statewide	91,598	176,336	176,264	173,536

SNAP Caseload

Average Number Participating per Month Statewide ⁴⁸	2012	2013	2014	2015
Households	296,508	305,005	302,202	296,094
Persons	659,872	668,624	656,871	636,322

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	✓	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	✓	✓	✓	✓
Standard Medical Deductions (SMD) Project	-	-	-	-
Combined Application Project (CAP) Standard	✓	✓	✓	✓

⁴⁷ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁴⁸ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	✓	✓	✓	✓

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	-	-	-	-
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	✓	✓	✓	✓
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	✓	✓	✓	✓
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

State did not implement this practice.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	*	*	*	*

* State reported this practice, but years were unknown

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-

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	2012	2013	2014	2015
Online eligibility screening tool	-	-	-	-
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	✓	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	-	-	-	-
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Resources

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	-	-	-	-
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

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Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

We encourage staff to process cases in a timely manner as it reflects their performance development assessment (PDA).

What specific changes have NEGATIVE impact?

N/A

What specific changes could improve APT?

Mississippi has a very good timely application processing rate at 99.43%

What are the biggest barriers to improving APT?

N/A

State Profile: Missouri

The SNAP Timeliness Study

SNAP Program Name	Food Stamp Program
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁴⁹	84.72	82.88	.84	81.45

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	123	123	133	162
Number of Local SNAP Agency Workers, Statewide	1,677	1,567	1,620	1,516
Number of SNAP Applications Received, Statewide	734,985	717,595	622,337	576,622

SNAP Caseload

Average Number Participating per Month Statewide ⁵⁰	2012	2013	2014	2015
Households	441,626	437,443	403,913	398,662
Persons	947,889	929,943	858,416	844,597

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	✓	✓
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	✓
Standard Medical Deductions (SMD) Project	✓	✓	✓	✓
Combined Application Project (CAP) Standard	-	-	-	-

⁴⁹ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁵⁰ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens’ Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	-	-	-	-
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

State did not implement this practice.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	-	-	-	-
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-

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	2012	2013	2014	2015
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	-	-	-	-
Electronic or telephonic signatures	-	-	-	-
Electronic case files	-	-	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

Online application has been fully implemented since early 2017.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	-	-
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	-	-	-	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	-	-	-	-
Allocated resources for new technology designed to improve application processing	-	-	-	-
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Technology has been used to monitor applications that may become overdue on a daily/hourly basis.

What specific changes could improve APT?

The State is entering into BPR to determine changes in process that could improve APT.

What are the biggest barriers to improving APT?

Eligibility workers overspecialized, understanding policies and learning new process.

State Profile: Montana

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁵¹	93.29	88.62	93.29	93.71

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	38	38	38	38
Number of Local SNAP Agency Workers, Statewide	343	343	343	343
Number of SNAP Applications Received, Statewide	52,155	56,608	55,479	54,965

SNAP Caseload

Average Number Participating per Month Statewide ⁵²	2012	2013	2014	2015
Households	58,988	59,398	59,097	56,112
Persons	125,874	128,531	124,906	119,082

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	✓	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

State did not implement this practice.

⁵¹ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁵² Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	-	-	-	✓
Photo EBT Cards	-	-	-	-
(Other Policy) Telephone Interviews	-	-	-	✓
(Other Policy) Case banking statewide	-	-	-	✓
(Other Policy) Joint application processing with TANF, SNAP, and Medicaid	-	-	✓	✓

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	✓	✓	✓

- State did not implement this practice.

Service First. To provide respectful, prompt and accurate *services for our clients*

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	-	-	✓	✓

- State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	-	-	-
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-

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	2012	2013	2014	2015
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	-	-	-	-
Electronic case files	-	-	-	-

- State did not implement this practice.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	-	-
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	-	-	-	-
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	-	✓	✓	✓
Provided staff training about new application processing procedures	-	✓	✓	-
Allocated resources for new technology designed to improve application processing	-	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Telephonic interviews, case banking statewide

What are the biggest barriers to improving APT?

Staffing levels vs. caseload management. I just want to note that Montana has done a lot of modernization and features since 2015. This survey does not depict where Montana is at today and moving forward. We have been working on multiple strategies to influence processing and our accuracy with SNAP.

State Profile: Nebraska

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁵³	70.07	68.03	65.8	90.68

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	41	41	41	41
Number of Local SNAP Agency Workers, Statewide	-	-	-	-
Number of SNAP Applications Received, Statewide	118,096	115,916	110,425	106,851

- State did not implement this practice.

SNAP Caseload

Average Number Participating per Month Statewide ⁵⁴	2012	2013	2014	2015
Households	77,066	79,379	76,919	77,755
Persons	176,073	179,711	173,530	174,092

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	*	*	*	*
Standard Medical Deductions (SMD) Project	*	*	*	*

⁵³ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁵⁴ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Standard	*	*	*	*
Combined Application Project (CAP) Modified	*	*	*	*
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	*	*	*	*
Community Partner Interview Waiver	*	*	*	*
36-Month Certification	*	*	*	*

* State reported this practice, but years were unknown

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens’ Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

To improve APT: new position(s) were created to handle new duties/responsibilities, workflow improvements were integrated into existing SNAP certification processing procedures, new certification processing model was implemented, value stream mapping was introduced, and PDSA strategies were implemented.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓

Nebraska embraced Predictive Analytics strategies to ensure proper workforce staff were available to manage the workflow through a variety of scenarios. Nebraska utilized Value Stream Mapping and several other Lean Six Sigma tools to identify issues and bottle necks in workflow processes along with PDSA strategies to pilot proposed implementations prior to rolling them out statewide.

APPENDIX C: STATE PROFILES

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	✓	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓
(Other modernization feature) NE's online change report form is like the PDF form client completes	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

The online application, as well as online management capabilities are developed and being utilized in Nebraska.

Actions to Make APT a Priority

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

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	2012	2013	2014	2015
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Interview Administrative Waivers; telephone interviews; electronic applications; telephone applications; Increased emphasis on same day processing when possible; reduced need for verification (such as for shelter expenses); automated electronic exchanges of information with other entities (Interfaces) for verified information; Document Imaging; Denial Waiver; Document Imaging Center; Additional shifts added for staff in the Document Imaging Centers, Process change to allow one Eligibility Worker to handle all case actions rather than having separate interviewers, processors, etc.; Ability to communicate with clients via e-mail (interview letters, etc.); Utilization of reports to monitor workload (pending applications, etc.) to adjust staffing levels as needed/Forecasting; Creation of shortened recertification applications, Acceptance of recertification applications 60 days prior to end of the certification period rather than 45 days; Effort to align SNAP and other Economic Assistance Programs whenever possible; Standardized self-employment deduction disregard; Reinstatement waiver; Removal of the Change Reporting Category; Removal of the use of the Interim Report Form, Implementation of BBCE; Implementation of efficient processes for managing ongoing SNAP cases allows additional staff to be available to handle interviews/process applications, Processes implemented for daily monitoring of pending SNAP applications by designated staff to process applications as soon as possible; Reduction of unnecessary alerts

What specific changes have NEGATIVE impact?

None

What specific changes could improve APT?

Nebraska was approved for SNAP Processing and Technology improvement Grant. One project of this grant is the purchase and implementation of workforce management software. This software will further assist NE with predictive analytic initiatives primarily in the realm of adequate staffing for predicted high application times, which will assist in further improvements for APT.

What are the biggest barriers to improving APT?

Nebraska continues to work with staff to follow Standard Operating Procedures (SOP) to their full extent. Since the creation of the SOP there is a proven increase in APT when the SOPs are followed. To support the initiative of all staff following SOPS Nebraska SNAP has taken the stance that failure to follow the SOP directly affects client program access. Nebraska conducts annual management evaluation reviews on local offices and customer service centers to identify any barriers to program access including but not limited to failure to follow the SOP. When program access barriers are identified the office in question follows the management evaluation corrective action planning process for issue resolution.

State Profile: Nevada

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁵⁵	81.96	73.90	83.93	91.15

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	16	17	19	20
Number of Local SNAP Agency Workers, Statewide	575	575	702	778
Number of SNAP Applications Received, Statewide	457,046	500,775	529,065	552,466

SNAP Caseload

Average Number Participating per Month Statewide ⁵⁶	2012	2013	2014	2015
Households	169,147	174,638	188,739	209,787
Persons	354,900	360,953	383,622	420,413

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	✓	✓	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-
Combined Application Project (CAP) Standard	-	-	-	-

⁵⁵ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁵⁶ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	✓	✓	✓	✓
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	✓	✓	✓	✓
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-
(Other Policy) Telephonic Interview Waiver	✓	✓	✓	✓

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	✓	✓	✓

- State did not implement this practice.

