

ATTACHMENT H  
MASTER SITE VISIT PROTOCOL

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## IMPLEMENTATION SITE VISITS: MASTER PROTOCOL

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### Notes to site visitors

*The following table is a master protocol of questions for all types of respondents that will be interviewed over multiple rounds of site visits. The table identifies generally the type of respondent that will be asked each question, but site visitors will identify the roles of each actual respondent prior to the site visit and determine which of the following questions apply (and should be asked) of each. No respondent will be asked all of these questions. In addition, any information that may have been gleaned from conversations with the grantees and partners during technical assistance should be documented and confirmed during the site visits. The questions in this master protocol apply to all pilot projects, unless otherwise noted. However, prior to the visit, each site visitor should tailor the protocol to the site to reduce burden and redundancy.*

*We will conduct three rounds of site visits using the questions included in Instrument ATH below. The first round will focus on the planning phase and early implementation of the pilot. The second round will examine pilot operations during its full implementation period. The third round will focus on the close-out of the pilot and discuss overall impressions, lessons learned, and challenges encountered. We will tailor the questions in the protocol by round to ask respondents about events as they happen (or to reflect on what previously happened since the prior visit) and to determine how their opinions or approaches changed over time.*

### Introduction

My name is [X], and I work for [NAME OF FIRM]. As you might know, we are evaluating the Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E&T) Pilot Program for the Food and Nutrition Service (FNS) of the U.S. Department of Agriculture. The SNAP E&T Pilot Program provides grants for 10 pilot sites to develop innovative SNAP E&T strategies to increase employment and earnings for SNAP work registrants, and reduce their reliance on public assistance. For the purposes of this study, we are interested in understanding how SNAP E&T pilot services are implemented and how differences in implementation affect participants' employment, earnings, and related outcomes.

My colleagues and I are currently visiting pilot sites across all 10 study states to collect information from a wide range of stakeholders involved in the pilot. We are learning about the implementation of the pilot programs at three different stages, as well as the challenges you encountered and lessons learned during the implementation and operation of the pilot. I want to start by thanking you for taking time to speak with us today. Your perspective and insights on these issues will be very helpful to the study.

**Public Burden Statement**

According to the Paperwork Reduction Act of 1995, 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 valid OMB control number for this information collection is 0584-xxxx. The time required to complete this information collection is estimated to average 60 minutes including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this

I want to let you know that your participation in this interview is voluntary, and your responses will be kept private to the extent provided by law. We will not share the information you provide with any other people, including your supervisor and state-level staff. You may refuse to answer any question and may stop the interview at any time. There will not be any penalties if you refuse to participate in part or full.

We will take notes over the course of the interview so that we can remember the information we collect. We will use this information in our reports to FNS, describing the range of responses expressed by staff. The reports might list the names of organizations that contributed information, but we will not quote you or anyone by name or title. However, because of the relatively small number of organizations participating in the study, there is a possibility that a response could be correctly attributed to you.

I expect our conversation will take about 60 minutes. First, do you have any questions for me about the project in general or what we will be discussing today?

Instrument ATH. Topics, questions, and respondents for implementation interviews

Topics	Respondent				Round		
	Grantee- or state- level staff	SNAP local office staff	E&T provider staff	Community stakeholders and other partners	R1	R2	R3
<b>Background</b>							
What is your official job title or position?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What services does your agency or organization provide?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What are your primary responsibilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How long have you been in this position?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What are your responsibilities related to the pilot?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Motivation and goals</b>							
Why did [state or organization] apply for or choose to participate in the pilot? What were the perceived opportunities? What were the perceived challenges?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Who within the state drove the effort to apply for the pilot?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Was there widespread support of the application? If not, who had concerns about the application and why?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
What are your site-specific goals for the SNAP E&T pilot?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What outcomes will you use to measure progress toward the pilot's goals? How did you identify these outcomes? How are you measuring outcomes? How did you select your performance targets?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Why was the area covered by the pilot selected? Were other areas considered?	<input type="checkbox"/>				<input type="checkbox"/>		
Why was the particular target population selected? Were other target populations considered? If so, why were they ruled out?	<input type="checkbox"/>				<input type="checkbox"/>		
Why were the particular types of services/interventions chosen? Were other types of services or interventions considered? If they were considered, why were they ruled out?	<input type="checkbox"/>				<input type="checkbox"/>		
What benefits do you expect will accrue to the government as a result of the SNAP E&T pilot program? What benefits do you expect will accrue to participants? What benefits do you expect will accrue to the state?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Have your expectations about your anticipated goals or outcomes changed since approval of your pilot? If so, how and why?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Pilot administrative organization, partnerships, and staffing</b>							
<i>Administrative organization and partnerships</i>							
What is your organization's role in the pilot? Who is leading the planning, development, and implementation of the pilot?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What other agencies, organizations, and providers are involved? What are each of their roles? How do the involved entities or their roles differ	<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Topics	Respondent				Round		
	Grantee- or state- level staff	SNAP local office staff	E&T provider staff	Community stakeholders and other partners	R1	R2	R3
into SNAP through assignment to the pilot. If there are additional pathways into the pilot (other than SNAP applications or recertification), describe these as well. Please describe any differences that exist by pilot location or target group.							
<i>SNAP application</i>							
Please describe [STATE's] application process for SNAP benefits.	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		
Please describe the available methods for applying for SNAP benefits: for example, mail or fax, walk-in, online, CBO, and telephone. How does the process differ for each method?	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		
Please describe the process for accepting and processing applications. Which staff are involved in the process? How and at which stages? Are interviews generally conducted face to face or by telephone? Are applications generally complete? What is the process for completing applications when information is missing? What type of follow-up is required?	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		
How are clients notified about determinations and requirements? How long does it generally take to make a determination?	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		
Do clients generally come into the office for assistance or is most contact by telephone and mail? Does it vary by subpopulations (such as working families, the elderly, ABAWDs, and so on)?	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		
<i>SNAP recertification</i>							
Please describe the recertification process for SNAP benefits.	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		
Please describe how clients submit recertification forms: for example, mail and fax, walk-in, online, CBO, and telephone. How does the process differ for each method?	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		
Please describe the process for accepting and processing recertification forms. Which staff are involved in the process? How and at what stages? Are interviews generally conducted face to face or by telephone? Are recertification forms generally complete? What is the process for completing redeterminations when information is missing? What type of follow-up is required?	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		
How are clients notified about determinations and requirements? How long does it generally take to make a determination?	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		
Do clients generally come into the office for assistance or is most contact by telephone or mail? Does it vary by subpopulations (for example, working families, the elderly, ABAWDs, and so on)?	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		
Are all clients in the household reassessed for SNAP E&T eligibility at each recertification?	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		
<i>Pathways into the SNAP E&amp;T pilot: New and recertifying SNAP clients</i>							







