APPENDIX I: DATA MAP

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SNAP TIMELINESS STUDY
DATA MAP

Objective 1: Describe each State's SNAP policy and operational procedures	
Research Questions and Indicators	**Sample, Data Source, and Analysis Approach**

1.1 What waivers (if any) do the States have in place?
 	
  a) Waivers in operation
    1) $100 reporting threshold for changes in gross monthly income
    2) 30 days to provide verification
    3) Averaging student hours
    4) Change report household by 10th of month
    5) SSI or OASDI recipients not required to report changes
    6) Applications denied before 30th day
    7) Determine resources at point of application
    8) Electronic notices
    9) Interactive voice response interviews
    10) Interest income verification
    11) Non-SR households to report change in rate of pay or hours worked
    12) Postpone expedited service interview
    13) Recertification interview of elderly/disabled with no earned income
    14) Reinstatement without new application
    15) Simplified reporting RFC and returned mail
    16) Telephone interview in lieu of face-to-face
    17) Temporarily extend certification periods for change reporting
    18) Unscheduled interview (on demand)
    19) Use of fee agents to assist applicant
 	
  b) Dates of waiver in operation
	Sample: 50 States and D.C.
	
	Data Source: FNS' SNAP Waiver Database
	
	Analysis: The study team will describe each State's waivers and dates of operation in individual State Profiles.

Objective 1: Describe each State's SNAP policy and operational procedures	
Research Questions and Indicators	**Sample, Data Source, and Analysis Approach**

1.2 What demonstrations (if any) are the States operating?
  a) Demonstrations implemented
    1) Elderly Simplified Application Projects
    2) Standard Medical Deductions Demonstrations
    3) Combined Application Project-Standard
    4) Combined Application Project-Modified
    5) Assessment of the Contributions of an Interview to SNAP Eligibility and Benefit Determination
    6) Community Partner Interview Waiver
    7) 36-Month Certification
    8) Other FNS approved demonstration project associated with SNAP application processing
 	
  b) Dates of demonstration in operation
	Sample: 50 States and D.C.
	
	Data Source: 1. Information on FNS website; demonstration reports
	            2. State SNAP Director survey Q.2
	Analysis: The study team will describe each demonstration project and dates of operation in individual State Profiles.

1.3 What is the "business as usual" approach to receiving and certifying SNAP applications?
  a) Approaches
    1) interview scheduling
    2) interview processes for online and paper applications
    3) certification processes
    4) certification criteria
    5) application documentation
    6) application process includes "same day service" and "first contact"
    7) verification process
 	
  b) Dates of approach in operation
	Sample: 50 States and D.C.
	Data Source: 1. FNS reports (Eleventh and Twelfth Editions of the *State Options Reports*, *SNAP Workload Management Matrix*); State documents (policy and procedures manuals)
	            2. Local SNAP staff survey Q.L3 – Q.L9
	Analysis: The study team will compile information from FNS reports, State documents, and survey data to identify procedures normally used by each State to receive and certify SNAP applications. Individual State Profiles will describe each State's approach to receiving and certifying applications, with dates within which each approach was in operation.

1.4 How are SNAP cases assigned?	**Sample:** 50 States and D.C.

Objective 1: Describe each State's SNAP policy and operational procedures

Research Questions and Indicators	Sample, Data Source, and Analysis Approach

a) Approaches
  1) Same worker owned case from interview through eligibility certification
  2) Same worker owned case from interview through eligibility certification, but specialist obtained and processed verifications
  3) Different workers specialized in each processing step
  4) Any worker conducted any processing step
  5) Other case assignment approach
 	
b) Dates of approach in operation
	Data Source: 1. State documents (policy and procedures manuals)
	      2. Local SNAP staff survey Q.L2
	
	Analysis: The study team will review State documents and survey data to describe each State's approach to case assignment. Case assignment models will be described in individual State Profiles.

1.5 What modernization features have States adopted in past 3 years (2012 to 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 PDF form that the client completes and submits online or via email or mail
  • Online application system that allowed clients to apply online and was integrated with the eligibility system
  • Online application system that allowed clients to apply online but staff input the information into the eligibility system
	Sample: 50 States and D.C.
	