In 2013 DWSS hired a vendor to establish Business Process Re-engineering statewide. This process moved the agency from individual caseloads to a single virtual caseload and established a task-based process for case management. This process established four teams within each office to address specific case management functions. Additional information is available upon request.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	-	✓	-	-

- State did not implement this practice.

PathOs task oriented system for assignment of tasks to the BPR groups.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	-	-
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	✓	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	-	-	-	-
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	-	-	-	-
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	-	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Lack of funding and lack of staffing.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓

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	2012	2013	2014	2015
Supported business process reengineering initiative(s)	-	✓	✓	✓
Provided staff training about new application processing procedures	-	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	-	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓
(Other State leadership action) Specific Timeliness training was provided to staff in multiple platforms.	✓	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

The implementation of Business Process Re-engineering. Total redevelopment of the front end of the eligibility data base.

What specific changes have NEGATIVE impact?

None at this time.

What specific changes could improve APT?

None at this time.

What are the biggest barriers to improving APT?

None at this time.

State Profile: New Hampshire

The SNAP Timeliness Study

SNAP Program Name	Food Stamps
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁵⁷	91.58	91.12	92.89	96.94

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	16	16	16	16
Number of Local SNAP Agency Workers, Statewide	327	326	323	313
Number of SNAP Applications Received, Statewide	27,782	27,791	26,466	21,684

SNAP Caseload

Average Number Participating per Month Statewide ⁵⁸	2012	2013	2014	2015
Households	56,354	56,201	53,559	51,478
Persons	116,895	117,315	111,701	106,296

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

⁵⁷ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁵⁸ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	✓	✓	✓	✓
Combined Application Project (CAP) Standard	-	-	-	-
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	✓	✓	✓	✓
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

State did not implement this practice.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

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

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	2012	2013	2014	2015
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓
Other modernization feature ABAWD Enhancement Clock	-	✓	✓	✓
Other modernization feature Expected Changes for Workers	-	-	-	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

In 2016 FNS approved our online application.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	-	-
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	-	-	-	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓

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	2012	2013	2014	2015
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓
Other State leadership action Quarterly Corrective Action Plans	-	-	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Case Review System Worker/Supervisor Dashboard View Pending Review Expected Change Screen QC Reviews Ongoing Training

What specific changes have NEGATIVE impact?

Affordable Care Act and some of the modernization for Medicaid, made it more difficult to utilize SNAP; caused a potential disconnect/conflict with various policies

What specific changes could improve APT?

Allow utilization of the Federal Data Service Hub services for verification Aligning redetermination policies

What are the biggest barriers to improving APT?

There is a need for better coordination between the various federal agencies in order to create integrated program policy/systems A low NH unemployment rate making it difficult to recruit new staff.

State Profile: New Jersey

The SNAP Timeliness Study

SNAP Program Name	Food Stamps
State or County Administered	County Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁵⁹	66.70	68.81	76.57	85.25

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	21	21	21	21
Number of Local SNAP Agency Workers, Statewide	1,249	1,443	1,616	1,914
Number of SNAP Applications Received, Statewide	448,070	471,776	465,320	492,015

SNAP Caseload

Average Number Participating per Month Statewide ⁶⁰	2012	2013	2014	2015
Households	406,143	432,270	439,695	453,338
Persons	826,134	876,266	883,434	905,728

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	✓	✓	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-
Combined Application Project (CAP) Standard	✓	✓	✓	✓

⁵⁹ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁶⁰ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	✓	✓	✓	✓
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	✓	✓	✓
Child Support Expense Exclusion	-	✓	✓	✓
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	-	-	✓	✓
Workflow analyses or process management.				

- State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-

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	2012	2013	2014	2015
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	✓
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	-	-	-	-
Electronic case files	-	-	-	-

- State did not implement this practice.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	-	-
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	-	-	-	-
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	✓	✓	-	-
Monitored local APT rates monthly or weekly	-	-	✓	✓
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	-	-	-	-
Allocated resources for new technology designed to improve application processing	-	-	✓	✓
Allocated resources for technical assistance to help workers use new technology	-	-	✓	✓

- State did not implement this practice.

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Performance-Based Incentives or Penalties Related to Application Processing Timeliness

	2012	2013	2014	2015
Implemented performance-based incentives	-	-	-	-
Implemented performance-based penalties	*	*	*	*

* State reported this practice, but years were unknown

- State did not implement this practice.

What specific changes have NEGATIVE impact?

NJ believes the following have a negative effect on APT: The need to apply itself is a barrier. Low-income households could simply be enrolled based on tax information. The household definition would require modification, but since most of the SNAP household are either the working poor or the elderly/disabled, they are already know and could simply be sent an EBT card for the year as a byproduct of filing taxes. This eliminates the bulk of the application issues and would free up local agencies to only have to deal with applications from individuals/families who have experienced a change in circumstances.

What specific changes could improve APT?

Elimination of specific income deductions. The standard deduction should be recalculated to include expenses incurred. It is reasonable to conclude that households are paying for housing and heating/cooling costs, medical expenses, etc. and these should be factored into the standard deduction. This would eliminate issues of verification which may result in cases being delayed or having to be recalculated and would eliminate the potential for QC errors when QC has difficulty replicating the calc performed by the EW.

What are the biggest barriers to improving APT?

* NR = State reported this practice but years were unknown

State Profile: New Mexico

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁶¹	97.85	98.64	85.75	98.63

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	*	*	*	*
Number of Local SNAP Agency Workers, Statewide	528	559	649	644
Number of SNAP Applications Received, Statewide	302,189	313,870	324,929	323,794

* State reported this practice, but years were unknown

SNAP Caseload

Average Number Participating per Month Statewide ⁶²	2012	2013	2014	2015
Households	193,522	197,359	195,258	205,540
Persons	438,252	440,362	431,494	453,146

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	✓	✓
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-
Averaging of Student Hours	-	-	-	-
Provision of Electronic Copy of Application	-	-	-	-
Waiver of Interview at Recertification for Elderly and Disabled Individuals w/no earned income.	-	-	-	-

- State did not use this waiver.

⁶¹ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁶² Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-
Combined Application Project (CAP) Standard	-	-	-	-
Combined Application Project (CAP) Modified	-	✓	✓	✓
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	-	-	-	-
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	*	*	*	*
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	✓	✓	✓	✓
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

New Mexico refined the Business Process implemented in 2008 to ensure that all offices were following the Ideal Office Model when ASPEN our eligibility system was implemented in 2013.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓

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Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	Yes	Yes	Yes
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	*	*	*	*
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	-	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	-	✓	✓	✓

* State reported this practice, but years were unknown

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

None

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓

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	2012	2013	2014	2015
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

State Profile: New York

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	County Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁶³	90.38	91.89	83.36	87.08

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	58	58	58	58
Number of Local SNAP Agency Workers, Statewide	2,930	2,930	2,930	2,930
Number of SNAP Applications Received, Statewide	1,660,000	1,660,000	1,676,000	1,695,000

SNAP Caseload

Average Number Participating per Month Statewide ⁶⁴	2012	2013	2014	2015
Households	1,650,099	1,710,501	1,698,559	1,665,683
Persons	3,076,911	3,170,465	3,122,879	3,039,108

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-
Combined Application Project (CAP) Standard	-	-	-	-

⁶³ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁶⁴ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	✓	✓	✓	✓
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	-	-	-	-
Change Reporting	*	*	*	*
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	✓	✓	✓	✓
Ineligible Non-Citizens’ Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-
Other Policy Being able to deny applications 10 days after interview if all required documentation not provided	✓	✓	✓	✓
Other Policy Waive the face to face interview in favor of phone interview without documenting hardship.	✓	✓	✓	✓

* State reported this practice, but years were unknown

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	✓	✓	✓

- State did not implement this practice.

Several of our local districts, New York City in particular, have undertaken significant BPR to improve the efficiency of their application processing applications. And these efforts continue. On the state level, we are in the early stages of Integrated Eligibility System procurement and development which, when fully implemented will intrinsically re-engineer the process and facilitate even further re-engineering for those local districts with the resources and capability of doing so.

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Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
Workflow analyses is a critical component of our Program Access Management Evaluations. Additionally, we will conduct business process reviews of struggling local offices. We also have a strong LEAN project initiative to assist local offices with improving operations.				

