

# **Attachment D. Pretest Memorandum**

OMB No. 0584-[NEW]

## *Best Practices in Disaster Supplemental Nutrition Assistance Program (D-SNAP) Operations and Planning*

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# Pretest Memorandum

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This memorandum summarizes the pretest findings and recommendations for the following data collection instruments for the *Best Practices in Disaster Supplemental Nutrition Assistance Program (D-SNAP) Operations and Planning* study:

1. State SNAP agency interview protocol
2. Local SNAP office director interview protocol
3. Local SNAP office staff group interview protocol
4. Local stakeholder interview protocol
5. Administrative data request
6. D-SNAP site observational tool
7. Document review matrix

The primary objective of the pretest was to ensure the instruments were clear and easy for respondents to understand. The pretest sought to—

- ▶ Identify problems related to communicating the intent or meaning of the questions.
- ▶ Determine whether respondents could provide the information requested.
- ▶ Identify problems with the introductions, instructions, or explanations.
- ▶ Assess the amount of time needed to complete the instruments and other respondent burden issues.

Section A describes the recruitment and data collection methods for the pretest, section B provides an overview of the pretest findings, and section C summarizes the pretest findings and associated recommendations for improvement for each data collection instrument.

## A. Recruitment and Data Collection Methods

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FNS sent an email on February 20 to the Associate Commissioner of Eligibility Operations within Texas's Health and Human Services Commission (HHSC) to request the State's participation in the pretest. The State confirmed its willingness to participate, after which the study team followed up with the Associate Commissioner via email and provided additional information by telephone about the pretest. Trained interviewers on the study team requested phone discussions with the following six staff:

- ▶ A State official familiar with planning and operations for the Hurricane Harvey D-SNAP
- ▶ A local SNAP office director who worked at a D-SNAP site
- ▶ Two local SNAP office eligibility or frontline staff who worked at a D-SNAP site
- ▶ A staff member from a stakeholder involved in the Hurricane Harvey D-SNAP
- ▶ A State staff member familiar with SNAP and D-SNAP administrative data

In some cases, Texas invited additional individuals to an interview, resulting in a total of nine individuals that participated in the pretest.

In early March, Texas provided respondents' contact information for two pretest interviews: the local office director interview and the local office staff group interview. We scheduled these two interviews but were unable to receive contact information for the remaining respondents because State staff were overwhelmed with the COVID-19 response.

After receiving approval from FNS, the study team, which includes our contractors at Insight (identified as "the study team or the research team"), reached out to Texas again in late May to restart the pretest process. At that time, we received the contact information for the remaining respondents. We scheduled the stakeholder and State agency pretest interviews for early June. The administrative data discussion was scheduled for mid-June to give respondents sufficient time to review the administrative data request and submission instructions. However, pretest participants did not actually pull any administrative data during the pretest. They participated in a phone discussion to review the clarity of the administrative data request document and the feasibility of pulling those data; they did not actually pull the records and submit them as part of the pretest.

We allotted an additional 15–30 minutes for each interview for follow-up questions and feedback on the instruments. Staff took detailed notes during each interview and noted which questions respondents had difficulty answering or needed additional clarification to answer.

## Summary of Findings

This section provides background on the Hurricane Harvey D-SNAP and an overview of the pretest findings. Instrument-specific findings are presented in section C.

### **1. Hurricane Harvey D-SNAP**

Hurricane Harvey made landfall in Texas on August 25, 2017. The subsequent D-SNAP took place over the course of several weeks, from September 13 to October 20, 2017, at more than 30 D-SNAP application sites across 39 counties. Application sites ranged in size from small local offices to large malls and convention centers. To maintain consistent communications across the many D-SNAP sites, Texas established a centralized command center that acted upon information received from the sites (e.g., requests for more staffing) and relayed important information to site directors (e.g., updated policy directives) through two daily calls. Local office staff from across the State volunteered to work as eligibility staff at the D-SNAP sites, and many staffed more than one site throughout the D-SNAP. Texas approved more than 500,000 D-SNAP applications for over 1.5 million individuals, who were issued over 500 million dollars in D-SNAP benefits.

### **2. Overview of Pretest Findings**

Overall, the protocols flowed well. Respondent feedback resulted in no edits to the D-SNAP site observational tool, the document review matrix, or the administrative data request. The pretest provided the opportunity to learn more about the roles of State and local office staff during a D-SNAP. This information resulted in several edits to the local SNAP office director and local SNAP office staff group interview protocols as questions were refined to ensure they were addressed to the appropriate respondents. The study team made few edits to the State agency protocol; most edits were made to ensure application processing questions were consistent across the State agency and local office staff

group interview protocols or to clarify confusing language. The stakeholder protocol required limited revisions.

Because the local office director and group interview protocols ran slightly longer than expected, we deleted questions that were redundant or more suited to the State agency protocol. The two local office staff interviewed worked at different sites and spoke about D-SNAP operations (OMB Control # 0584-0083, expiration date 08/31/2023) and the successes and challenges present at each of these sites, increasing the length of the interview. The State agency and stakeholder protocols were completed within the estimated time frames.

## **B. Findings and Recommendations by Data Collection Instrument**

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This section summarizes the pretest results for each data collection instrument and the associated recommendations for improvements.

### **1. State SNAP Agency Interview Protocol**

To pretest the State SNAP agency interview protocol, the study team requested an interview with a State agency official familiar with planning and operations for the Hurricane Harvey D-SNAP. Texas brought two staff members to this interview: one led D-SNAP site planning and logistics at the State office, and the other led the D-SNAP command center, which was the central point of contact for leadership and site staff during D-SNAP.

#### **a. Duration**

To pretest the State SNAP agency interview protocol, questions from the day 1 and day 4 portions of the protocol were delivered during the same interview. The day 1 portion of the interview lasted 2 hours and 1 minute, only 1 minute over the estimated time for this interview. The Day 4 portion of the interview, which is a follow-up interview to be conducted at the conclusion of the site visit, lasted 15 minutes, rather than the estimated 1 hour. The goal of the day 4 follow-up interview is to ask State agency respondents any questions raised during the intervening discussions with county, local, or stakeholder staff or follow up with necessary respondents who were not present for the day 1 interview. Because the pretest was conducted virtually, there were no new staff and no additional follow-up questions, resulting in the shortened interview time. The State agency interview took 2 hours and 14 minutes to complete, which is below the estimated total time of 3 hours. No adjustments are needed to the length of the protocol. The study team recommends keeping the anticipated length of 3 hours of burden because it is likely additional follow-up questions will arise over the multiday in-person site visit in the main study.

#### **b. General findings**

Respondents were able to answer most questions with ease and commented that the interview protocol was very thorough and comprehensive. Questions were not repetitive, and respondents were able to provide detailed, substantive information throughout the interview.

Respondents had slight difficulty answering a few questions in section B about the State's D-SNAP plan. While both pretest respondents were familiar with Texas's D-SNAP plan, they noted staff members on

the policy team are responsible for drafting the annual D-SNAP plan and would have more detailed information about its development, revisions, and dissemination. Respondents asked for clarification on questions about resources in the State D-SNAP plan and the D-SNAP request that could be mobilized if the disaster was larger than anticipated (questions B.1.d and C.7). To address this issue, we slightly adjusted the wording to improve question clarity.

The use of the phrase “lessons learned” (questions E.e.28 and K.4) led to some confusion during the interview because of the implied large scale of the “lessons learned” referred to in these questions. It was difficult for respondents to identify what the State learned overall, given that they felt they could not speak for the whole agency. This hesitancy to speak for the State as a whole may have stemmed from the roles pretest respondents played during the D-SNAP. Because of the recent retirement of the SNAP director<sup>1</sup> and the continued unavailability of other high-level policy staff as a result of their involvement in the State’s COVID-19 pandemic response, we were unable to interview key individuals who may have been better able to speak to lessons learned from the Harvey D-SNAP. In future communications with State agency staff ahead of the site visits, we will emphasize the need to interview staff who can reflect on the State’s lessons learned from the D-SNAP. Additionally, we added an interviewer instruction to question K.4 to identify potential lessons learned from the post-disaster report in advance of the interview to use as probes, if necessary.

The respondents were unable to provide a substantive answer about the impact of the additional D-SNAP benefits on the local economy (question K.7). We recommend deleting this question.

### ***c. Question-by-question findings and recommendations***

Table 1 provides our findings and recommendations for specific questions. Appendix A presents the revised State SNAP agency interview protocol, including the suggested changes listed in table 1.

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<sup>1</sup> The SNAP director retired in mid-March.