	Data Source: 1. State documents (policy and procedures manuals)
	      2. State SNAP director survey Q.4
	      3. Local SNAP staff survey Q.L11

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Objective 1: Describe each State's SNAP policy and operational procedures	
Research Questions and Indicators	**Sample, Data Source, and Analysis Approach**
• Online account management that allowed clients to check 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 messages to notify clients of appointments 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 case files Dates of feature in operation	**Analysis:** The study team will review State documents and survey data to identify adoption of modernization features between 2012 and 2015. These modernization features and dates in operation will be listed in individual State Profiles.
1.6 Have States implemented any business processes reengineering (BPR) initiatives over past 3 years (2012 to 2015)? a) BPR initiatives b) Dates of in operation	**Sample:** 50 States and D.C.
	Data Source: 1. State documents (policy and procedures manuals) 2. State SNAP director survey Q.5
	Analysis: The study team will review State documents and survey data to identify BPR initiatives and dates in operation. BPR initiatives and dates in operation will be included in individual State Profiles.
1.7 What is the role of State and SNAP leadership in establishing APT as priority, providing resources, and supporting BPR to improve timeliness? • 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	**Sample:** 50 States and D.C.
	Data Source: 1. State SNAP director survey Q.6 2. Local SNAP staff survey Q.L12
	Analysis: The study team will review survey responses on ways States provide leadership to improve timeliness and include this information in individual State Profiles.

Objective 1: Describe each State's SNAP policy and operational procedures	
Research Questions and Indicators	**Sample, Data Source, and Analysis Approach**
• 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 processing 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 b) Dates of operation	
1.8 Do States have any performance-based incentives or penalties to promote APT? a) Performance-based incentives b) Dates of incentive in operation c) Performance-based penalty d) Dates of penalty in operation	**Sample:** 50 States and D.C.
	Data Source: 1. State documents (policy and procedures manuals) 2. State SNAP director survey Q.8 – Q.9 3. Local SNAP staff survey Q.L14 – Q.L15
	Analysis: The study team will review State documents and survey data to describe use of performance-based incentives or penalties and will include this information in individual State Profiles.

1.9 What SNAP policy or operational procedures were modified or in operation during the past 3 years (2012 to 2015)?
a)   Policy changes
    1) Simplified reporting—certification length
    2) Simplified reporting—action on changes
    3) Change reporting
    4) Simplified income and resources
    5) Simplified self-employment determination
	Sample: 50 States and D.C.

	Data Source: 1. State documents (policy and procedures manuals) 2. State SNAP director survey Q.3
	Analysis: The study team will review State documents and survey data to describe changes to SNAP policy and procedures, including the date ranges for each policy/operational procedure, and will include this information in individual State Profiles**.**

Objective 1: Describe each State's SNAP policy and operational procedures	
Research Questions and Indicators	**Sample, Data Source, and Analysis Approach**
6) Child support expense exclusion 7) Ineligible non-citizen's income and deductions 8) 8) Simplified homeless housing cost 9) Standard utility allowance 10) Comparable disqualification 11) Child support-related disqualification 12) Broad-based categorical eligibility 13) Narrow categorical eligibility 14) Disqualification policy based on work requirements (for all non-exempt household members) 15) Transitional benefits 16) Verification of deductible expenses 17) Photo EBT cards 18) Other policy or operational approach associated with SNAP application processing b) Dates of policy or procedure in operation	

Objective 2: Identify the policy and operational procedures that may impede or facilitate SNAP APT for certifying new applications.	
Research Questions and Indicators	**Sample, Data Source, and Analysis Approach**
2.1 What policy features are more commonly employed by States with high, borderline acceptable, and low APT rates?	**Sample:** 50 States and D.C.
	Data Source: 1. State documents (policy and procedure manuals) 2. FNS' Eleventh and Twelfth Editions of the *State Options Reports* 2. Data collected for Research Questions 1.1, 1.2, and 1.8 3. State APT rates from FNS
	Analysis: The study team will compile information from State documents, FNS reports, and survey data to identify policy options and waivers that guide State administration of SNAP; comparing policies for States with high, borderline acceptable, and low APT rates, and for States whose APT rates have changed over time. Quantitative assessment will use nonparametric statistics appropriate for categorical data.
2.2 What BPR initiatives are more commonly implemented by States with high, borderline acceptable, and low APT rates?	**Sample:** 50 States and DC
	Data Source: 1. State documents