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	✓	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	✓	✓	✓	✓
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

This survey does not adequately reflect the environment of states that are locally-administered and state-supervised, where the answers to the preceding questions may not apply uniformly to all counties or jurisdictions within the state. Having said that, barriers to full development of our online application and management capabilities are the lack of money and resources to do so, in a locally-administered, state-supervised environment.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Given stable workforce and application numbers, our business process modeling shows that the two factors that most influence the timeliness of application processing are how soon the eligibility interview can be conducted and how soon verification is provided to the eligibility worker. Anything that can be done to expedite the completion of the interview, or to provide the worker with the documentation and verified information necessary to process the application yields the greatest improvements in timeliness. So, Administrative Waivers for the timely conduct of on-demand (no scheduled date and time) interviews, and the electronic integration of documentation and verification into the workflow of application processing are goals for us.

What specific changes have NEGATIVE impact?

The mandatory interview requirement is outdated, and is not required under any similar federal programs, such as TANF-funded assistance or Medicaid. Restrictions in federal law on the sharing of data across programs (e.g., Child Support payment information, Unemployment Insurance Benefit information), even though all the programs have similar or identical requirements for ensuring the confidentiality and security of such data, are surmountable, but very real barriers to the efficient and effective administration of the program. In our experience, poor application processing timeliness is almost always due to a lack of adequate resources and dated systems and procedures, or the misapplication of policy. Often, there is little we can do to immediately address the resource and systems modernization issues, so we do what we can to ensure that the processes in place are as lean and rational as possible and conform with program requirements.

What specific changes could improve APT?

It would require a statutory change, but the mandatory interview requirement should be done away with. Instead, states should have to come up with an interview plan (e.g., random sampling, targeted sampling or hybrid) that would maintain program integrity, payment accuracy and program access. All households would retain the right to be interviewed if they so choose. Since it is federal dollars that are at stake, the federal government should do more to eliminate the barriers that currently inhibit critical data sharing between programs and do more to assist the states in obtaining TALX/Work Number income verification data.

What are the biggest barriers to improving APT?

Available state and local resources and outdated systems.

State Profile: North Carolina

The SNAP Timeliness Study

SNAP Program Name	Food and Nutrition Services (FNS)
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁶⁵	87.62	75.36	72.63	82.69

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	100	100	100	100
Number of Local SNAP Agency Workers, Statewide	96	96	96	96
Number of SNAP Applications Received, Statewide	1,422	1,603	1,747	1859

SNAP Caseload

Average Number Participating per Month Statewide ⁶⁶	2012	2013	2014	2015
Households	785,072	786,064	761,105	803,495
Persons	1,668,588	1,703,700	1,575,676	1,646,202

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-
Combined Application Project (CAP) Standard	-	-	-	-

⁶⁵ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁶⁶ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	✓	✓	✓	✓
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	✓	✓	✓	✓

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	-	-	-
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

State did not implement this practice.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	-	-	-	✓
North Carolina modified reports to include due dates and denial dates. These dates were added to ensure applications were processed or denied timely.				

- State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

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

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	2012	2013	2014	2015
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	-	-	-	-
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	✓	✓	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	*	*	*	*
Electronic or telephonic signatures	-	-	-	-
Electronic case files	✓	✓	✓	✓

* State reported this practice, but years were unknown

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

North Carolina's online application is fully developed. The barriers are Authorize Representatives (AR) are unable to submit multiple applications for several individuals at once. Currently AR's can only apply for one individual at a time and cannot submit a second application until the first is approved.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	-	✓
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	-	-	-	-
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	✓
Monitored local APT rates monthly or weekly	-	-	-	✓
Held workers responsible for overdue cases	-	-	-	✓
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	-	-	-	✓
Allocated resources for new technology designed to improve application processing	-	-	-	-

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	2012	2013	2014	2015
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Action Plans have been implemented statewide to meet Application Processing Timeliness. Updates are given by state administrators, county managers, county social service directors and association staff during conference calls. Operational Support Team (OST) and state staff conduct quarterly statewide Supervisor Cluster Meetings whose primary focus is on FNS issues. State Monitors have quarterly meetings to assist with the larger counties to improve performance management. Best practices are shared among counties to assist in improving overall state timeliness rates.

What specific changes have NEGATIVE impact?

North Carolina endured challenges from the implementation of the case management system. The increase in caseloads over the past few years. High staff turnover rate in the counties.

What specific changes could improve APT?

Exploring all systems available that may verify eligibility requirements prior to requesting verification from the household. Processing applications on the same day if all verifications are received.

What are the biggest barriers to improving APT?

Scheduling interviews in a timely manner. The option to submit verifications online.

State Profile: North Dakota

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	County Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁶⁷	96.62	97.24	97.14	96.38

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	51	51	51	51
Number of Local SNAP Agency Workers, Statewide *	-	-	-	-
Number of SNAP Applications Received, Statewide **	52,930	51,950	25,148	26,886

- State did not implement this practice.

SNAP Caseload

Average Number Participating per Month Statewide ⁶⁸	2012	2013	2014	2015
Households	27,269	26,270	25,011	24,771
Persons	58,796	56,523	53,753	53,148

Administrative Waivers

State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	✓	✓	✓
Combined Application Project (CAP) Standard	-	-	-	-
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting—Certification Length	-	-	-	-
Simplified Reporting—Action on Changes	-	-	-	-
Change Reporting	-	-	-	-

⁶⁷ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁶⁸ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	✓	✓	✓
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

State did not implement this practice.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
Two of the 51 county offices operate process management.				

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-

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	2012	2013	2014	2015
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	-	-	-	-
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	*	*	*	*
(Other modernization feature) One of the 51 county offices in ND operates a call center	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

SNAP eligibility is currently determined in a mainframe legacy system. Our online application currently has limited interaction with the system. We are in the process of a system modernization project scheduled to roll out in 2018. This system will provide for a fully automated application along with online access for applicants and recipients.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	-	-
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	-	-	-	-
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Since prior to 2012, North Dakota has implemented a State expedited processing standard of 3 calendar days following the date of application.

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What specific changes have NEGATIVE impact?

Quality Control procedures for the measurement of timeliness differing from SNAP Federal Regulations.

What are the biggest barriers to improving APT?

Limited eligibility system functionality.

State Profile: Ohio

The SNAP Timeliness Study

SNAP Program Name	Food Assistance
State or County Administered	County Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁶⁹	79.56	80.47	79.72	86.27

Local Offices, Statewide (no other data available)

	2012	2013	2014	2015
Number of Local Offices, Statewide	86	86	86	85
Number of Local SNAP Agency Workers, Statewide	*	*	*	*
Number of SNAP Applications Received, Statewide	1,197,965	1,442,742	1,496,412	1,368,289

* State reported this practice, but years were unknown

SNAP Caseload

Average Number Participating per Month Statewide ⁷⁰	2012	2013	2014	2015
Households	873,828	889,427	851,972	818,704
Persons	1,807,913	1,824,675	1,752,135	1,676,263

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	✓	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations - None

State did not implement this practice.

⁶⁹ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁷⁰ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	-	-	-	-
Change Reporting	-	-	-	-
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	*	*	*	*

* State reported this practice, but years were unknown

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	*	*	*	*

* State reported this practice, but years were unknown

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	-	-	-
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	-	-	-	-
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-

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	2012	2013	2014	2015
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	-	-	-	-
Electronic or telephonic signatures	-	-	-	-
Electronic case files	-	-	-	-

- State did not implement this practice.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	-	-
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	*	*	*	*
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	-	-	-	-
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

	2012	2013	2014	2015
Implemented performance-based incentives	-	-	-	-
Implemented performance-based penalties	✓	✓	✓	✓

- State did not implement this practice.

As a county-administered state, any penalty would be passed down to a causal county

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What specific changes have POSITIVE impact?

Promotion of the availability of data and reports; business process improvement.

What specific changes could improve APT?

Explore streamlining the eligibility determination process related to expedited SNAP processing.

What are the biggest barriers to improving APT?

Being a county administered state and the vast differences between rural, metropolitan and mid-sized counties.

State Profile: Oklahoma

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁷¹	92.05	91.5	93.63	95.16

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	1	1	1	1
Number of Local SNAP Agency Workers, Statewide	1,396	1,321	1,306	1,299
Number of SNAP Applications Received, Statewide	427,050	434,652	457,801	442,876

SNAP Caseload

Average Number Participating per Month Statewide ⁷²	2012	2013	2014	2015
Households	279,649	287,398	279,606	271,065
Persons	614,947	621,831	608,492	598,257

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	✓
Re-instatement without New Application	-	-	-	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

State did not implement this practice.

