**APPENDIX B2: SNAP TIMELINESS STUDY**

**LOCAL AGENCY SURVEY INSTRUMENT**

Form Approved

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**[Food and Nutrition Service](http://www.fns.usda.gov/)**

**IDENTIFYING PROGRAM COMPONENTS AND PRACTICES THAT INFLUENCE SNAP APPLICATION PROCESSING TIMELINESS RATES**

**SNAP TIMELINESS STUDY**

**LOCAL AGENCY SURVEY INSTRUMENT**

# **SNAP Timeliness Study**

# **Survey of SNAP Application Processing Procedures**

**Survey Instructions**

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

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

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

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

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

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

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

## **Part I: Respondent Identification Questions**

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

* I provide leadership for our State, or work with State leadership, to define, implement and/or provide guidance to local SNAP offices on Federal and State SNAP application processing policy and procedures. (Q.1 = 0)
* At the county or local SNAP office level, I primarily implement State guidance and manage staff who process SNAP applications. (Q.1 = 1)
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Q.1 = 2)

<If Q.1 > 0, skip to QL.2: >

**Local SNAP Leadership and Staff Specific Questions**

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

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

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

**For Expedited SNAP Applications:**

Same worker owned case from interview through eligibility certification

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

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

processed verifications

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

Different workers specialized in each processing step

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

Any worker conducted any processing step

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

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

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

□ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

**For Regular SNAP Applications:**

Same worker owned case from interview through eligibility certification

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

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

processed verifications

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

Different workers specialized in each processing step

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

Any worker conducted any processing step

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

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

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

□ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

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

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

Walk-in / drop-off

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

Mail

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

Call center / contact center

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

Online

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

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

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

**For Paper Applications:**

Local office entered paper applications into computer system

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

Call center entered paper applications into computer system

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

Local office scanned and uploaded paper applications into computer system

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

Call center scanned and uploaded paper applications into computer system

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

**For Online Applications:**

Local office entered application into computer system

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

Call center entered application into computer system

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

Local office uploaded application into computer system

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

Call center uploaded application into computer system

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

Application automatically uploaded into computer system

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

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

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

Local office screened application for expedited eligibility

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

Call center screened application for expedited eligibility

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

Local office screened application for targeted interviewing based on complexity

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

Call center screened application for targeted interviewing based on complexity

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

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

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

**For Expedited Applications:**

Unscheduled / on-demand interviews (Customer may call SNAP agency any time during normal

business hours to conduct interview)

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

Manual / paper based scheduling at local office

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

Online scheduling

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

Call center scheduling

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

**For Regular Applications:**

Unscheduled / on-demand interviews (Customer may call SNAP agency any time during normal

business hours to conduct interview)

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

Manual / paper based scheduling at local office

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

Online scheduling

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

Call center scheduling

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

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

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

**For Expedited Applications:**

Face-to-face interviews

* Yes If yes, what % of interviews for expedited applications were face-to-face \_\_\_%

When was this process in operation? □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No
* Don’t know

Telephone interviews with local office

* Yes If yes, what % of interviews for expedited applications were by local office via telephone\_\_%

When was this process in operation? □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No
* Don’t know

Telephone interviews with call center

* Yes If yes, what % of interviews for expedited applications were by call center via telephone \_\_%

When was this in operation? □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No
* Don’t know

Telephone interviews with interactive voice response

* Yes If yes, what % of interviews for expedited applications were by interactive voice response\_%

When was this process in operation? □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No
* Don’t know

Video interviews

* Yes If yes, what % of interviews for expedited applications were by video \_\_%

When was this process in operation? □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No
* Don’t know

**For Regular Applications:**

Face-to-face interviews

* Yes If yes, what % of interviews for regular applications were face-to-face \_\_%

When was this process in operation? □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No
* Don’t know

Telephone interviews with local office

* Yes If yes, what % of interviews for regular applications were by local office via telephone \_\_%

When was this process in operation? □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No
* Don’t know

Telephone interviews with call center

* Yes If yes, what % of interviews for regular applications were by call center via telephone \_\_%

When was this process in operation? □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No
* Don’t know

Telephone interviews with interactive voice response

* Yes If yes, what % of interviews for regular applications were by interactive voice response \_%