**Table 1. Item-Level Recommendations for the State SNAP Agency Interview Protocol**

| Question Number From Draft Instrument  | Findings/Observations   | Recommendations  |
|--|---|--|
| B.1.d Can you please describe the resources identified in your State's D-SNAP plan that can be mobilized if the disaster is larger than anticipated?                     | The respondents were confused about this question and asked for further clarification. Once provided with prompts, they were able to provide a substantive answer.  | Revise the question to be more direct: "Does your D-SNAP plan identify what resources are available if the disaster is larger than anticipated? If so, please describe."                 |
| C.7 Did your D-SNAP request identify resources that could be mobilized in case the disaster was larger than anticipated?   | The respondents were confused about this question and asked for further clarification.  | Change "mobilized" to "used" to make the question more clear and direct, similar to B.1.d.   |
| E.b.14 What process was used for verification?   | The question was revised based on findings from local SNAP office group interview protocol conducted before the State agency interview. Respondents in the local SNAP office interview were unclear about the meaning of the question.  | Rephrase the question to ask respondents how they verified eligibility and then probe for what documents were requested or which data matches were conducted at the time of application. |
| E.b.17 How did you ensure that as many clients as possible were interviewed on the same day?   | The question was revised based on findings from local SNAP office group interview protocol conducted before the State agency interview. Respondents in the local SNAP office interview were confused by this question because they had no control over how many individuals were seen on a given day. | Rephrase the question to determine whether most clients were interviewed on the same day and then probe for how staff ensured same-day interviews.                                       |
| E.d.21 Please describe your process for benefit issuance and reconciliation.   | The question was revised based on findings from local SNAP office group interview protocol conducted before the State agency interview. Respondents in the local SNAP office interview were unfamiliar with the term "reconciliation."  | Rephrase to ask how benefits were issued to D-SNAP clients after the application was completed.  |
| E.d.22 How many EBT cards did your State supply to this D-SNAP site? Was that enough?  | The question was revised based on findings from local SNAP office group interview protocol conducted before the State agency interview. Respondents in the local SNAP office interview did not know how many EBT cards were supplied.   | Ask only about whether the State had enough EBT cards, not the actual number at the site.  |
| K.7 Lastly, I'm interested in learning about the economic impact of D-SNAP. What would you say was the economic impact of D-SNAP for [selected D-SNAP(s)] in your State? | The respondents were unable to speak to the impact of D-SNAP benefits on the local economy.   | Delete this question because the respondents were not able to address it. The associated the study team question is primarily addressed by the administrative data.                      |

## 2. Local SNAP Office Director Interview Protocol

To pretest the local SNAP office director interview protocol, we requested an interview with one local SNAP office director who worked at a D-SNAP site during Hurricane Harvey. The respondent Texas provided is currently a staff member at the Texas State SNAP agency who, at the time of Hurricane Harvey, was a site coordinator at several sites and an assistant site coordinator for an additional two sites. The interview focused on the respondent's experience as a site coordinator at the Corpus Christi, Kingsville, and George R. Brown sites. Texas invited two additional staff to join the call, one who worked at the State office at the time of the D-SNAP and another who worked as an eligibility specialist; however, these individuals provided limited responses during the interview. The eligibility specialist was one of the respondents for the local SNAP office staff group interview pretest and the State official was a respondent for the State agency interview pretest.

### a. Duration

The interview lasted 1 hour and 4 minutes, which is 4 minutes over the estimated time for this interview. The pretest revealed areas where questions could be streamlined (D.7 and D.8) or removed because they were not applicable at the local office level (C.5). It also identified redundant questions (H.2 and J.4) and areas where skip patterns could be added to skip irrelevant questions (B.2, G.2.a, and G.3.a; all of section C). With these adjustments, we are confident this interview can be completed in 1 hour.

### b. General findings

Overall, the respondent was able to easily answer most questions within the interview protocol. After the interview, the respondent noted the questions were clear and comprehensive.

The primary area where the respondent had difficulty responding was related to D-SNAP plans and requests, which were developed by the State agency without any involvement from the local office where the respondent worked. He was not familiar with the State's D-SNAP plan prior to the Hurricane Harvey D-SNAP and had no involvement in preparing the State-level document. We recommend adjusting questions about the State D-SNAP plan to first ask about familiarity with the State D-SNAP plan (questions B.1 and B.2) and proceed with a follow-up question only if the respondent was familiar with it. Similarly, the respondent indicated he was not familiar with or involved in the needs assessment or D-SNAP request for the Hurricane Harvey D-SNAP. These processes were established and completed at the State level, as verified by the State-level official who also attended the call. The respondent also stated that local office staff were provided instructions about D-SNAP operations only after the D-SNAP was approved. Based on this information, we recommend adding a question at the start of section C (question C.1) to garner the local office's involvement in the needs assessment or the D-SNAP request. The respondent had no information about estimates in the D-SNAP request or how many individuals had been served by the Harvey D-SNAP (question C.5); we recommend removing this question because it would be better suited for the State agency interview.

Section D (D-SNAP Site Selection and Staffing) included one question asking how the public was informed about the D-SNAP. While the respondent was generally able to describe how clients learned of the D-SNAP, he did not work with stakeholders to plan or conduct the public information campaign. Therefore, we recommend removing the question about public awareness from section D, isolating questions about public information campaigns to section G, and adding probe questions in section G for

the interviewer to determine the extent of the respondent's involvement in the D-SNAP public information campaign. Because the respondent provided similar answers when asked about civil rights laws and serving special populations (questions D.7 and D.8), we recommend combining those two questions to limit redundancy. The respondent was also unable to provide a specific number of EBT cards supplied to the site; therefore, we recommend revising the focus of the question to determine whether the State supplied a sufficient amount of EBT cards to the D-SNAP site, rather than the exact number supplied.

The respondent was able to speak to broad successes, challenges, and lessons learned (section J) from his experience at various sites during the Harvey D-SNAP. Given the scope of questions in this section, we recommend moving the question about differences between D-SNAP plans and circumstances on the ground (B.6) to section J. Similar to the State agency pretest finding, the respondent was unable to speak to the impact of the additional D-SNAP benefits on the local economy; we recommend deleting this question.

### ***c. Question-by-question findings and recommendations***

Table 2 provides our findings and recommendations for specific questions. Appendix B presents the revised local SNAP office director interview protocol, including the suggested changes listed in table 2.



**Table 2. Item-Level Recommendations for the Local SNAP Office Director Interview Protocol**

| Question Number From Draft Instrument   | Findings/Observations   | Recommendations  |
|---|---|--|
| A.3 What are your primary responsibilities in your current position?  | The question was separated from other questions about current position and did not flow well as a result.   | Move from question A.4 to question A.3 to group all questions about current position and improve overall flow.   |
| B.1 To what extent is your office involved with preparing your State’s D-SNAP plan?   | The respondent was confused by this question and responded about how the local office prepared for the D-SNAP because he was not involved in preparing the State’s D-SNAP plan.   | Edit the question to clarify that it asks about the respondent’s familiarity with the State plan during the time of the D-SNAP.  |
| B.2 What information do you find most useful in your State’s D-SNAP plan?   | The respondent indicated he was not aware of the State’s D-SNAP plan prior to his involvement in the implementation of the D-SNAP.  | Added interviewer prompt to ask question B.2 only if the respondent indicated they were familiar with their State’s D-SNAP plan in question B.1: “[If they were familiar/aware of the plan] What information do you find most useful in your State’s D-SNAP plan?”                               |
| B.6 In general how often do D-SNAP implementation and operations proceed as planned? What are the main reasons that planning documents do not align with circumstances on the ground?   | This question asks the respondent for a very broad overview of D-SNAP implementation and operations. During the interview, this question felt out of place and disrupted the flow of the protocol.  | Questions B.6 and B.6.a were moved to section J (Successes, Challenges, and Lessons Learned). They are now question J.3 and J.3.a.   |
| Section C Needs Assessment and D-SNAP Request   | The respondent was unable to answer questions in section C because the needs assessment and D-SNAP request are completed at the State level in Texas. The State office provides instructions to the local office level once the D-SNAP has been approved. | Added a question to the beginning of section C, now C.1 “Was your office involved with the needs assessment or D-SNAP request for [selected D-SNAP(s)]?” Instructions to the interviewer are provided: “[If yes, interviewer proceed to questions 2-5], [If no, interviewer skip to section D].” |
| C.11 [If there was a discrepancy between the number of individuals served and the estimate] What accounted for the difference between the estimates in the D-SNAP request and the number of individuals served by D-SNAP in [selected D-SNAP(s)]? | The respondent did not know the estimates provided in the D-SNAP request because that information was handled at the State level.   | We recommend deleting this question because it is better suited for the State agency protocol, where respondents will have more information about the D-SNAP request estimates.  |