⁷¹ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁷² Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	✓	-	-	-
Photo EBT Cards	-	-	-	-
Other Policy Program integration	✓	✓	✓	✓
Other Policy Online applications/case management to recertify/report changes	✓	✓	✓	✓

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

There was a Lean Six Sigma pilot project in Oklahoma City area for same day processing for all expedited eligible SNAP cases. The project became a permanent process in that area and was adopted in several other areas. In recent years, there have been several counties that have taken the concept and applied the practice to all SNAP cases.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	✓	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓

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	2012	2013	2014	2015
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Having programmers for our current system and the funding resources to make the enhancements that we would like to make. However, we are in the process of acquiring OK Benefits that should be up and running in the next few years. We hope that it will make quite a bit of difference.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Phone interviews and the ability for client to be able to email/upload verification. We also have several counties that have implemented a first contact resolution model that we are moving towards as a division. We hope to complete the project in the next 2 years.

What specific changes have NEGATIVE impact?

Anything that is complex and creates difficulties for our staff and/or clients to understand. Staff will find/create workarounds and clients will wait and address the issue with staff, often times causing delays.

What specific changes could improve APT?

A fully operational mobile app in which clients could apply from anywhere at anytime and could upload all verification immediately. We are in the process on getting an automated appointment scheduling system that will allow the client to schedule an interview at a time that is convenient for them.

What are the biggest barriers to improving APT?

Quite simply the lack of resources. The economic shortfall for the state of Oklahoma has had an extensive impact for DHS. We continue to do more with less each year. As such, we will continue to lean our policies and processes as much as possible.

State Profile: Oregon

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁷³	92.98	90.58	91.72	95.54

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	100	100	100	100
Number of Local SNAP Agency Workers, Statewide	1,116	1,118	1,149	1,164
Number of SNAP Applications Received, Statewide	2,435,096	2,758,097	2,503,214	2,408,978

SNAP Caseload

Average Number Participating per Month Statewide ⁷⁴	2012	2013	2014	2015
Households	447,338	451,420	448,855	442,090
Persons	815,221	817,575	802,190	779,749

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-
Combined Application Project (CAP) Standard	-	-	-	-

⁷³ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁷⁴ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	✓	✓	✓	✓
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	-	-	-	-
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

Same day/Next day intake model - 2007. An external consultant (McKenzie) helped us lean our process and made recommendations to pick up something only once. We mapped the current process and established FTE needed to meet the demand. Determined demand by measuring time and how long it took to do an intake, how many staff were available and mathematically determined capacity to see people as they walked in. They also helped us review our workload model and verified the amount of time it takes to do certain tasks, amount of time available during a given week and calculate the number of workers needed daily to do the work. Branches learned to identify their demand and staff accordingly. Shared work – Ongoing paperwork model We went through a process of prioritizing work so we could quickly identify who was waiting on benefits. Used a triage system so that participants who were not yet receiving benefits were top priority, then participants who were at risk of losing benefits, then every other work. Work goes into buckets based on priority and staff are assigned this work daily vs managing a caseload. Work that is priority is handled by staff available that day. This process follows a task based model where work is divided up into processes rather than cases, emphasizing a shared workload model

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Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
<p>A Same day/Next day intake model was implemented in 2007. An external consultant (McKenzie) helped us lean our process and made recommendations to pick up each task or document only once. We mapped the current process and established the FTE needed to meet the demand. The state determined demand by measuring how long it took to do an intake, and how many staff were available and then mathematically determined the capacity needed to see people as they walked in. The consultant also helped the state review our workload model and verified the amount of time it takes to do certain tasks, the amount of time available during a given week, and the number of workers needed daily to do the work. Branches learned to identify their demand and staff accordingly.</p> <p>The state also implemented a Shared work – Ongoing paperwork model where they went through a process of prioritizing work to quickly identify who was waiting on benefits. They used a triage system so that participants who were not yet receiving benefits were top priority, followed by participants who were at risk of losing benefits, followed by every other type of participant or “work”. Work goes into buckets based on priority, and staff are assigned this work daily, which is different than just managing a distinct caseload. Work that is priority is handled by staff available that day. This process follows a task based model where work is divided up into processes rather than cases, emphasizing a shared workload model.</p>				

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	-	-	-
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	✓	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	-	-	-	-
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	-	-	-	-
Electronic or telephonic signatures	-	-	-	-
Electronic case files	-	-	-	-

- State did not implement this practice.

APPENDIX C: STATE PROFILES

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Funding, Getting the right technology, Oregon Health Authority implementation of the Affordable Care Act. Complexity of the existing legacy system and how it integrates with new technology

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

	2012	2013	2014	2015
Implemented performance-based incentives	-	-	-	-
Implemented performance-based penalties	✓	✓	✓	✓

- State did not implement this practice.

Performance-based penalties: Some staff disciplined and/or dismissed based on performance Some staff who did not make it through trial service based on performance of their production

What specific changes have POSITIVE impact?

Our Same day/Next Day intake Model, Ongoing paperwork model and fidelity to these models. All of the improvements made to simplify eligibility have helped us process applications more efficiently and timely.

What specific changes could improve APT?

Integrated eligibility - Offices that can administer all programs Single application for all programs
Technology upgrades

What are the biggest barriers to improving APT?

Technology Embedded culture of working in silos.

State Profile: Pennsylvania

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁷⁵	75.78	.80	85.54	93.59

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	90	90	90	90
Number of Local SNAP Agency Workers, Statewide	4,072	4,371	4,614	4,656
Number of SNAP Applications Received, Statewide	1,004,998	1,029,011	1,007,631	1,001,204

SNAP Caseload

Average Number Participating per Month Statewide ⁷⁶	2012	2013	2014	2015
Households	869,157	869,836	889,725	918,761
Persons	1,799,209	1,784,790	1,796,154	1,826,667

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	✓	✓	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-
Combined Application Project (CAP) Standard	✓	✓	✓	✓

⁷⁵ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁷⁶ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-
(Other FNS approved demonstration project) <i>Benephilly Project</i>	-	-	-	-
(Other FNS approved demonstration project) <i>SNAP MIPPA Project</i>	✓	✓	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	✓	✓	-	-
Photo EBT Cards	-	-	-	-
(Other Policy) <i>Electronic Notices</i>	-	✓	✓	✓
(Other Policy) <i>Averaging Student Work Hours</i>	✓	✓	✓	✓
(Other Policy) <i>Document Imaging</i>	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

Modern Office - County Assistance Office re-design splitting the office into specific areas to target client involvement. One of the specific areas was Intake and was dedicated to taking applications, conducting client interviews, gathering verification and processing applications. Once benefits were authorized, the case was re-assigned to one of the other areas, which were all

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focused on maintaining ongoing benefits for recipients. Two Processing Centers were created specifically to assist with processing applications and increasing timeliness.

Created new positions to handle new duties – ✓

Integrated workflow improvements into existing procedures – ✓

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	*	*	*	*

* State reported this practice, but years were unknown

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	✓	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	✓	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

Pennsylvania feels that it has a fully developed online application and online management capabilities. We are always working to improve upon our current system functionality wherever possible.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

System Improvements

1. COMPASS Attach Scanned Documents provides the ability for community partners to attach verification documents to an application for clients (Added 2011)
2. Phase IV-B system rollout - modernized the benefit eligibility system (2011)
3. Expedited SNAP Priority Work Item - monitors applications not yet reviewed for Expedited SNAP (2013)
4. Expedited SNAP system enhancements (2015)
5. EBT Card message at end of application processing - advises worker if client does not have an EBT card Policy

Clarifications/Changes

1. OPS 110801 - Clarification of requirements for Expedited SNAP benefits review and prompt scheduling of SNAP interviews (2011)
2. OPS 130203 - Expedited SNAP Interview waiver (2013)
3. Waiver to verify certain information at application versus client statement

Training/Presentations

1. Expedited and Ongoing SNAP Timeliness e-learning module (2012)
2. Face to Face presentations in local offices and in statewide meetings by Bureau of Program Evaluation (2011 - present)
3. SNAP Corrective Action Tip Sheets/Desk Guides - development and issuance of tip sheets to case workers (2011 - present)
4. Statewide SNAP Refresher training (2013 - 2015)
5. Statewide e-blasts related to SNAP (2015 - present)

Quality Control and Corrective Action Activities

1. Targeted timeliness case reviews by Division of Corrective Action (2013)
2. Electronic Error Prevention Plan Database for local offices (2011)
3. Posted Quality Control Timeliness error summary (2013 - present)
4. Local office profile reports issued monthly (2015 - present)
5. Mandated local office SNAP case reviews (2015 - present)
6. SNAP Knowledge Reinforcement Sessions (2015 - 2016)

What specific changes have NEGATIVE impact?

None our timeliness continues to increase over the year.

What specific changes could improve APT?

None at this time. PA has close to 100% application timeliness at this time.

What are the biggest barriers to improving APT?

Worker errors. PA makes system and policy changes as needed to make improvements to application processing.