Topics	Respondent				Round		
	Grantee- or state- level staff	SNAP local office staff	E&T provider staff	Community stakeholders and other partners	R1	R2	R3
participant. How long to complete.							
Can participants receive multiple services? If so, are they simultaneous or sequential? Who decides?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On average, for how long do participants receive services, including follow-up services? What is the range? Can participants continue to receive services if they cease to receive SNAP? If so, which types of services and for how long?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What are the challenges that participants face in engaging in program activities? What are the costs of participation that might make it difficult for them to participate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Support services</i>							
What support services are available to assist participants in overcoming barriers to employment and participation? How do support services differ between the treatment and control groups?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please describe the value of each type of support service. Are there caps on how much an individual participant can receive for each type of support service? For support services overall? What is the process for approving payments?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Which organizations provide each type of support service? How are participants referred? How does this differ for participants in the treatment and control groups?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What other organizations and/or services are participants commonly referred to for support services?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are these referral agencies pilot partners or regularly available community resources? For which referral services does the pilot provide reimbursement? To what extent do case managers follow up on the referral?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent do any pilot-funded support services provided to participants (for example, for child care or transportation) cover participants' costs for program participation and/or employment?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do participants receive any post-training or post-job placement employment retention or advancement services? If so, please describe. For how long?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Case management</i>							
Please describe the case management provided to pilot participants. Who provides case management to participants? How does this differ for participants in the control group?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What are the requirements and expectations for how often case managers contact participants? How often must they meet in person? By	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>









Topics	Respondent				Round		
	Grantee- or state- level staff	SNAP local office staff	E&T provider staff	Community stakeholders and other partners	R1	R2	R3
Were there concurrent policy or political changes that might have affected the SNAP E&T program? Please describe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Were there unique economic factors in STATE that might have affected the SNAP E&T program? Please describe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What are the labor market conditions in the pilot area? What are the key industries in the area? What are the sectors with the most current job openings and which are projected to have the most job openings over the next five years?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
What are the demographics of the population targeted by the pilot? What are common barriers to employment for the target population?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Lessons learned and sustainability</b>							
What challenges have you encountered during the implementation of the pilot? How have you worked to overcome them?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did technical assistance received during the pilot influence the pilot's implementation? If so, please describe. Would additional technical assistance have been helpful? If so, please describe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What would you do differently if you could implement the pilot again?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What efforts were successful during pilot implementation? What worked especially well during pilot implementation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What are the three most important lessons you learned while implementing and operating the pilot?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What conditions would have to be maintained for the program to continue successfully in the future?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What changes would have to be made to operate the pilot program successfully in the future?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Could this program be continued with the current level of SNAP E&T funding allocated to your state? Could you leverage other funds to continue?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How difficult would it be to roll out this program to the rest of the SNAP E&T clients you serve?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What advice would you give other states that want to implement this program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Notes: ABAWD = able-bodied adult without dependents; AJC = American Job Center; CBO = community-based organization; DOL = U.S. Department of Labor; MIS = management information system; E&T = employment and training; MOU = memorandum of understanding; SNAP = Supplemental Nutrition Assistance Program; TANF = Temporary Assistance for Needy Families.



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