| Question Number From Draft Instrument  | Findings/Observations  | Recommendations  |
|--|--|--|
| <p>D.6 How was the public informed about D-SNAP for [selected D-SNAP(s)]? [Probe for: mode, messages, frequency]</p> <p>D.6.a What were the most successful elements of this information campaign?</p>   | <p>This question was redundant with questions in section G (D-SNAP Public Awareness Campaign).</p>   | <p>Delete question D.6 and D.6.a.</p>  |
| <p>D.7 How did you ensure compliance with civil rights laws at this site?</p>  | <p>Respondents were not familiar with the term “civil rights laws” and needed further clarification. This question was also redundant with D.8.</p>  | <p>Delete question D.7 and add further probes to question D.8 (now D.6).</p>   |
| <p>F.1 How many EBT cards did your State supply to this D-SNAP site? Was that enough?</p>  | <p>The respondent was unaware of the number of cards at each site but did know whether there were enough.</p>  | <p>Revise the question to ask whether the State had enough EBT cards but not the actual number at the site because the local director is unlikely to know or remember this detail.</p>                             |
| <p>F.2 [If not already answered] How did you maintain separation between eligibility and card issuance duties during D-SNAP? [Request any schematics of the site that show a separation between the two]</p>   | <p>Question was not asked previously in interview protocol.</p>  | <p>Remove “[If not already answered]” from question.</p>   |
| <p>Section G (D-SNAP Public Awareness Campaign)</p>  | <p>The respondent indicated the local offices were not involved in the public awareness campaign; therefore, the respondent could not answer questions about what stakeholders the local office director involved.</p>               | <p>Added a question (now G.2) “Was your office involved in helping inform the public about [selected D-SNAP(s)]?” and interview guidance to ask G.2.a and G.2.a.ii only if a respondent answers affirmatively.</p> |
| <p>G.3 In your opinion, was the public information campaign successful? Why or why not? [Probe for: timing of outreach relative to beginning of D-SNAP operations, sufficient reach, use of mediums commonly consumed by D-SNAP eligible clients, partnerships with local media companies]</p> | <p>The respondent indicated the local offices were not involved in the public awareness campaign; therefore, the respondent could not answer questions about what he would do similarly/differently if another disaster strikes.</p> | <p>Added interviewer guidance to ask G.3.a and G.3.b only if a respondent indicated their involvement in helping inform the public about D-SNAP.</p>   |
| <p>H.2 [If not already answered] How did you maintain separation between eligibility and card issuance duties during D-SNAP? [Request any schematics of the site that show a separation between the two]</p>   | <p>Redundant with question E.2.</p>  | <p>Delete question H.2.</p>  |
| <p>J.4 What impact do you think the additional D-SNAP benefits had on the economy in the disaster area and surrounding locations?</p>  | <p>The respondent was unable to speak to the impact of D-SNAP benefits on the local economy; he could only report observations about how they affected participants who received them.</p>   | <p>Delete this question because the respondent was not able to address it. The associated the study team question is primarily addressed by the administrative data.</p>   |

### **3. Local SNAP Office Staff Group Interview Protocol**

To pretest the local SNAP office staff group interview protocol, we requested an interview with two local SNAP office frontline staff who worked at a D-SNAP site during Hurricane Harvey. The respondents Texas provided were two State-level staff who worked at local offices at the time of the D-SNAP in 2017. One respondent was a program supervisor who oversaw 15 eligibility staff at a local office, and the other was an eligibility specialist. Each respondent staffed several D-SNAP sites but focused on two particular sites during the interview: the Columbus, TX, local office site and the Greenspoint Mall site in Houston. A third staff member, who worked at the State office at the time of the D-SNAP, also joined the call but provided limited responses because the focus of the interview was the perspectives of the local office staff. This third respondent later participated in the State agency pretest interview.

#### ***a. Duration***

The interview lasted 2 hours and 14 minutes, approximately 14 minutes longer than intended. We believe the extra length resulted from respondents discussing two different D-SNAP sites in detail during the interview. While on site, all interview participants will only be referencing one D-SNAP site, so questions in section C (D-SNAP Site Selection and Staffing) and other sections will not need to be repeated for two sites. Additionally, we have removed from the protocol some questions (D.b.16, D.c.21, D.d.26, D.d.27, H.3, and H.5) the local office staff were unable to answer given their experiences with the D-SNAP. In most instances, the State-level participant responded to these questions, thereby increasing the time of the interview. This finding suggests any questions removed from this protocol will be able to be answered by State-level SNAP agency staff, which will occur before the local office interviews during the site visits. As a result of these changes, we anticipate the interview will remain within the targeted 2-hour timeframe.

#### ***b. General findings***

Overall, respondents answered most questions in sections B and C (D-SNAP Planning and Needs Assessment and D-SNAP Site Selection and Staffing). Though respondents had no role in D-SNAP planning and the needs assessment, we recommend retaining these questions because local office staff in other States may be involved. In section C, Site Selection and Staffing, respondents were able to speak to the details of each site, including who worked at the site. However, the respondents were unclear about the term “civil rights laws;” we recommend combining this question (C.5) with a previous question that asks about serving special populations (C.4) because the answers provided to both questions were very similar once the interviewer explained the term “civil rights laws.”

In section D, respondents were able to easily describe the application process and how clients flowed through the site. However, respondents had difficulty responding to questions about ensuring clients were interviewed on the same day (D.17), verifications (D.14), delaying eligibility determinations (D.20), comparisons between SNAP and D-SNAP households (D.21), and several questions regarding benefit issuance (D.22-D.27). Many of these questions asked about topics that were not in the purview of the local office staff and would be better suited for the local office director or State agency interview protocols. Because the Hurricane Harvey D-SNAP sites were so large, staff specialized in their roles. For example, eligibility staff were not involved with benefit issuance or storage of EBT cards. This specialization may be different at smaller D-SNAP sites with fewer applicants, where staff may have several different roles. Therefore, we have kept these questions in the protocols but will first probe to determine the respondent’s role in some of the activities in section D. The local office staff interview was

also the first one completed with Texas respondents. During the site visit, this interview will take place after the State agency and local office director interviews. Therefore, site visitors will have a better understanding of the delineation of roles between the three respondents' levels and will have the opportunity to tailor the protocols before the local office staff interview.

Overall, the respondents were not as familiar with the themes in sections E, F, and G (D-SNAP Public Awareness Campaigns, Program Integrity, and Closeout and Reporting). Respondents had a limited role in the D-SNAP public awareness campaigns (section E), which was expected, but were able to answer the high-level questions in this section. Respondents had more difficulty addressing questions in sections F and G. Respondents had limited awareness of the key program integrity challenges (section F); the eligibility worker explained that when she was confronted with a suspicious case, she referred the client to on-site Inspector General staff, who would take over the application. We recommend restructuring this section to lead with questions about what staff were instructed to do when they received suspicious information from clients, rather than a broad question about program integrity. Respondents also indicated State staff were responsible for all closeout reporting, and the local office staff simply submitted daily reports to the central command office. Similar to section F, we recommend restructuring Section G to ask first about what reporting the staff completed and whether they were involved with closeout activities.

Respondents had no difficulties responding to questions about challenges and successes and cited several aspects of the D-SNAP that did and did not work well. However, they were unable to speak to lessons learned about overall D-SNAP operations (section H). They indicated that while high-level State SNAP agency staff may be able to share lessons learned from the D-SNAP, they, as individual eligibility workers, could not. We recommend deleting the question about lessons learned from this protocol because respondents provided sufficient information about successes and challenges in prior questions. Respondents had no difficulties with the wrap-up questions (section I).

### ***c. Question-by-question findings and recommendations***

Table 3 provides findings and recommendations for specific questions. Appendix C presents the revised local SNAP office staff group interview protocol, including suggested changes listed in table 3.

**Table 3. Item-Level Recommendations for the Local SNAP Office Staff Group Interview Protocol**

| Question Number From Draft Instrument   | Findings/Observations   | Recommendations   |
|---|---|---|
| B.1 How familiar are you with your State’s D-SNAP plan?   | The respondent asked us to clarify whether we wanted to know about her familiarity with the plan presently or during the time of the D-SNAP.      | Edit the question to clarify it is asking about the respondents’ familiarity with the plan during the time of the D-SNAP.   |
| C.1 What was (were) the site(s) for [selected D-SNAP(s)]?   | The Texas Hurricane Harvey D-SNAP had many sites, and respondents were unable to speak to the sites at which they did not work.                   | Edit this question to ask respondents about the D-SNAP site(s) where they worked. (The site should be the location of the site visit.)  |
| C.2 Tell me more about the selected site(s) for [selected D-SNAP(s)]?   | The Texas Hurricane Harvey D-SNAP had many sites, and respondents were unable to speak to the sites at which they did not work.                   | Edit this question to ask respondents about the D-SNAP site where they worked. (The site should be the location of the site visit.)   |
| C.2.e Was the site an appropriate size? Why or why not? Who staffed the D-SNAP site?                              | The questions about appropriate site size and who staffed the D-SNAP site are two separate questions and should not be asked together.            | Separate question C.2.e into C.2.e and C.2.f.   |
| C.5 How did you ensure compliance with civil rights laws at this site?  | Respondents were not familiar with the term “civil rights laws” and needed further clarification. This question was also redundant with C.4.      | Delete question C.5 and add further probes to clarify question C.4.   |
| C.6 What were the challenges associated with using this site for D-SNAP? How were those challenges addressed?     | Many challenges with the D-SNAP site were already discussed earlier in the section.   | Add an interviewer note to ask this question if challenges have not yet been addressed. Move the second part of the question into a separate question to ask how the challenges were addressed. |
| D.b.14 What process was used for verification?  | There was a long pause before the respondents answered this question. Respondents seemed to be unsure what the question meant.                    | Rephrase the question to ask respondents how they verified eligibility and then probe for what documents were requested or which data matches were conducted at the time of application.        |
| D.b.16 How were you trained in the different eligibility criteria for D-SNAP as opposed to regular SNAP benefits? | This question is duplicative of B.3.  | Delete question D.b.16.   |
| D.b.17 How did you ensure that as many clients as possible were interviewed on the same day?                      | This question was confusing to respondents because, as eligibility staff, they had no control over how many individuals were seen on a given day. | Rephrase the question to determine whether most clients were interviewed on the same day and then probe for how staff ensured same-day interviews.  |