State Profile: Rhode Island

The SNAP Timeliness Study

SNAP Program Name	Food Stamps
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁷⁷	91.49	91.87	91.93	91.23

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	*	*	*	*
Number of Local SNAP Agency Workers, Statewide	*	*	*	*
Number of SNAP Applications Received, Statewide	42,002	42,927	45,961	45,038

* State reported this practice, but years were unknown

SNAP Caseload

Average Number Participating per Month Statewide ⁷⁸	2012	2013	2014	2015
Households	95,282	100,543	101,002	100,949
Persons	172,846	179,925	178,518	175,025

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	✓	✓	✓	✓

⁷⁷ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁷⁸ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Standard	-	-	-	-
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	✓	✓	✓	✓
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	✓	✓	✓	✓
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	-	✓	✓

- State did not implement this practice.

RI contracted with a vendor to take the agency from caseload based to task based processing. Integrated workflow improvements into existing procedures.

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Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	-	-	-	✓
<p>DHS used proprietary software to help manage processing flows. The software was designed to track all applications and documents received by the Department all the way through processing completion. Reports and live data were available to monitor performance, such as pieces of work, timeliness, etc. Offices were set up with colored teams assigned to each function, from intake, to recertifications, changes and completions or work started and not completed. Staging areas were set up in each office to manage the paperwork and paper case files were merged from various programs into one household case record. Staff were designated by task and not by program. Training for all staff was offered to give a familiarization to programs that the staff were not previously assigned. SNAP staff received medical and TANF training, etc.</p>				

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	-	-	-
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	-	-	-	-
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	-	-	-	-

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Funding to add/enhance the previous system was not allocated into the budget.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	✓	✓
Monitored State APT rates annually	-	-	✓	✓
Monitored State APT rates quarterly	-	-	✓	✓
Monitored State APT rates monthly or weekly	-	-	✓	✓
Monitored local APT rates annually	-	-	✓	✓
Monitored local APT rates quarterly	-	-	✓	✓
Monitored local APT rates monthly or weekly	-	-	✓	✓
Held workers responsible for overdue cases	-	-	✓	✓
Supported business process reengineering initiative(s)	-	-	✓	✓
Provided staff training about new application processing procedures	-	-	✓	✓
Allocated resources for new technology designed to improve application processing	-	-	-	-
Allocated resources for technical assistance to help workers use new technology	-	-	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

During the time that the Department was contracted with business process redesign vendor, the processing times were reduced, the number of "lost" documents was reduced, and the number of in-office visits by clients was greatly reduced. Confidence in the Department to process data by the clients was increased. Telephone interviews were used with a waiver of the requirement to document a reason for a telephone interview in lieu of a face to face interview.

What specific changes have NEGATIVE impact?

Since 9/2016 to the present, state is struggling with system functionality of its new integrated eligibility system. While the reorganization and subsequent adjustments (including additional staff) may have increased the Department's capacity, the effects of the computer system have thus far outweighed those adjustments. A return to processing flow tracking system would help to track the processing of case activities and improve efficiency in business operations.

What specific changes could improve APT?

An effective and working eligibility system would help the state at the moment. While the reorganization and subsequent adjustments (including additional staff) may have increased the Department's capacity, the affects of the computer system have thus far outweighed those adjustments. A return to a "PathOS" type of tracking system (which was supposed to be part of the IES) would help to track the processing of the case activities.

What are the biggest barriers to improving APT?

Current, (since 9/2016 to the present), the ineffective performance of the new eligibility system over shadows all other issues that may affect processing SNAP cases, (Applications, changes, renewals (recertifications)).

State Profile: South Carolina

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁷⁹	82.77	76.76	89.4	88.93

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	57	57	57	57
Number of Local SNAP Agency Workers, Statewide	548	556	600	610
Number of SNAP Applications Received, Statewide	285,663	280,347	289,645	283,199

SNAP Caseload

Average Number Participating per Month Statewide ⁸⁰	2012	2013	2014	2015
Households	410,491	416,724	395,209	379,992
Persons	869,801	875,866	834,511	804,572

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	✓	✓
Unscheduled Interview (on Demand)	-	-	✓	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	✓	✓	✓	✓
Standard Medical Deductions (SMD) Project	-	-	-	✓
Combined Application Project (CAP) Standard	✓	✓	✓	✓

⁷⁹ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁸⁰ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	✓	✓
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

10/2014 Specialized Workflow 5 down to 3 Centers

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓
We began our Regional Specialized Workflow in 2012. We had 4 regions when we implemented. At one time we expanded to 5 specialized areas and now we have three processing centers which include the Interview Center, the Maintenance Center and the Finishing Center.				

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓

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	2012	2013	2014	2015
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	*	*	*	*
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

* State reported this practice, but years were unknown

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Limited Resources

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	-	✓	✓	✓
Provided staff training about new application processing procedures	-	-	✓	✓

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	2012	2013	2014	2015
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

First Contact Resolution First Contact Resolution and developing and implementing consistency tools such as Pend-less rules and the Verification Matrix.

What specific changes have NEGATIVE impact?

None

What specific changes could improve APT?

Reengineering the business process to ensure all workers are responsible for knowing how to work a case from start to finish.

What are the biggest barriers to improving APT?

Resources.

State Profile: South Dakota

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁸¹	94.71	96.02	91.85	94.39

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	57	57	57	57
Number of Local SNAP Agency Workers, Statewide	199	199	199	199
Number of SNAP Applications Received, Statewide	70,153	65,345	62,251	61,437

SNAP Caseload

Average Number Participating per Month Statewide ⁸²	2012	2013	2014	2015
Households	45,111	45,312	44,039	43,176
Persons	103,846	104,052	100,938	98,553

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	✓	✓	✓	✓
Combined Application Project (CAP) Standard	-	-	-	-

⁸¹ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁸² Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	✓	✓	✓	✓
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	*	*	*	*
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	-	-	-	-
Change Reporting	-	-	-	-
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	✓	✓	✓	✓
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	-	-	-	-
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

State did not implement this practice.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓

Universal caseload management in our two most populous local offices.

Modernization Initiatives Related to SNAP Application Processing

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

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	2012	2013	2014	2015
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	✓	✓	✓
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	*	*	*	*
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	-	-	-	-
Electronic case files	✓	✓	✓	✓

* State reported this practice, but years were unknown

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

South Dakota is currently utilizing a mainframe eligibility system.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	-	-
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	*	*	*	*
Allocated resources for new technology designed to improve application processing	-	-	-	-

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	2012	2013	2014	2015
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

State Profile: Tennessee

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁸³	78.81	78.44	84.59	90.53

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	108	108	108	108
Number of Local SNAP Agency Workers, Statewide	1,869	1,869	1,534	1,344
Number of SNAP Applications Received, Statewide	615,892	606,484	508,578	498,928

SNAP Caseload

Average Number Participating per Month Statewide ⁸⁴	2012	2013	2014	2015
Households	641,211	662,204	650,251	611,805
Persons	1,316,810	1,342,089	1,312,505	1,229,391

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

State did not implement this practice.

⁸³ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁸⁴ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	*	*	*	*
Simplified Reporting–Action on Changes	-	-	✓	✓
Change Reporting	*	*	*	*
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens’ Income/Deductions	*	*	*	*
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	*	*	*	*
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	-	-	-	-
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

* State reported this practice, but years were unknown
 - State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

BPR started in three counties in Tennessee: Davidson, Rutherford and Shelby to work to increase timeliness and workload efficiencies. BPR moved statewide and is still in effect.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	-	-	✓	✓
Through BPR analysis were conducted to determine whether inefficiencies were across the state. Four Disciplines of Execution was utilized where staff make weekly commitments to different improvement processes. Supervisors conduct case reading reviews along with the Quality Assurance unit who tracks case error trends and Eligibility Counselors correct the errors found to improve accuracy and timeliness.				

- State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	*	*	*	*
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	*	*	*	*
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	*	*	*	*
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-

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	2012	2013	2014	2015
Online eligibility screening tool	-	-	-	-
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-		
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	*	*	*	*
Document imaging	*	*	*	*
Electronic or telephonic signatures	-	-	-	-
Electronic case files	✓	✓	✓	✓

* State reported this practice, but years were unknown

- State did not implement this practice.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	-	-	-	-
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

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What specific changes have POSITIVE impact?

Quality Assurance case reviews Supervisory case readings Four Disciplines of Execution weekly commitments Business Process Reengineering

What specific changes have NEGATIVE impact?

QC's handbook states for expedites to start from date of application Federal regulations states expedited begins from date of discovery. Because QC's federal policies are different than SNAP federal policy guidelines, this causes our cases to have overdue expedites.

What are the biggest barriers to improving APT?

