

**LETTER TO PARTNER CBO POINT OF CONTACT**

P.O. Box 2393  
Princeton, NJ 08543-2393  
Telephone (609) 799-3535  
Fax (609) 799-0005  
[www.mathematica-mpr.com](http://www.mathematica-mpr.com)

[DATE]

[NAME]  
[TITLE]  
[ADDRESS]

Dear [Salutation, NAME]:

We are writing to request your participation in an in-depth study of advanced Supplemental Nutrition Assistance Program (SNAP) modernization initiatives. Mathematica Policy Research is conducting this study with funding from the USDA's Food and Nutrition Service (FNS). The core objectives of the study are to examine the experiences of participating states, investigate whether modernization efforts are associated with changes in key outcome measures—efficiency, access, and integrity—and establish if, and to what extent, the goals states had were met by their modernization activities. The study will yield a comprehensive picture of each state's experiences with modernization, identify key lessons learned, and assess the potential impacts of modernization. For additional information, a project fact sheet and answers to frequently asked questions are enclosed for your review.

For the purposes of the study, modernization is defined as those activities that states have implemented in an effort to drive down administrative costs while maintaining, and possibly increasing, access to SNAP benefits. Key modernization initiatives can be grouped into four categories: (1) expanding applications of technology, (2) restructuring of administrative functions, (3) partnering with community-based organizations (CBOs) and businesses, and (4) policy simplification.

A total of six states have agreed to participate in this study: Florida, Georgia, Massachusetts, Utah, Washington, and Wisconsin. These six states were selected from among the states with the most advanced modernization initiatives, and have had these initiatives in place for more extensive lengths of time.

Your organization is being asked to participate in the study because it has been actively involved in key components of [STATE's] modernization efforts. Feedback from organizations like yours that partner with state and local SNAP agencies will assist the research team better understand the roles partners play in implementing modernization initiatives. Staff from Mathematica will soon be in contact with you to discuss this study and schedule an on-site interview. We encourage you to participate in the study. Information you provide will be used to identify lessons learned, successes and challenges, and best practices that other states may benefit from as they consider ways to change the way they administer SNAP.

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FROM: [NAME]  
DATE: [DATE]  
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We would like to thank you in advance for your important contribution to this research. If you have questions or concerns about this study, please contact Scott Cody, the study director, by email at [scody@mathematica-mpr.com](mailto:scody@mathematica-mpr.com) or by phone at 202-484-4523. You can also contact Rosemarie Downer, the FNS Project Officer, by email at [Rosemarie.Downer@fns.usda.gov](mailto:Rosemarie.Downer@fns.usda.gov) or by phone at 703-305-2129.

Sincerely,

[NAME]  
[TITLE]  
[STATE AGENCY]

cc: Rosemarie Downer  
Scott Cody

Public Burden Statement: An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a valid OMB control number. The OMB control number for this project is 0584-0547. Public reporting burden for this collection of information is estimated to be 108.25 hours per response including the time for participating in the interviews and providing the extant data collection. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to: U.S. Department of Agriculture, Food and Nutrition Services, Office of Research and Analysis, 3101 Park Center Drive, Room 1014, Alexandria, VA, 22302, ATTN: Rosemarie Downer