| Question Number From Draft Instrument   | Findings/Observations  | Recommendations  |
|---|--|--|
| D.c.20 How often did you need to delay an eligibility determination because of a questionable application?  | Eligibility staff in Texas did not handle questionable applications because they were sent to the Office of Inspector General staff at the site.   | Add a parent question to determine how eligibility workers handled questionable cases and how often they encountered these cases. If they handled these cases, then ask question D.c.20.                         |
| D.c.21 Based on your experience serving both D-SNAP and SNAP clients, how do the characteristics of D-SNAP households for [selected D-SNAP(s)] compare with characteristics of SNAP households?                                       | Respondents were unable to answer this question with any specificity.  | We recommend deleting this question because it is better suited for the State agency protocol, where respondents will have more information about the makeup of the D-SNAP population.                           |
| D.d.22 Please describe your process for benefit issuance and reconciliation.  | Respondents needed further elaboration on the question. They were unfamiliar with the term reconciliation.   | Split D.d.22 into two questions. First, ask how benefits were issued to D-SNAP clients after the application was completed. Then, ask a second question on the respondents' role in tracking EBT card inventory. |
| D.d.23 How many EBT cards did your State supply to this D-SNAP site? Was that enough?   | Eligibility staff were unaware of the number of cards at each site but did know whether there were enough.   | Ask only about whether the State had enough EBT cards—not the actual number at the site—because staff are unlikely to know or remember this detail.  |
| D.d.25 How did you store the cards?   | Eligibility workers were not responsible for storing cards.  | Rephrase the question to ask how the cards were stored and not how the respondent stored the cards.  |
| D.d.26 For current SNAP participants who received a supplement, was it issued automatically, or was an affidavit required?  | D-SNAP eligibility staff did not handle any supplements because the D-SNAP sites only accepted D-SNAP applications. Therefore, respondents were unable to answer this question.  | Delete this question from the staff group interview protocol.  |
| D.d.27 I understand D-SNAP benefits are issued within 72 hours of application. To your knowledge, was the timeframe met for all applications at your D-SNAP site (except in cases of delayed issuance for questionable applications)? | Eligibility staff respondents were unable to speak to this question because they had no role in benefit issuance. A State agency level respondent was sitting in on the interview, and only he was able to speak to this question. | Delete this question from the staff group interview protocol because it is better suited for the State agency protocol.  |
| E.3 In your opinion, was the public information campaign successful? Why or why not?  | The eligibility staff were not involved in the public information campaign for this D-SNAP.  | Add interviewer instructions to only ask the follow-up questions (E.3.a and E.3.b) if the respondent had a role in the public information campaign.  |
| F.1 What are the key program integrity challenges for operating D-SNAP?   | Respondents had difficulty answering this open-ended question because it exceeded the scope of their duties as eligibility staff.  | Replace question F.1 with F.3 to enable respondents to answer a more concrete question about program integrity.  |

| Question Number From Draft Instrument  | Findings/Observations   | Recommendations  |
|--|---|--|
| Section G Closeout and Reporting   | Site staff must submit daily reports to the State but do not always have a role with closeout.  | Begin the section with Reporting and then finish with Closeout by moving questions G.1 to the end of the section.  |
| G.1 What steps did you take to close out D-SNAP? Walk me through what is required to close out D-SNAP.                         | Respondents were not involved in closing out the D-SNAP.  | Rephrase question to first ask whether respondents had a role in D-SNAP closeout.  |
| G.2 Please describe the process for meeting the D-SNAP reporting requirements.   | Staff at the D-SNAP sites must submit reports to the central office, but they are not responsible for meeting reporting requirements.   | Rephrase the question to determine what reports or data the site staff submitted.  |
| G.4 What challenges, if any, did you face in meeting the reporting requirements for <i>[selected D-SNAP(s)]</i> ?              | Staff were unclear what the reporting requirements were.  | Rephrase the question to ask specifically about the reports they were required to submit. For respondents who were not involved with reporting, also skip questions G.2–G.4. |
| H.2 What challenges did your office encounter in implementing <i>[selected D-SNAP(s)]</i> ?                                    | During the debrief, the respondents indicated the protocol should also ask about challenges from the perspective of the site staff, such as site staff accommodations or work conditions. | Add a probe to question H.2 about challenges from the D-SNAP site staff perspective.   |
| H.3 What are some key lessons that your office had learned from implementing <i>[selected D-SNAP(s)]</i> ?                     | The respondent indicated that while the State agency may have some lessons learned from the D-SNAP, as an eligibility worker, the respondent did not have any.                            | Delete this question from the protocol. Asking eligibility/frontline staff about what worked best during the D-SNAP and about any challenges is sufficient.                  |
| H.5 What impact do you think the additional D-SNAP benefits had on the economy in the disaster area and surrounding locations? | Respondents were unable to speak to the impact of D-SNAP benefits on the local economy but did speak to the impact of the benefits on recipients.   | Delete this question as the respondents were not able to address it. The associated the study team question is primarily addressed by the administrative data.               |

## **4. Local Stakeholder Interview Protocol**

To pretest the local stakeholder interview protocol, we requested an interview with a staff member from a local stakeholder involved in the Hurricane Harvey D-SNAP. Texas provided us contact information for the Executive Director of Epiphany Community Health Outreach Services (ECHOS), a local community-based organization from Houston, Texas.

### **a. Duration**

The interview lasted 51 minutes, which is 9 minutes shorter than the time allotted. No edits are needed to the length of the protocol.

### **b. General findings**

ECHOS has a long-standing relationship with the Texas HHSC. It belongs to the Community Partner Program and works with HHSC staff to assist clients with the SNAP and Medicaid application process. During the Hurricane Harvey D-SNAP, ECHOS had a minimal role and primarily assisted HHSC with general outreach and awareness efforts. ECHOS staff distributed flyers and information to their clients about D-SNAP sites and the D-SNAP application process. ECHOS's relationship with HHSC ensured that it was able to relay client questions about the D-SNAP to staff at HHSC and receive prompt responses, thereby further assisting with D-SNAP program outreach.

Because of their minimal involvement and difficulty recalling details from the D-SNAP, ECHOS staff were unable to provide answers to some of the questions (e.g., questions about overall D-SNAP challenges (B.9) or what went well overall during the D-SNAP (B.10)) and were only able to provide cursory responses to other questions (e.g., how ECHOS could support future disasters (B.11) or the challenges the organization faced in providing support for the D-SNAP (B.7)). However, because these difficulties in answering the questions stemmed from limited involvement in the D-SNAP, and not difficulty understanding the questions or issues with question wording, we recommend only minimal edits to the stakeholder protocol.

We recommend making the same revisions to the FEMA protocol because it shares many similarities with the stakeholder protocol but was broken into its own separate protocol. (FEMA was not named as a key D-SNAP stakeholder for Hurricane Harvey.)

### **c. Question-by-question findings and recommendations**

Table 4 provides our findings and recommendations for specific questions. Appendix D presents the revised local stakeholder interview protocol, including suggested changes listed in table 4. The revised FEMA interview protocol is presented in appendix E.



**Table 4. Item-Level Recommendations for the Local Stakeholder Interview Protocol**

| Question Number From Draft Instrument   | Findings/Observations  | Recommendations  |
|---|--|--|
| <p><b>B.3</b> I would like to know more about what aspects of D-SNAP your organization was involved with. I will ask for your confirmation on specific aspects of D-SNAP your organization supported, and then we'll revisit the applicable areas and address follow-up questions. Was your organization involved with—</p> | <p>The list of four types of D-SNAP involvement may not encompass the totality of ways community-based organizations supported D-SNAP.</p>             | <p>Add a fifth bullet point, "Other," to ensure the interviewer captures any potential other ways the community-based organization supported or was involved with D-SNAP operations.<br/>Add a new question, 3f, asking respondents to describe any other involvement their organization had with the D-SNAP.</p>              |
| <p><b>B.12</b> Based on your organization's experience with [selected D-SNAP], what are some key lessons learned for both your organization and D-SNAP?</p>   | <p>Findings from this pretest interview and others indicate respondents struggle to understand the term "lessons learned."</p>                         | <p>Delete this question because the term "lessons learned" confuses respondents. Data on potential lessons learned will be captured in the previous question (other ways the organization could support future D-SNAP efforts) and the following question (what the organization could do differently in a future D-SNAP).</p> |
| <p><b>D.1</b> What impact do you think the additional D-SNAP benefits had on the economy in the disaster area and surrounding locations?</p>  | <p>Respondent was unable to speak to the impact of D-SNAP benefits on the local economy but did speak to the impact of the benefits on recipients.</p> | <p>Delete this question because the respondent was not able to address it. The associated the study team question is primarily addressed by the administrative data.</p>   |

## 5. D-SNAP Site Observational Tool

To pretest the D-SNAP site observational tool, we asked the local office director pretest interview respondent to provide feedback on the tool over the phone. During the Hurricane Harvey D-SNAP, the respondent was a site coordinator at three D-SNAP sites and an assistant site coordinator at two other D-SNAP sites. We sent the tool to the respondent via email in advance of the discussion to provide time for review. We also included instructions for reviewing the observational tool and five questions to consider while reviewing:

1. Thinking about your experience(s) with operating the D-SNAP, are there any aspects of the tool that would not be applicable to your experience(s)? Why?
2. Are there any terms we use that you are unfamiliar with? If so, which ones? And what would be a better term to use?
3. Are any of the questions confusing or hard to answer? If so, which ones? Why?
4. Are there any aspects of the disaster-affected area or the D-SNAP site that we are not asking about but should be?
5. What is your overall impression of this tool? Do you have any recommendations for edits or revisions?