Once we started online applications and the counselor tries to contact the client by phone and cannot reach them, then they have to mail them a scheduled appointment time, when they interview the client, if they turn out to be expedite, the case is overdue because they could not reach the client through no fault of their own.

State Profile: Texas

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁸⁵	88.63	93.53	90.06	88.57

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	296	260	251	251
Number of Local SNAP Agency Workers, Statewide	7,306	7,305	7,015	7,156
Number of SNAP Applications Received, Statewide	2,094,436	2,042,997	2,091,599	1,979,297

SNAP Caseload

Average Number Participating per Month Statewide ⁸⁶	2012	2013	2014	2015
Households	1,666,362	1,674,350	1,607,669	1,558,597
Persons	4,038,440	4,041,891	3,852,675	3,724,688

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	✓	✓	✓	✓
Standard Medical Deductions (SMD) Project	✓	✓	✓	✓
Combined Application Project (CAP) Standard	-	-	-	-

⁸⁵ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁸⁶ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	✓	✓	✓	✓
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	✓	✓	✓	✓
36-Month Certification	✓	✓	✓	✓
Other FNS approved demonstration project TIERS Rules Modification Demonstration Project Waiver	✓	✓	✓	✓
Other FNS approved demonstration project Quarterly Wage Reporting Demonstration Project Waiver	-	-	✓	✓

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	-	✓	✓

- State did not implement this practice.

Texas initiated Business Process Redesign (BPR) in June 2014 and completed transition to new model within all field locations in May 2017, and June 2017 for Change Centers. BPR Objectives include: Gain capacity, Standardize processes, Continue improvement with timeliness and payment accuracy, Maximize benefits of existing technology, Focus regained capacity on increased workload demands and new policy changes. Our BPR principles include: Eliminate Unnecessary Customer Interactions - 1st contact resolution, Key as you go; Reduce Rework - Consistent tools and standard practices; Customers Have Different Needs - Triage workload into pathways, Based on program and process complexity; Real-time Data and Resource Management - Process measures, Fluid staff assignments. Texas implemented the following system enhancements using BPR Principles - Flexible Appointment process to support the cold calls, Case comments documentation summary (CADS) in TIERS

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to support consistent documentation and developed the Eligibility Workload Management System (EWMS) to support and even workload distribution flow.

Took other action (description)

Texas developed two new positions to support each Region - Regional Workload Managers (RWM) and Regional Telephony Managers (RTM) to support the BPR model and real time data and monitoring. RWM/RTM Objectives include: Keep regional management and State Office informed of performance, Monitor performance, Forecast BPR office workload, Identify trends, Determine root cause of negative outcomes/performance, Develop performance adjustment initiatives, Monitor effectiveness of performance adjustment activities. Texas developed workflow improvements for staff to support the BPR principles which is documented in our Eligibility Operations Procedures Manual. Texas received approval from FNS to implement the on-demand wavier initiative which provides clients the flexibility to have an interview completed at the client's convenience which reduces missed appointments and request to reschedule.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	-	-	✓	✓
Texas brought in an outside vendor to analyze staff work flow of applications, redeterminations and changes. The outcomes resulted in implementation of a Business Process Redesign.				

- State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	✓	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	-	-	✓	✓
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	-	-	-	-
Electronic or telephonic signatures	✓	✓	✓	✓

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	2012	2013	2014	2015
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	-	-	✓	✓
Provided staff training about new application processing procedures	-	-	✓	✓
Allocated resources for new technology designed to improve application processing	-	-	✓	✓
Allocated resources for technical assistance to help workers use new technology	-	-	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Online application, mobile application, virtual interviewing centers, first contact resolution, flexible appointment process and Eligibility Workload Management System (EWMS). EWMS reporting includes a staff performance dashboard which focuses on online utilization, completion rates, and processing efficiency.

State Profile: Utah

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁸⁷	94.04	93.75	89.64	95.71

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	34	33	33	32
Number of Local SNAP Agency Workers, Statewide	474	439	432	435
Number of SNAP Applications Received, Statewide	132,302	127,130	124,262	113,967

SNAP Caseload

Average Number Participating per Month Statewide ⁸⁸	2012	2013	2014	2015
Households	113,254	101,027	90,570	88,160
Persons	276,890	251,626	229,911	225,603

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	✓	✓	✓	✓
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-
Combined Application Project (CAP) Standard	-	-	-	-

⁸⁷ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁸⁸ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	✓	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	-	-	-	-
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	-	-	-	-
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	✓	✓	✓	✓
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	-	-	-	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

Changing our Eligibility Processes to a Statewide Business Model Statewide Imaging of all Eligibility documents Statewide Call Centers

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

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

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	2012	2013	2014	2015
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	✓	✓	✓	✓
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	*	*	*	*
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

* State reported this practice, but years were unknown

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

None

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	-	-	-	-
Allocated resources for new technology designed to improve application processing	-	-	-	-

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	2012	2013	2014	2015
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

	2012	2013	2014	2015
Implemented performance-based incentives	✓	-	-	-
Implemented performance-based penalties	-	-	-	-

- State did not implement this practice.

Prior to 2012 we ran a yearlong pilot on pay for performance for all Eligibility staff based on performance plans. Currently we have an eligibility incentive 2x per year that lasts for a quarter based on performance goals.

What specific changes have POSITIVE impact?

SNAP policy requirements for Expedited Service Overall performance goal to process all applications within application time frames Customer ability to upload documents directly to our Imaging system Customer ability to report changes in our online portal

What specific changes have NEGATIVE impact?

None

What are the biggest barriers to improving APT?

Customers not turning in required verifications timely and/or not completing a required interview.

State Profile: Vermont

The SNAP Timeliness Study

SNAP Program Name	3SQUARESVT
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁸⁹	73.60	85.58	79.46	91.35

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	1	1	1	1
Number of Local SNAP Agency Workers, Statewide	168	176	170	167
Number of SNAP Applications Received, Statewide	52,108	52,355	49,298	43,985

SNAP Caseload

Average Number Participating per Month Statewide ⁹⁰	2012	2013	2014	2015
Households	49,350	52,337	48,575	44,950
Persons	96,579	100,541	93,000	84,994

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	✓	✓	✓	✓
Combined Application Project (CAP) Standard	-	-	-	-

⁸⁹ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁹⁰ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	-	-	-	-
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	*	*	*	*
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	*	*	*	*

* State reported this practice, but years were unknown

Statewide caseload was tried out and after a few years we switched to our current system of a geographic caseload.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	-	✓	✓	✓
Tracking was developed and housed in each district office that would organize the work and help track for better timeliness outcomes.				

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Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	✓	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	*	*	*	*
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	-	-	-	-
Electronic case files	✓	✓	✓	✓

* State reported this practice, but years were unknown

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

Technology, IT limitations and resources.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	-	-
Monitored State APT rates annually	-	-	-	-
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	-	-	-	-

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	2012	2013	2014	2015
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Interview Unit, flagging expedited cases for processing, 14-day pending list, 5-day 202C (appointment notice), cold-calls when a case is pending.

What specific changes have NEGATIVE impact?

District caseloads in the busiest districts.

What specific changes could improve APT?

Better tracking, no V2 (2nd request for verification) and the use of pilot projects.

What are the biggest barriers to improving APT?

Inaccurate tracking.

State Profile: Virginia

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	County Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁹¹	91.98	91.57	93.32	91.48

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	120	120	120	120
Number of Local SNAP Agency Workers, Statewide	-	-	-	-
Number of SNAP Applications Received, Statewide	301,823	305,378	301,497	291,860

- State did not implement this practice.

SNAP Caseload

Average Number Participating per Month Statewide ⁹²	2012	2013	2014	2015
Households	439,924	456,489	443,607	404,348
Persons	913,878	940,932	918,902	860,375

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	✓	✓	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

⁹¹ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁹² Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	✓	✓	✓	✓
Combined Application Project (CAP) Standard	-	-	-	-
Combined Application Project (CAP) Modified	*	*	*	*
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	-	-	-	-
Change Reporting	-	-	-	-
Simplified Income and Resources	*	*	*	*
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	*	*	*	*
Simplified Homeless Housing Costs	*	*	*	*
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	-	-	-	-
Narrow Categorical Eligibility	✓	✓	✓	✓
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

Business Process Reengineering Initiatives

State did not implement this practice.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	-	-	-
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-

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	2012	2013	2014	2015
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	-	-	-	-
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	-	-	-	-

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

In October 2016, Virginia has incorporated SNAP into the new integrated eligibility system (VaCMS). The online application now feeds directly into VaCMS, requiring little worker input. VaCMS is an integrated web-based integrated system that has case management abilities via reports and alerts.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	✓	✓	✓	✓

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	2012	2013	2014	2015
Allocated resources for new technology designed to improve application processing	-	-	-	-
Allocated resources for technical assistance to help workers use new technology	-	-	-	-
(Other State leadership action) <i>Virginia is under court order to process 97% of all applications within the specified timeframes</i>	✓	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

SNAP application processing system that summarizes monthly timeliness compliance. If an agency is under 97% compliance, they are required to submit corrective action plans identifying the root cause of the error(s) and steps taken to prevent it from occurring in the future.