Objective 2: Identify the policy and operational procedures that may impede or facilitate SNAP APT for certifying new applications.	
Research Questions and Indicators	**Sample, Data Source, and Analysis Approach**
a) BPR initiatives b) Dates initiatives in operation	2. Data collected for Research Question 1.6 3. State APT rates from FNS
	Analysis: The study team will compile information from State documents and State survey data to identify BPR initiatives States have implemented; and compare BPR implemented by States with high, borderline acceptable, and low APT rates, and for States whose APT rates have changed over time. Quantitative assessment will use nonparametric statistics appropriate for categorical data.
2.3 What office processes are more commonly employed by States with high, borderline acceptable, and low APT rates? a) Office processes b) Dates processes in operation	**Sample:** 50 States and D.C.
	Data Source: 1. Data collected for Research Questions 1.3, 1.4, and 1.9 2. State APT rates from FNS
	Analysis: The study team will compile information from survey data to identify office processes States use; compare office processes for States with high, borderline acceptable, and low APT rates, and for States whose APT rates have changed over time. Quantitative assessment will use nonparametric statistics appropriate for categorical data.
2.4 What technology improvements are more commonly employed by States with high, borderline acceptable, and low APT rates?	**Sample:** 50 States and D.C.
	Data Source: 1. Data collected for Research Question 1.5 2. State APT rates from FNS
	Analysis: The study team will review survey data to identify technology improvements implemented; and compare technology improvements for States with high, borderline acceptable, and low APT rates, and for States whose APT rates have changed over time. Quantitative assessment will use nonparametric statistics appropriate for categorical data.

| **Objective 2: Identify the policy and operational procedures that may impede or facilitate SNAP APT for certifying new applications.** ||
Research Questions and Indicators	**Sample, Data Source, and Analysis Approach**
2.5 What recent workflow analysis and ongoing process management are employed by States with high, borderline acceptable, and low APT rates? a) Use of any strategies to improve efficiency b) Description of strategies used to improve efficiency	**Sample:** 50 States and D.C.
	Data Source: 1. State documents (policy and procedures manuals) 2. State SNAP Director survey Q.7 3. Local SNAP staff survey Q.L13 3. State APT rates from FNS
	Analysis: The study team will compile information from State documents and survey data to identify workflow analysis and ongoing process management for the SNAP program; and compare the management processes of States with high, borderline acceptable, and low APT rates, and for States whose APT rates have changed over time. Quantitative assessment will use nonparametric statistics appropriate for categorical data.
2.6 For States that moved from being untimely to being timely in the past 2 years (2013 to 2015), what changes took place?	**Sample:** States with APT rates that improved in past 2 years (from untimely to timely)
	Data Source: 1. Data collected for Research Questions 1.3, 1.4, 1.5, 1.6, and 2.5 2. State APT rates from FNS
	Analysis: The study team will compile information from State documents and survey data to identify administrative changes, comparing changes for States that moved from untimely to timely performance over time. Quantitative assessment will use nonparametric statistics appropriate for categorical data.