After the local office director interview, we solicited feedback on the tool and asked further follow-up questions to determine the applicability of the tool and whether any key observational elements were missing.

### **a. Duration**

The discussion lasted 15 minutes. In the main study, the tool will be used by the site visit team to take notes during tours of the D-SNAP site and the local area affected by the disaster. We still expect the observation to last up to 4 hours.

### **b. General findings**

The respondent did not have any suggested edits to the observational tool. He indicated all aspects of the tool were applicable to the five D-SNAP sites where he was either a site coordinator or an assistant site coordinator. These sites ranged from smaller sites at local SNAP offices to larger sites in Corpus Christi and the George R. Brown Convention Center in Houston. The respondent indicated the tool was thorough, and there were no aspects of the disaster area or the D-SNAP site the tool did not reference. Additionally, the respondent was familiar with all the terms used in the tool and did not find any of the questions to be confusing or hard to answer. Based on this feedback, we propose no further edits to the D-SNAP Site Observational Tool. See appendix F for the tool.

## 6. Administrative Data Request Findings

The study team requested a call with an individual from Texas HHSC familiar with SNAP and D-SNAP administrative data to discuss the administrative data request. Texas HHSC's IT director and an IT contractor both participated in the discussion. We provided the administrative data request in advance of the discussion to give the respondents sufficient time for review. We requested feedback on the clarity of the request and the feasibility of providing the data requested. Texas was not asked to and did not provide administrative data for the pretest.

### ***a. Duration***

The call lasted 50 minutes. The process for discussing the administrative data request is not analogous to extracting, reviewing, and submitting administrative data, so the duration of this call does not affect our estimate of the amount of time necessary for the States to provide administrative data. The estimated 4 hours per response, however, is based on burden estimates from similar administrative data collections for other FNS projects. The burden may vary by State dependent on their SNAP data system.

### ***b. General findings***

The respondents generally found the request was clear and noted they would be able to provide the requested data. They did not have any suggestions to improve the clarity of the instructions or the request. The respondents reviewed the table of variables requested and indicated they would be able to provide all requested measures and would be able to distinguish between D-SNAP recipients, supplement recipients, replacement benefit recipients, and other SNAP participants in the data. However, respondents also mentioned they do not always collect the same information from D-SNAP households as they do from SNAP households; the specific data elements collected depend on the specifics of the D-SNAP application, which varies between operations. For this reason, some States may be unable to provide some of the requested data elements for D-SNAP participants. For example, demographic variables such as education, employment status, race/ethnicity, and gender may not be required for D-SNAP certification and may not be available on the administrative data extract; the available data may vary by State and particular D-SNAP implementation.

The respondents identified one potential challenge related to the data request, particularly for D-SNAP participants. In many systems, data elements missing data cannot be left blank, and it may therefore be challenging to distinguish between values of zero that are placeholders for missing data and true values of zero. The respondents recommended the study team discuss this issue with participating States.

Finally, the respondents also recommended the study team carefully discuss the months of data to be collected with participating States. They found it somewhat challenging to identify the exact months in which the D-SNAP was in effect for Hurricane Harvey but thought it was several months longer than indicated by the D-SNAP documentation the study team reviewed before the call.

Based on the feedback received, we recommend against making any revisions to the administrative data request; the document is presented in appendix G. The study team will discuss treatment of missing data and dates of the D-SNAP with participating States.

## 7. Document Review Matrix Findings

We pretested the document review matrix with two staff members from the Texas SNAP agency following the State SNAP agency interview. In advance of the interview, the respondents received a description of the document review aspect of the data collection and the two questions we wished to address:

1. What do you think is the most important information contained in the D-SNAP State plan, the D-SNAP request, and the D-SNAP post-disaster report?
2. Are there other documents we should be requesting from State to best understand their D-SNAP operations and implementation? Think broadly.

### ***a. General findings***

Respondents indicated the most important information contained in the D-SNAP State plan was in sections about the overall certification process, descriptions of individual roles, and the responsibilities of each role during the D-SNAP. The document review matrix includes a detailed section on D-SNAP operations, including specific cells to abstract information about the D-SNAP central point of contact and whether the manual contains a list of contacts and their roles in disaster response. The matrix also allows the abstractor to fill in the role of both county and State SNAP agencies in disaster response.

While the respondents were not familiar with the D-SNAP request, they indicated all aspects of the D-SNAP post-disaster report are important because the report provides a snapshot of the entire D-SNAP. Currently, the document review matrix abstracts information from all sections of the post-disaster report. The study team will ensure all data abstractors are aware of the importance of this document.

During the Hurricane Harvey D-SNAP, the Texas SNAP agency issued several policy bulletins. These bulletins contained updated information as more counties were approved for D-SNAP and policy clarifications that came to light as the State continued to process D-SNAP applications. The pretest respondents indicated these documents may be helpful to better understand D-SNAP operations and could be provided because they are still accessible to staff. While this information does not necessitate any changes to the document review matrix, we will add policy bulletins to the list of documentation that may be requested from States before or during the site visit. Data from such policy bulletins would be abstracted into the “Other” tab of the matrix.

Based on this feedback, we have not made any further edits to the D-SNAP Document Review Matrix. See appendix H for the matrix.

## Appendix A. State Agency Interview Protocol

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My name is [name], and I'm a researcher at Insight Policy Research. As you may know, we are helping to conduct a study for the U.S. Department of Agriculture's Food and Nutrition Service (FNS) to identify and document Disaster Supplemental Nutrition Assistance Program (D-SNAP) best practices. This study will equip FNS and States with data demonstrating how to best plan for and implement D-SNAP programs across different disaster types, administrative contexts, and geographic settings.

My colleagues and I are currently visiting [State] and four other States to collect information from a wide range of stakeholders involved in planning and implementing a D-SNAP program. I want to start by thanking you for taking the time to speak with us today. Your perspective and insights will be very helpful to the study.

Your participation in this interview is voluntary, and your responses will be kept private, except as otherwise required by law. The information you provide us today will be summarized and combined with information gathered from other people we interview into a report that will be shared with FNS and the public. You will not be named in this report or any other project deliverables; however, the specific disasters and States we are studying will be identified. Data collected from the study will also be shared with USDA research study team and administrative staff, but your name will not be included in the information shared. You may refuse to answer any question, and you may stop the interview at any time. There are no penalties if you decide not to respond in part or in whole.

Before we continue, can you please read the following Privacy Act Statement?

*[Facilitator note: Provide the respondent(s) with a copy of the statement from page 2 of this protocol; all States have agreed to participate.]*

I expect our conversation today will take up to 2 hours. Do you have any questions for me about the project in general or what we will be discussing today?

Do I have your permission to record the conversation? You may stop the recording at any time.

*[Confirm permission before recording starts.]*

*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 3 hours per response, 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 burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the following address: U.S. Department of Agriculture, Food and Nutrition Services, Office of Policy Support, 1320 Braddock Place, Alexandria, VA 22314, ATTN: PRA (0584-xxxx). Do not return the completed form to this address.*

## ***Privacy Act Statement***

This information is being collected under the authority of The Food and Nutrition Act of 2008, as amended through Pub. L. 113-128, enacted July 22, 2014 [7 U.S.C. 2026], which provides the legislative authority for the U.S. Department of Agriculture's (USDA) Food and Nutrition Service (FNS) to administer the Supplemental Nutrition Assistance Program (SNAP) and Disaster SNAP (D-SNAP). Section 17 of the Food and Nutrition Act of 2008 provides the authority to FNS to conduct research to help improve the administration and effectiveness of SNAP. Disclosure of the information is voluntary. The information collected from States and interview participants will enable FNS to identify best practices in administering D-SNAP. Under the Privacy Act of 1974 and the System of Record Notice FNS-8 USDA/FNS Studies and Reports, any personally identifiable information collected will be kept private to the extent of the law. The information may be shared with SNAP contract researchers and USDA SNAP the research study team and administrative staff with identifying information removed.

# Kickoff Discussion: Day 1

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*[Facilitator note: Repeat disaster-specific questions for multiple disasters or probe for differences between separate disaster implementations/operations.]*

## A. Background

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I'd like to learn about your role and responsibilities at the [State] SNAP office.

1. What is your current job title or position?
2. How long have you been in this position?
3. What are your primary responsibilities?
4. What was your role in [selected D-SNAP(s)]?

## B. D-SNAP Planning

---

First, I would like to learn more about your State's D-SNAP preparations.