What specific changes have NEGATIVE impact?

Implementing a new eligibility system - unfamiliarity of workers with coding, system issues

What specific changes could improve APT?

Training of coding within the new system, identifying issues and troubleshooting to prevent erroneous timeliness data, usage of caseload management tools within the new system that are different from the previous legacy system.

What are the biggest barriers to improving APT?

Familiarity with the system, consistency of application of policy.

State Profile: District of Columbia

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁹³	96.41	97.62	94.53	95.08

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	1	1	1	1
Number of Local SNAP Agency Workers, Statewide	270	268	270	316
Number of SNAP Applications Received, Statewide	54,899	53,409	47,234	47,400

SNAP Caseload

Average Number Participating per Month Statewide ⁹⁴	2012	2013	2014	2015
Households	79,729	81,904	80,360	80,007
Persons	141,147	144,889	142,707	141,845

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	✓	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	-	-	-	-

⁹³ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁹⁴ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Standard	-	-	-	-
Combined Application Project (CAP) Modified	*	*	*	*
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	✓
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

* State reported this practice, but years were unknown

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	-	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens’ Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

State did not implement this practice.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

State did not implement this practice.

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	-	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	✓	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	-	-	-	-

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	2012	2013	2014	2015
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	-	-	-	-
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

DHS has implemented a new eligibility determination system which was done in coordination with the ACA. It is designed to have three major Releases. The online application functionality is scheduled for Release 3, which is the next Release.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	-	-	-	-
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	✓	✓	✓	✓
Monitored State APT rates monthly or weekly	✓	✓	✓	✓
Monitored local APT rates annually	✓	✓	✓	✓
Monitored local APT rates quarterly	✓	✓	✓	✓
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	-	-	-	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have positive impact?

In 2016, the District of Columbia implemented BPR across the entire city. BPR is grounded in a First Contact Resolution methodology, aka, "One and Done". The workers spend more time with the customer at the first contact to complete verifications and to the degree possible authorize benefits. Only cases that require additional verifications are pended. Every effort is made to avoid the customer having to make another office visit and pended cases may be completed by phone, as appropriate.

What specific changes could improve APT?

1) The District's implementation of an online application is scheduled for development. 2) Although the District does have a face-to-face waiver, we are exploring ways to more fully implement it.

What are the biggest barriers to improving APT?

N/A.

State Profile: Washington

The SNAP Timeliness Study

SNAP Program Name	State Food Assistance Program
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ^{95*}	90.22	93.1	93.13	90.67

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	52	52	52	52
Number of Local SNAP Agency Workers, Statewide	1,816	2,027	2,037	1,902
Number of SNAP Applications Received, Statewide	526,197	506,497	495,069	474,866

SNAP Caseload

Average Number Participating per Month Statewide ⁹⁶	2012	2013	2014	2015
Households	580,211	591,113	585,105	572,261
Persons	1,108,090	1,113,441	1,095,551	1,070,933

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	✓	✓	✓
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	✓	✓	✓
Standard Medical Deductions (SMD) Project	-	-	-	-
Combined Application Project (CAP) Standard	✓	✓	✓	✓

⁹⁵ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁹⁶ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	-	-	-	-
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	-	-	-	-
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-
Other FNS approved demonstration project Port Gamble S'Klallam Tribal Demonstration Project	✓	✓	✓	✓

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	-	-	-
Change Reporting	-	-	-	-
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	✓	✓	✓	✓
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	-	-

- State did not implement this practice.

Prior to 2012: Same day interviews for SNAP 2012: Workload Management and Distribution System 2013: Statewide Shared Workload (universal caseload) model + Full Service Call Center

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Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	-	-	-
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents*	✓	✓	✓	✓
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**	-	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓
(Other modernization feature) Workload Management Distribution System	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Cost, to include funding source, IT Change Management rigidity, resources and skill set for major enhancements or redesign.

Actions to Make APT a Priority

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

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	2012	2013	2014	2015
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Automated system denial of applications at 30-days and Automated Prioritization Algorithms for cases near/at SOP

What specific changes have NEGATIVE impact?

None

What specific changes could improve APT?

What are the biggest barriers to improving APT?

None.

State Profile: West Virginia

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁹⁷	93.82	90.1	91.15	84.54

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	55	55	55	54
Number of Local SNAP Agency Workers, Statewide	454	545	545	545
Number of SNAP Applications Received, Statewide	175,133	182,737	213,750	170,482

SNAP Caseload

Average Number Participating per Month Statewide ⁹⁸	2012	2013	2014	2015
Households	164,034	167,014	176,029	181,961
Persons	346,833	350,695	362,501	367,908

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	✓	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

State did not implement this practice.

⁹⁷ <http://www.fns.usda.gov/snap/snap-program-improvement>

⁹⁸ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	-	-	-	-
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	✓	✓	✓	✓
Standard Utility Allowance	-	-	-	-
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

State did not implement this practice.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓

Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	✓	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	✓	✓	✓	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	✓

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	2012	2013	2014	2015
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	-	-	-	-
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Funding for improvements, older eligibility system.

Actions to Make APT a Priority

	2012	2013	2014	2015
Established clear performance targets or goals for improving the States' APT rate	✓	✓	✓	✓
Monitored State APT rates annually	✓	✓	✓	✓
Monitored State APT rates quarterly	-	-	-	-
Monitored State APT rates monthly or weekly	-	-	-	-
Monitored local APT rates annually	-	-	-	-
Monitored local APT rates quarterly	-	-	-	-
Monitored local APT rates monthly or weekly	-	-	-	-
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	-	-	-	-
Provided staff training about new application processing procedures	-	-	-	-
Allocated resources for new technology designed to improve application processing	-	-	-	-
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

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State Profile: Wisconsin

The SNAP Timeliness Study

SNAP Program Name	FoodShare
State or County Administered	County Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ⁹⁹	87.14	91.85	95.87	93.33

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	80	80	80	80
Number of Local SNAP Agency Workers, Statewide	1,224	1,224	1,601	1,224
Number of SNAP Applications Received, Statewide	468,689	332,797	335,378	311,690

SNAP Caseload

Average Number Participating per Month Statewide ¹⁰⁰	2012	2013	2014	2015
Households	398,966	416,826	420,833	406,754
Persons	835,312	856,730	841,533	805,540

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	-
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	✓	✓
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	✓	✓	✓	✓
Re-instatement without New Application	✓	✓	✓	✓
Telephone Interview in-Lieu-of Face-to-Face	✓	✓	✓	✓
Unscheduled Interview (on Demand)	*	*	*	*
Use of Fee Agent to Assist Applicant	-	-	-	-

* State reported this practice, but years were unknown

- State did not use this waiver.

Demonstrations

State did not implement this practice.

⁹⁹ <http://www.fns.usda.gov/snap/snap-program-improvement>

¹⁰⁰ Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	✓	✓	✓	✓
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	-	-	-	-
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	✓	✓	✓	✓
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	-	-	-	-
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	✓	✓	✓	✓
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	✓	✓	✓	✓
Verification of Change in Deductible Expenses	-	-	-	-
Photo EBT Cards	-	-	-	-

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	-	-	✓	✓

- State did not implement this practice.

Statewide implementation of worker dashboards in October 2012. The dashboard includes applications, SMRFs, Renewals, and discrepancies and helps workers ensure they complete tasks on time. Implementation of the on-demand interview waiver required some local consortia (groupings of counties) to undertake business process reengineering. The on-demand interview model was piloted in Northern Consortia (12 counties) in the last quarter of 2015 and rolled out statewide in 2016.

Took other action (description)

Many, though not all, consortia have adopted case banking and one-touch processing models.

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	-	-	✓	✓
In late 2014 and early 2015 Wisconsin worked with Deloitte consulting to study workload and case processing at each Consortia. The result was a comprehensive report that identified Consortia's strengths and areas of opportunity in many facets of case processing. This report has been followed by monthly meetings of consortia leadership to continue to analyze operations and look for efficiencies.				

- State did not implement this practice.