When was this process in operation? □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No
* Don’t know

Video interviews

* Yes If yes, what % of interviews for regular applications were by video \_\_%

When was this process in operation? □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No
* Don’t know

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

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

**For Expedited Applications:**

Client provided paper documents

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

Client provided documents via email / fax

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

Client uploaded scanned documents

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

Worker requested data from commercial/State/Federal databases

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

Worker accessed commercial/State/Federal databases in real time

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

**For Regular Applications:**

Client provided paper documents

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

Client provided documents via email / fax

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

Client uploaded scanned documents

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

Worker requested data from commercial/State/Federal databases

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

Worker accessed commercial/State/Federal databases in real time

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

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

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

**For Expedited Applications:**

Workers verified as much information as possible at first contact

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

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

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

Workers held applications until the client provided complete documentation

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

**For Regular Applications:**

Workers verified as much information as possible at first contact

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

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

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

Workers held applications until the client provided complete documentation

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

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

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

Workers processed SNAP applications only

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

Workers processed SNAP and one other program

* Yes If yes, which other program? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

When was this process in operation? □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No
* Don’t know

Workers processed SNAP and two other programs

* Yes If yes, which other two programs? ­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

When was this process in operation? □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No
* Don’t know

Workers processed SNAP and three or more other programs

* Yes If yes, which other three or more programs? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

When was this process in operation? □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No
* Don’t know

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

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

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

* Call center(s) that handled general □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

inquiries and requests

* + Call center(s) that scheduled □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

appointments, processed complaints,

entered changes, set task alerts

* + Call center(s) that processed □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

changes, conducted interviews, and

made eligibility determinations

* + Contact center(s) that communicated □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

with clients through email, web chat/

instant messaging, or shared web pages,

in addition to phone calls

* Online eligibility screening tool □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

APDF form that the client

completes and submits online or via

email or mail

* Online application system that allowed □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

clients to apply online and was integrated

with the eligibility system

* Online application system that allowed □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

clients to apply online but staff input the

information into the eligibility system

* Online account management that allowed □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

clients to check benefit information, report

changes, upload documents

* Online case management for workers that □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

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 □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

applications, eligibility system, and data

verification

* Electronic messages to notify □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

clients of appointments or for

client-caseworker communication

* Mobile applications for clients to apply, □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

submit verification, or report changes

* Video interviews □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK
* Online e-authentication procedures, i.e.,

access to electronic data to verify client □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

income and other eligibility requirements

* Document imaging □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK
* Electronic or telephonic signatures □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK
* Electronic case files □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK
* Other modernization feature (please specify feature and indicate dates in operation): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

□ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* Other modernization feature (please specify feature and indicate dates in operation): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

□ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* My State did not operate any modernization features from *2012 through 2015* <skip to Q.L12>

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

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

*Check all responses that apply.*

* Established clear performance targets □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

or goals for improving the States’

APT rate

* Monitored local APT rates annually □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK
* Monitored local APT rates quarterly □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK
* Monitored local APT rates monthly □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

or weekly

* Held workers responsible for overdue □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

cases

* Supported business processing □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

reengineering initiative(s)

* Provided staff training about new □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

application processing procedures

* Allocated resources for new technology □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

designed to improve application

processing

* Allocated resources for technical □ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

assistance to help workers use new

technology

* Other leadership action (please specify and indicate dates of operation): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_­­­­­­­­­­­­­­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

□ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* Other leadership action (please specify and indicate dates of operation): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

□ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

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

* Yes If yes, check all dates that these strategies were used:

□ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No <Skip to Q.L14>
* Don’t know <Skip to Q.L14>

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

<Text box for descriptions of strategies for improving efficiency >

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

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

* Yes If yes, check all dates that these incentives were used:

□ Prior to 2012 □ 2012 □ 2013 □ 2014 □ 2015 □ DK

* No <Skip to Q.L15>
* Don’t know <Skip to Q.L15>

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

<Text box for descriptions of performance-based incentives>

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

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

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

<Text box for descriptions of performance-based penalties>

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

<Text box >

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

<Text box >

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

<Text box >

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

Save

When Finished, Submit