1. Please describe your State's process for developing your D-SNAP plan.
  - a. How does your State agency determine what types and/or sizes of disasters to plan for?
  - b. How significantly does your D-SNAP plan change from year to year?
  - c. Did you make edits to your plan after [selected D-SNAP(s)]? Please describe these changes.
  - d. Does your D-SNAP plan identify what resources are available if the disaster is larger than anticipated? If so, please describe. *[Probe for: additional staffing or application sites, reserve EBT cards, other resources identified in State plan]*
  - e. I understand FNS requires that D-SNAP plans contain three sections: (1) roles and responsibilities, (2) resource readiness plan, and (3) implementation plan. In addition to the various elements included under these three components, are there any other items you think States should include in their D-SNAP plans?
2. *[If not already answered]* Who is involved in drafting the plan? What other agencies or stakeholders are involved?
  - a. Do you think involvement from other agencies or individuals would be beneficial? If so, who?
    - i. Why doesn't your State currently work with these agencies/stakeholders when developing the D-SNAP plan?

3. I understand FNS developed a D-SNAP guidance handbook and toolkit. Have you used these resources when developing your D-SNAP plan? How? How useful are they?
  - a. What additional guidance or training from FNS would be helpful for you in developing your annual disaster plan?
  - b. What guidance or training have you received from FNS in the past?
4. Does your State conduct any training in preparation for D-SNAP? Please describe.
  - a. How often does the training occur?
  - b. How do you decide which staff will participate in the training?
5. Other than the stakeholders you work with to develop your D-SNAP plan, what other entities do you coordinate with for disaster response? Please describe your relationship with these entities.
  - a. Do you think involvement from other entities would be beneficial? If so, which ones?

## C. Needs Assessment and D-SNAP Request

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Next, I'd like to focus on the early steps following a disaster: the needs assessment and the D-SNAP request.

1. Based on the D-SNAP request for *[selected D-SNAP(s)]*, it appears that your State conducted a needs assessment. Is that correct? If yes, how was the assessment conducted? *[Interviewer note: Tailor this question based on information available in the D-SNAP request.]*
  - a. What information is included in the needs assessment?
  - b. Who is involved at your office? How about at other State agencies or stakeholders?
  - c. How long does it take to complete the assessment? Do you think this is an appropriate amount of time?
  - d. What data does your State use to conduct the needs assessment?
    - i. Where does your State obtain these data?
  - e. What other data, if any, would be helpful in conducting needs assessments? Why?
    - i. What are the barriers to using these data?
  - f. In your opinion, was the needs assessment useful for planning and implementing the D-SNAP? Why or why not?
2. *[If the State has had multiple D-SNAPs]* Has the needs assessment process changed from *[selected D-SNAP 1]* to *[selected D-SNAP 2]*? If so, how?
3. *[If the State has been hit by different types of disasters]* Does the needs assessment vary depending on the disaster type? If so, how?
4. Does your office work with the local utility companies to complete the D-SNAP request?

If yes:



- a. Could you please describe your working relationship?
    - i. What data did utility companies provide to facilitate the D-SNAP request process?
    - ii. How were these data provided?
  - b. Were there any challenges in receiving the data from the utility companies?
5. *[Repeat for each D-SNAP]* According to your D-SNAP request and post-disaster report, *[State]* used the following policy flexibilities and waivers: *[fill in from D-SNAP request]*. Why did you decide to use these policy flexibilities and waivers?
- a. In hindsight, were there any policy flexibilities or waivers that you did not use but would have been beneficial to D-SNAP operations? Why?
6. *[Repeat for each D-SNAP]* Based on our review of *[State]*'s D-SNAP request and post-disaster reporting, *[State]* submitted the D-SNAP request *[X]* days after the disaster hit. What influenced this timeline?
- a. *[If timeline is different between multiple D-SNAPs]* Why does the timeline differ between *[selected D-SNAP 1]* and *[selected D-SNAP 2]*?
  - b. Do you think it would have been beneficial to wait longer to submit the D-SNAP request or submit it sooner? Why or why not? *[Probe for: length of time between disaster and D-SNAP request; adequacy of timeline for public outreach, needs assessment, or other preliminary activities]*
7. *[Repeat for each D-SNAP]* Did your D-SNAP request identify resources that could be used in case the disaster was larger than anticipated? What were these resources? *[Probe for: additional staffing or application sites]*
8. *[Repeat for each D-SNAP]* How do you estimate the number of individuals expected to be served by the D-SNAP? How do you estimate the total amount of D-SNAP benefits? *[Probe for assistance from other State agencies.]*
- a. How did the number of individuals served compare to the estimates in your D-SNAP request?
    - i. *[If there is a large difference between estimates and the actual number served]* What accounts for the difference between the two numbers?
  - b. How important is it to accurately estimate D-SNAP need?
  - c. What are the challenges and best practices associated with estimating D-SNAP need?
  - d. Approximately what percentage of those served were current SNAP participants?
9. Do you know how many households affected by the disaster moved out of the State? What would be your best estimate of how many SNAP households left the State? Where did they go?

## **D. D-SNAP Site Selection and Staffing**

Let's turn to site selection and staffing for the *[selected D-SNAP(s)]*. *[Facilitator note: If the State operated multiple D-SNAPs, probe for multiple disasters where relevant.]*

First, let's discuss D-SNAP site selection in general.

1. How did you select the D-SNAP site(s)? *[Probe for: any rubrics or documentation the State used to aid in site selection]*
  - a. Did you have backup locations? If so, in what circumstances would you need to use the backup location?
  - b. How did you take into account any lingering damage from the disaster (e.g., road closures) when selecting the site(s)?
2. How did you decide how many D-SNAP sites to have?
  - a. In hindsight, do you think that was the appropriate number of sites? Why or why not?
3. How did you determine how large of a D-SNAP site was required?
  - a. In hindsight, do you think the site was an appropriate size? Why or why not?
4. How did you ensure the sites and staff were compliant with civil rights laws? *[Facilitator note: Collect any checklists, training guides, or other materials the State may have used.]*
  - a. *If needed, probe for: assistance with language services, accommodations for the older individuals or people with disabilities (e.g., building is wheelchair accessible, there is separate seating), adequate power, air conditioning, water, snacks, adequate number of bathrooms (including wheelchair-accessible bathrooms), accessible communications (Braille, TTY, large print, open captioning for televised ads)*
5. How did you ensure connectivity at the sites?
6. How did you ensure adequate crowd control?
7. In general, were there any challenges with your D-SNAP sites?
8. How did you determine how many staff were needed at each D-SNAP site?
9. Who staffed the D-SNAP site(s)?
  - a. Were staff from other State agencies involved? If yes:
    - i. How many were involved?
    - ii. How were staff from other State agencies mobilized?
    - iii. What were the roles of these staff?
  - b. Were non-State agency temporary staff hired? If yes:
    - i. How many were involved?
    - ii. Can you please describe the hiring process for these staff?
    - iii. What were the roles of these staff?
10. When and how were site staff trained? How did this training differ from other training staff receive that is not tied to a particular D-SNAP?

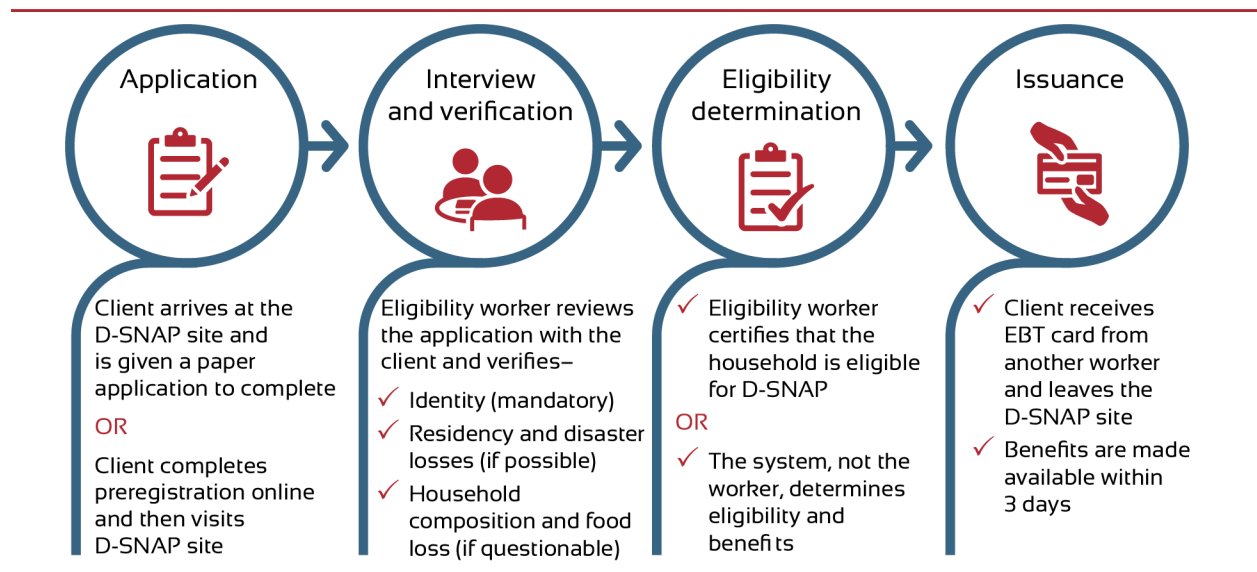
Now I want to turn to a discussion of the specific D-SNAP sites that were selected for inclusion in the site visit.