| **Objective 3: Describe the associations between State policy and operational procedures and APT rates.** ||
Research Questions and Indicators	**Sample, Data Source, and Analysis Approach**
3.1 If States implemented any changes in policy or operational procedures, what were the impacts of the changes in APT rates? a) Changes in policies implemented b) Changes in operational procedures c) State APT rates NOTE: The study team assumes that APT rates will be available only through FY 2015 for this analysis. To measure impact of the change, the study team will examine changes implemented during 2012–2015.	**Sample:** States that reported policy or procedures change(s) in data collected for 1.9
	Data Source: 1. Data collected for Research Question 1.9 2. State APT rates from FNS
	Analysis: For each State with reported changes, the study team will compare APT rates before and after the changes to determine if there is an association between the changes in policy/operational procedures and APT rates. The study team will examine procedures that differentiate those whose APT rates have changed over time, and conduct quantitative assessments using nonparametric statistics or regression, as appropriate.
3.2 Is States' APT status associated with any specific modernization initiatives? Describe these initiatives.	**Sample:** 50 States and D.C.
	Data Source: 1. Data collected for Research Question 1.5 2. State APT rates from FNS

Objective 3: Describe the associations between State policy and operational procedures and APT rates.	
Research Questions and Indicators	**Sample, Data Source, and Analysis Approach**
	Analysis: The study team will compare APT rates for States implementing each modernization initiative with rates for States not implementing that initiative to determine if any specific initiative is associated with APT rates changes. The study team will describe initiatives that differentiate those States whose APT rates changed over time. Quantitative assessment will use nonparametric statistics or regression, as appropriate.

3.3 Is States' APT status associated with any specific BPR initiatives? Describe these initiatives.
   a)   BPR implemented in past 3 years (2012 to 2015)
   b)   dates of in operation
	Sample: 50 States and D.C.

	Data Source: 1. Data collected for Research Question 1.6 2. State APT rates from FNS
	Analysis: The study team will compare APT rates for States implementing BPR initiatives with rates for States not implementing BPR to determine if BPR is associated with APT rate changes. The study team will identify and describe initiatives that differentiate those associated with APT rate changes and those that are not. Quantitative assessment will use nonparametric statistics or regression, as appropriate.
3.4 Is States' APT status associated with any specific office processes? Describe these processes.	**Sample:** 50 States and D.C.
	Data Source: 1. Data collected for Research Question 1.3 2. State APT rates from FNS
	Analysis: The study team will compare APT rates for States implementing specific office process with rates for States not implementing that process to determine whether each process is associated with APT rate changes. The study team will describe processes that differentiate APT rates or changes in APT rates over time. Quantitative assessment will use nonparametric statistics or regression, as appropriate.
3.5 Is the States' APT status associated with any specific waiver, demonstration, or option? Describe.	**Sample:** 50 States and D.C.

	Data Source: 1. Data collected for Research Questions 1.1, 1.2, and 2.1
	                      2. FNS' Eleventh and Twelfth Editions of the *State Options Report*
	                      3. State APT rates from FNS

	Analysis: The study team will compare APT rates for States implementing each waiver, demonstration, or policy option with States not implementing each to determine if the waiver, demonstration, or option is associated with APT status. The study team will describe waivers, demonstrations, and options that differentiate APT rates or changes in APT rates over time. Quantitative assessment will use nonparametric statistics or regression, as appropriate.

Objective 3: Describe the associations between State policy and operational procedures and APT rates.

Research Questions and Indicators	Sample, Data Source, and Analysis Approach
3.6 Is States' APT status associated with a particular work flow/caseload assignment model? Describe.	**Sample:** 50 States and D.C.
	Data Source: 1. Survey data collected for Research Question 1.4 2. State APT rates from FNS
	Analysis: The study team will compare APT rates for States implementing each caseload assignment model with States not implementing that model to determine whether each model is associated with changes in APT status. The study team will differentiate between models associated with changes in APT rates and those that are not. Quantitative assessment will use nonparametric statistics or regression, as appropriate.
3.7 How does APT vary by the use of technology, BPR initiatives, workflow/caseload assignment model, and modernization initiatives?	**Sample:** 50 States and D.C.
	Data Source: 1. Data collected for Research Question 1.4, 1.5, and 1.6 2. State APT rates from FNS
	Analysis: The study team will compare APT rates for States implementing technology and modernization initiatives, BPR initiatives, and case assignment models with States not implementing these practices to determine if these practices or combinations of practices are associated with changes in APT rates and those that are not. Quantitative assessment will use nonparametric statistics or regression, as appropriate.