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Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	✓	✓	✓	✓
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	✓	✓	✓	✓
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	✓	✓	✓	✓
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	✓	✓	✓	✓
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	✓	✓	✓	✓
Online application system that allowed clients to apply online as was integrated with the eligibility system	✓	✓	✓	✓
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	✓
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	✓	✓	✓	✓
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	✓	✓	✓	✓
Integrated systems that handled online applications, eligibility system, and data verification	✓	✓	✓	✓
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	✓	✓
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	-	-	-	-
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	-	-	-	-
Document imaging	✓	✓	✓	✓
Electronic or telephonic signatures	✓	✓	✓	✓
Electronic case files	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities

Differences in rules, at a Federal level, between Medicaid (T-21 and T-19) and SNAP eligibility rules; costs; inability to use 3rd party data exchanges as trusted sources for verification, especially when it may match with what information a SNAP applicant has already supplied

Actions to Make APT a Priority

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

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	2012	2013	2014	2015
Held workers responsible for overdue cases	-	-	-	-
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	✓	✓	✓	✓

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

State did not implement this practice.

What specific changes have POSITIVE impact?

Worker dashboards; on-demand interview; state option to not verify shelter and utility expenses; creating IMMR reports where agencies can view their APT on a regular basis and drill down for further details.

What specific changes have NEGATIVE impact?

That all requirements fall on day 30. Households have until day 30 to provide verifications while the agency also has until the 30th day to approve or deny the case. Households often don't return the verification on time, or wait until the last possible day, making the case either untimely or denied in error (when verifications are received on day 30, but not scanned into the ECF until day 31, meanwhile the case was denied on day 30).

What specific changes could improve APT?

Ability to use 3rd party data sources as verification if it is "reasonably compatible" with what the member tells us.

State Profile: Wyoming

The SNAP Timeliness Study

SNAP Program Name	SNAP
State or County Administered	State Administered

State-Level Application Processing Timeliness (APT)

	2012	2013	2014	2015
Application Processing Timeliness Rates ¹⁰¹	88.93	90.18	94.70	96.32

Local Offices, Statewide

	2012	2013	2014	2015
Number of Local Offices, Statewide	28	28	28	28
Number of Local SNAP Agency Workers, Statewide	97	89	83	79
Number of SNAP Applications Received, Statewide	28,317	25,774	23,091	24,774

SNAP Caseload

Average Number Participating per Month Statewide ¹⁰²	2012	2013	2014	2015
Households	14,947	16,211	15,249	13,868
Persons	34,347	38,046	35,871	32,606

Administrative Waivers

	2012	2013	2014	2015
30 Days to Provide Verification	-	-	-	-
Applications Denied Before 30 th Day	-	-	-	✓
Determine Resources at Point of Application	-	-	-	-
Electronic Notices	-	-	-	-
Interactive Voice Response Interviews	-	-	-	-
Postpone Expedited Service Interview	-	-	-	-
Re-instatement without New Application	-	-	-	-
Telephone Interview in-Lieu-of Face-to-Face	-	-	-	✓
Unscheduled Interview (on Demand)	-	-	-	-
Use of Fee Agent to Assist Applicant	-	-	-	-

- State did not use this waiver.

Demonstrations

	2012	2013	2014	2015
Elderly Simplified Application Project (ESAP)	-	-	-	-
Standard Medical Deductions (SMD) Project	✓	✓	✓	✓
Combined Application Project (CAP) Standard	✓	✓	✓	✓

¹⁰¹ <http://www.fns.usda.gov/snap/snap-program-improvement>

¹⁰² Food and Nutrition Service, SNAP Program Accountability and Administration Division. State Activity Reports: <http://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

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	2012	2013	2014	2015
Combined Application Project (CAP) Modified	✓	✓	✓	✓
Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination	✓	✓	✓	✓
Community Partner Interview Waiver	-	-	-	-
36-Month Certification	-	-	-	-

- State did not implement this practice.

SNAP Policy Options Related to Application Processing

	2012	2013	2014	2015
Simplified Reporting–Certification Length	✓	✓	✓	✓
Simplified Reporting–Action on Changes	✓	✓	✓	✓
Change Reporting	-	-	-	-
Simplified Income and Resources	✓	✓	✓	✓
Treatment of Self-Employment Income	✓	✓	✓	✓
Child Support Expense Exclusion	-	-	-	-
Ineligible Non-Citizens' Income/Deductions	-	-	-	-
Simplified Homeless Housing Costs	-	-	-	-
Standard Utility Allowance	✓	✓	✓	✓
Comparable Disqualification	✓	✓	✓	✓
Child Support-Related Disqualification	-	-	-	-
Broad-Based Categorical Eligibility	-	-	-	-
Narrow Categorical Eligibility	-	-	-	-
Disqualification Policies Based on Work Requirements (for all Non-Exempt Household Members)	-	-	-	-
Transitional Benefits Alternative	-	-	-	-
Verification of Change in Deductible Expenses	✓	✓	✓	✓
Photo EBT Cards	-	-	-	-
(Other Policy) Expedited Benefits	✓	✓	✓	✓

- State did not implement this practice.

Business Process Reengineering Initiatives

	2012	2013	2014	2015
State implemented BPR initiative(s) related to SNAP application processing to improve timeliness	✓	✓	✓	✓

RAVE-SQL database for a one stop shop for interface viewing.

Took other action (description)

Supported the implementation of RAVE

Workflow Analyses or Process Management Strategies to Improve Application Processing Timeliness

	2012	2013	2014	2015
Implemented workflow analyses or process management strategies	✓	✓	✓	✓

RAVE-SQL database for a one stop shop to interface viewing.

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Modernization Initiatives Related to SNAP Application Processing

	2012	2013	2014	2015
Call center(s) that handled general inquiries and requests	-	-	-	-
Call center(s) that scheduled appointments, processed complaints, entered changes, set task alerts	-	-	-	-
Call center(s) that processed changes, conducted interviews, and made eligibility determinations	-	-	-	-
Contact center(s) that communicated with clients through email, web chat, instant messaging, or shared web pages, in addition to phone calls	-	-	-	-
Online eligibility screening tool	-	-	-	-
A SNAP Application PDF that the client completes and submits online or via email, fax or mail	-	-	-	-
Online application system that allowed clients to apply online as was integrated with the eligibility system	-	-	-	-
Online application system that allowed clients to apply online, but staff input the information into the eligibility system	-	-	-	-
Online account management that allowed clients to check case status, benefit information, report changes, upload documents	-	-	-	-
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	-	-	-	-
Integrated systems that handled online applications, eligibility system, and data verification	-	-	-	-
Electronic notices to notify clients of appointments, eligibility decisions or for client-caseworker communication	-	-	-	-
Mobile applications for clients to apply, submit verification, or report changes	-	-	-	-
Video interviews	✓	✓	✓	✓
Online e-authentication procedures, i.e., access to electronic data to verify client income and other eligibility requirements	✓	✓	✓	✓
Document imaging	-	-	-	-
Electronic or telephonic signatures	-	-	-	-
Electronic case files	-	-	-	-
(Other modernization feature) RAVE-SQL database for a one stop shop for interface viewing	✓	✓	✓	✓

- State did not implement this practice.

Barriers Limiting State in Fully Developing Online Application or Online Management Capabilities?

Wyoming currently does not have the funding needed to fully develop an online application. Wyoming has applied for a technology grant in order to implement a document manage system. Our next steps once implementing the document management system would be to then focus on developing our online application.

Actions to Make APT a Priority

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

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	2012	2013	2014	2015
Monitored local APT rates monthly or weekly	✓	✓	✓	✓
Held workers responsible for overdue cases	✓	✓	✓	✓
Supported business process reengineering initiative(s)	✓	✓	✓	✓
Provided staff training about new application processing procedures	✓	✓	✓	✓
Allocated resources for new technology designed to improve application processing	✓	✓	✓	✓
Allocated resources for technical assistance to help workers use new technology	-	-	-	-

- State did not implement this practice.

Performance-Based Incentives or Penalties Related to Application Processing Timeliness

	2012	2013	2014	2015
Implemented performance-based incentives	-	-	-	-
Implemented performance-based penalties	✓	✓	✓	✓

- State did not implement this practice.

The APT rates and expectations are included in our Benefit Specialist's Performance Management Instrument (PMI).

What specific changes have POSITIVE impact?

RAVE-SQL database for a one stop shop to interface viewing has had a positive effect on the state's APT.

What specific changes have NEGATIVE impact?

Wyoming's greatest negative feature is that we have an antiquated system that effects our APT.

What specific changes could improve APT?

With proper funding the features Wyoming would like to modernize or improve are: A new eligibility system, online applications and electronic case files. One or more of these changes would dramatically improve the APT.

What are the biggest barriers to improving APT?

As stated previously the states greatest barrier is the lack of funding for such projects.