11. What aspects of the selected site(s) made it a good D-SNAP site location? *[Probe for: close to public transit, accessible for individuals with disabilities, near the disaster site, adequate size for serving applicants]*
12. What were the challenges associated with this D-SNAP site(s)? Please describe. *[Probe for: too small, poor traffic flow, not enough seating, limited parking, poor crowd control]*
13. Would you use this site(s) for a future D-SNAP? Why or why not?
14. What else should we know about this site? *[Request any signage, flow charts, or other diagrams of the site.]*

## E. D-SNAP Application Processing

Next, let's discuss the D-SNAP certification and issuance process. For this part of the discussion, we will map the steps on a whiteboard/large poster board to aid the group in visualizing the steps D-SNAP applicants go through when they arrive on site. *[Facilitator note: Map the steps on a whiteboard or large poster. Repeat for multiple disasters. Refer to figure 1 for an example of the D-SNAP certification and issuance process.]*

**Figure 1. Example D-SNAP Certification and Issuance Process**



### a. Arrival and Application

1. When a client arrived at the D-SNAP site, what happened first?

*If the State uses paper applications distributed on site:*

2. How were applications distributed?

3. Where did clients complete the D-SNAP application?
4. Who was available to assist clients with the application process?
5. How did clients submit their applications? When? Where?
6. After clients submitted their applications, what came next?

*If the State uses an online preregistration:*

7. How did site staff locate the client's preregistration information?
8. What happened if the client's information could not be found?
9. How often did you encounter issues with online preregistration? Please describe.
10. What additional information did the caseworker request that was not included on the preregistration form?

### ***b. Interview and Verification***

11. Who conducted the interview?
12. On average, how long did a client wait for an interview after arriving on site?
13. Can you walk me through how a caseworker reviewed the D-SNAP application with a client?
14. How did staff verify applicant's eligibility? [*Probe for: documents requested, data matches conducted*]
  - a. What documents were used?
  - b. Were any data matches conducted? If so, what were they?
15. How did staff check for duplicate participation?
16. How were staff trained in the different eligibility criteria for D-SNAP as opposed to regular SNAP benefits?
17. To your knowledge, were most clients who came to the site interviewed the same day? Why or why not?

### ***c. Eligibility Determinations***

18. Were eligibility workers able to use the State eligibility system to help determine D-SNAP eligibility?
  - a. [*If no*] Why were you unable to use your eligibility system?
    - i. [*If not already answered*] What extra program integrity measures did you have in place to ensure there were no duplicate certifications?

- b. Were any other systems used to operate D-SNAP?
  - c. What were the challenges or best practices associated with this approach?
19. What was the average wait time between verification and eligibility determination?
20. How often did staff need to delay eligibility determination because of a questionable application?

#### **d. Issuance**

21. Once the application was completed, how were benefits issued to D-SNAP clients?
22. Did any sites run out of EBT cards? If yes, what happened then?
23. Were there any challenges associated with card activation? If so, what were they?
24. How were the cards stored at each of the sites we will be visiting?
- a. Are there any general EBT card storage best practices that are common across all D-SNAP sites? Please describe.
25. For current SNAP participants who received a supplement, was it issued automatically, or was an affidavit required? *[Probe for the process for receiving a supplement]*
26. D-SNAP benefits are issued within 72 hours of application. Was *[State]* able to meet this requirement for all applications, except in cases of delayed issuance for questionable applications?
- a. If no, what prevented *[State]* from meeting this timeframe? *[Probe for: delays in data entry, lack of EBT cards]*

#### **e. Other**

27. Thinking about the entire D-SNAP application process, including site selection and staffing, what would you say were your lessons learned for addressing and avoiding operational challenges?

### **F. D-SNAP Public Awareness Campaigns**

---

Next, let's discuss how your State informed the public about *[selected D-SNAP(s)]*.

1. How was the public informed about D-SNAP? *[Probe for: TV and radio ads, community-based organization (CBO) engagement, social media use. Ask for hardcopy or electronic promotional materials, if not already received.]*
- a. What stakeholders did you work with to inform the public? *[Probe for: media outlets, CBOs, emergency management agency]*
    - i. What was the role of each stakeholder during *[selected D-SNAP(s)]*?

2. In your opinion, was the public information campaign successful? Why or why not? *[Probe for: timing of outreach relative to beginning of D-SNAP operations, sufficient reach, use of mediums commonly consumed by D-SNAP eligible clients, partnerships with local media companies]*
  - a. What would you do similarly if another disaster strikes?
  - b. What would you do differently?

## G. Program Integrity

---

Now I would like to discuss D-SNAP program integrity measures and challenges.

1. What are the key program integrity challenges that are unique to operating D-SNAP?
  - a. Which of these challenges did you encounter during *[selected D-SNAP(s)]*? How did you address them?
2. What fraud prevention or program integrity methods did your State use? *[Probe for: maps to verify residency in an affected area, income matches, or delaying benefits; separation of certification and issuance duties; checks for duplicate participation]*
  - a. Which of these strategies would you say worked particularly well for ensuring program integrity? Why?
  - b. Would you do anything differently in a future D-SNAP? If so, what?
3. *[If not already answered]* How did you maintain separation between eligibility and card issuance duties during D-SNAP? *[Request any schematics of the site that show a separation between the two]*
4. How did you ensure D-SNAP operated in accordance with the approved request? *[Probe for: staff training, onsite support, guidance from FNS National Office and/or Regional Office]*
5. Please describe your case review process.
  - a. How did you select cases for review? *[Probe for: review of State employee cases]*
  - b. How were cases reviewed? By whom? When?
6. What types of case errors did you commonly encounter?
  - a. What efforts were put into place to minimize these errors for future D-SNAPs?
7. Did *[selected D-SNAP(s)]* result in any fraud cases?
  - a. If so, how did your State handle these cases?
  - b. How did the fraud occur?

## H. Closeout and Reporting

---

Next, let's discuss D-SNAP closeout and reporting.

1. What steps did your staff take to close out D-SNAP?

2. What procedures does your State use for meeting the reporting requirements?
  - a. For *[selected D-SNAP(s)]*, did the procedures you used align with those listed in your annual D-SNAP plan? Why or why not?
3. What challenges did you face in meeting the reporting requirements? How did you address these challenges?

## I. Wrap-Up: Day 1

---

Thank you for answering our questions. As a reminder, we will be conducting another interview with you on *[date, time]* to discuss D-SNAP challenges, successes, and lessons learned, and to follow up on any outstanding questions that came up during the other portions of our site visit.

In the meantime, I would like to ask you a couple of questions to wrap up today's discussion.

1. Is there anything else you would like to share about D-SNAP plan development, implementation, or operations?
2. Is there anything we should have asked you about these topics but didn't?

That completes our questions for you today. Thank you very much for speaking with us.

## Wrap-Up Discussion: Day 4

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Thank you for meeting with us again today. For the last 2 days, we have met with staff at local SNAP offices, seen the D-SNAP sites and areas affected by the disaster, and interviewed stakeholders such as [insert stakeholders here]. During this portion of our interview, we would like to talk about D-SNAP challenges, successes, and lessons learned. We will also follow up on some questions that came up during the other portions of our site visit. I expect today's conversation will last about 1 hour. Similar to earlier this week, I would like to record our conversation to help us remember the information we collect. Do I have your permission to record the conversation? You may stop the recording at any time.

[Confirm permission before recording starts.]

### J. Background: Day 4

---

[Facilitator note: Ask the following questions of any new staff present during today's interview who were not present or available on day 1, such as staff who are joining the discussion to specifically address civil rights or IT-related follow-up questions.]

I'd like to learn about your role and responsibilities at the [State] SNAP office.

1. What is your current job title or position?
2. How long have you been in this position?
3. What are your primary responsibilities?
4. What was your role in [selected D-SNAP(s)]?

### K. Challenges, Best Practices, and Lessons Learned

---

During our first conversation, we touched upon several challenges and lessons learned associated with planning and implementing D-SNAP. Today, I would like to step back and focus on the key challenges you have encountered, and lessons learned in D-SNAP planning and operations, as well as the most significant best practices you would like to share with other States.

1. First, can you please describe how your approach to D-SNAP planning and implementation has evolved over time?
  - a. What has worked particularly well over the years? Why?
  - b. What aspects of D-SNAP planning and operations have you improved on over time?
    - i. What were the problem areas or bottlenecks in past disasters?
    - ii. What strategies have been helpful in addressing these problem areas or bottlenecks? Why?
    - iii. What strategies have you tried that were less than successful? Why do you think these strategies were not successful?



2. What worked particularly well during *[selected D-SNAP(s)]*?
  - a. What do you think helped facilitate this success? *[Probe for: technology, role of partners, communication protocols, site selection or location, program integrity, advance planning, guidance from FNS]*
  - b. If you could link one aspect of your State's approach to D-SNAP planning and implementation that contributed most to the success of *[selected D-SNAP(s)]*, what would it be? Why?
3. Other than *[list some challenges described during the day 1 interview]*, what challenges has your office encountered in implementing *[selected D-SNAP(s)]*? *[Probe for: technology, role of partners, communication protocols, site selection or location, program integrity, advance planning]*
  - a. How were they addressed?
  - b. What would you do differently in future D-SNAPs?
  - c. What would you say were the top three challenges associated with implementing *[selected D-SNAP(s)]*?
4. What are the key lessons your State has learned from implementing *[selected D-SNAP(s)]*? *[Probe for: technology, role of partners, communication protocols, site selection or location, program integrity, advance planning, or other lessons learned abstracted from the post-disaster report]*
  - a. Were any changes made to your annual plan after *[selected D-SNAP(s)]* as a result of your experience? *[Probe for: technology, role of partners, communication protocols, site selection or location, program integrity]*
5. *[If the State has responded to multiple types of disasters]* How have your response and D-SNAP operations differed by the type of disaster (e.g., a tornado versus a hurricane, flooding versus a winter storm)?
  - a. What are some lessons your State has learned from operating and implementing D-SNAPs for different types of disasters?
6. Thinking about your experiences with D-SNAP, what are the top three best practices related to D-SNAP planning that your State has identified?
  - a. What are the most important best practices related to D-SNAP implementation that you have identified? How about operations? Reporting?
  - b.

## L. Wrap-Up: Day 4

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*Facilitator note: Follow up on new, unclear, or inconsistent information obtained during the local site visit discussions or observations. For example, if during the initial State interview, the State staff indicated the D-SNAP site was compliant with the Americans With Disabilities Act of 1990, but the site observation did not support this assessment, the site visitors would be able to follow up with State civil rights staff during the wrap-up interview. The team may similarly request to speak with IT staff familiar with the D-SNAP system to probe for details about system-related challenges or the launch of the new D-SNAP system to obtain information about best practices.*

*[Placeholder for additional State-specific follow-up questions. Fill in further questions as needed.]*

1. Question 1
2. Question 2
3. Question 3

Thank you for answering our questions.

1. Is there anything else you would like to share about D-SNAP planning, implementation, operations, or reporting?
2. Is there anything we should have asked you about these topics but didn't?
3. May we follow up with you by email or phone if we have further questions?

That completes our questions for you. Thank you very much for speaking with us.

## Appendix B. Local SNAP Office Director Interview Protocol

---

My name is *[name]*, and I'm a researcher at Insight Policy Research. As you may know, we are helping to conduct a study for the U.S. Department of Agriculture's Food and Nutrition Service (FNS) to identify and document Disaster Supplemental Nutrition Assistance Program (D-SNAP) best practices. This study will equip FNS and States with data demonstrating how to best plan for and implement D-SNAP programs across different disaster types, administrative contexts, and geographic settings.

My colleagues and I are currently visiting *[State]* and four other States to collect information from a wide range of stakeholders involved in planning and implementing a D-SNAP program. I want to start by thanking you for taking the time to speak with us today. Your perspective and insights will be very helpful to the study.

Your participation in this interview is voluntary, and your responses will be kept private, except as otherwise required by law. The information you provide us today will be summarized and combined with information gathered from other people we interview into a report that will be shared with FNS and the public. You will not be named in this report or any other project deliverables; however, the specific disasters and States we are studying will be identified. Data collected from the study will also be shared with USDA research and administrative staff, but your name will not be included in the information shared. You may refuse to answer any question, and you may stop the interview at any time. There are no penalties if you decide not to respond in part or in whole.

Before we continue, can you please read the following Privacy Act Statement?

*[Facilitator note: Provide the respondent(s) with a copy of the statement from page 2 of this protocol.]*

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

Do I have your permission to record the conversation? You may stop the recording at any time.

*[Confirm permission before recording starts.]*

*[Facilitator note: Repeat disaster-specific questions for multiple disasters or probe for differences between separate disaster implementations/operations.]*

*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 1 hour per response, 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 burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the following address: U.S. Department of Agriculture, Food and Nutrition Services, Office of Policy Support, 1320 Braddock Place, Alexandria, VA 22314, ATTN: PRA (0584-xxxx). Do not return the completed form to this address.*

## ***Privacy Act Statement***

This information is being collected under the authority of The Food and Nutrition Act of 2008, as amended through Pub. L. 113-128, enacted July 22, 2014 [7 U.S.C. 2026], which provides the legislative authority for the U.S. Department of Agriculture's (USDA) Food and Nutrition Service (FNS) to administer the Supplemental Nutrition Assistance Program (SNAP) and Disaster SNAP (D-SNAP). Section 17 of the Food and Nutrition Act of 2008 provides the authority to FNS to conduct the study team to help improve the administration and effectiveness of SNAP. Disclosure of the information is voluntary. The information collected from States and interview participants will enable FNS to identify best practices in administering D-SNAP. Under the Privacy Act of 1974 and the System of Record Notice FNS-8 USDA/FNS Studies and Reports, any personally identifiable information collected will be kept private to the extent of the law. The information may be shared with SNAP contract the study teamers and USDA SNAP the study team and administrative staff with identifying information removed.

## A. Background

---

I'd like to learn about your role and responsibilities at the *[local]* SNAP office.

1. What is your current job title or position?
2. How long have you been in this position?
3. What are your primary responsibilities in your current position?
4. What was your role in *[selected D-SNAP(s)]*?
  - a. *[If needed for clarification]* Were you *[current position]* during *[selected D-SNAP(s)]* or other D-SNAP(s)?
    - i. *[If they were not in the position]* Please describe your positions during *[selected D-SNAP(s)]* or other D-SNAP(s)?

## B. D-SNAP Preparations

---

First, I would like to learn more about how your office trains and prepares for D-SNAP.

1. At the time of the disaster, how familiar were you with your State's D-SNAP plan?
  - a. Does *[State]* typically plan for more than one type or scope of disaster?
  - b. How often does *[State]* substantially revise its D-SNAP annual plans?
2. *[If they were familiar/aware of the plan]* What information do you find most useful in your State's D-SNAP plan?
  - a. Is there any additional information you would like to see included in the State's D-SNAP plan? If so, what information would you find useful?
3. What, if any, training does your local office participate in to prepare for D-SNAP?
  - a. What kinds of training occur? *[Probe for: format, content, frequency (e.g., annual training versus D-SNAP launch training)]*
  - b. Who conducts the training(s)?
  - c. Who typically attends the training(s) from your office?
  - d. How useful do you find the training(s)?
  - e. How could the training(s) be improved?
  - f. What additional guidance or training from the State would be helpful for you in preparing for D-SNAP situations?
4. Has your office's approach to D-SNAP preparations changed over time? If so, what prompted those changes?

5. Are there any other ways your local office prepares for potential D-SNAP situations in the future that we haven't already discussed?

## C. Needs Assessment and D-SNAP Request

---

Next, I'd like to focus on the early steps following a disaster: the needs assessment and the D-SNAP request.

1. Was your office involved with the needs assessment or D-SNAP request for *[selected D-SNAP(s)]*?

*[If yes, interviewer proceed to questions 2-5]*

*[If no, interviewer skip to Section D]*

2. Once the disaster occurs, what does your typical communication with the State agency look like? What information is being shared between your office and the State agency? How?
3. Once a disaster has occurred, does your office provide any data to help in submitting a D-SNAP request? Have you provided any data to help in completing a D-SNAP needs assessment?
4. Does your office coordinate with other entities for disaster response? Please describe these relationships and at what points in the process coordination happens.
  - a. Do you think involvement from other entities would be beneficial? If so, which ones? Why?
5. From reviewing the records, we noted the time between the disaster occurring and the start of D-SNAP operations for *[selected D-SNAP(s)]* was *[XX]* days.
  - a. Was this timing successful? Why?
  - b. Did the timing of the D-SNAP present any challenges? Please describe.

## D. D-SNAP Site Selection and Staffing

---

Let's shift to talking about site selection and staffing for the *[selected D-SNAP(s)]*.

1. Did your office provide input when the State selected the site(s) for *[selected D-SNAP(s)]*? If so, what input did you provide?
2. *[If applicable]* What are the advantages and disadvantages of operating D-SNAP from the local office compared with an alternate location?
3. In your opinion, for *[selected D-SNAP(s)]*, were the D-SNAP application sites appropriately selected? Why?

4. Who staffed the D-SNAP site? Who provided oversight?
  - a. Were any temporary staff hired? How many? For what roles?
  - b. Were many local office staff personally affected by the disaster? If yes, how did that affect D-SNAP site staffing?
5. In your opinion, for *[selected D-SNAP(s)]*, was the site appropriately staffed? Why or why not?
6. How were special populations (e.g., older individuals, people with disabilities or special needs, individuals needing assistance with language services) reached and served at the site?
 

*[Probe for: wheelchair accessibility, seating, adequate shelter from elements, wheelchair-accessible bathrooms, accessible communication materials, adequate power, air conditioning, water, snacks, adequate number of bathrooms]*

  - a. Did you experience any issues or problems with this site related to these accommodations?
7. What would you say worked well about this site as a location for D-SNAP?
8. What were the challenges associated with using this site for D-SNAP? How were those challenges addressed? *[Probe for: too small, poor traffic flow, not enough seating, limited parking, poor crowd control]*
9. Would you recommend using this site for a future D-SNAP? Why or why not?
10. Can you provide additional documentation about this site, including any signage, flow charts, or other diagrams of the site?

## **E. D-SNAP Application Processing**

---

Now I want to discuss the application processing and eligibility for D-SNAP.

1. How were D-SNAP applications received and processed? *[Probe for: paper versus online, preregistration, interview process]*
  - a. What would you say worked well with receiving and processing applications?
  - b. What challenges did staff encounter in receiving and processing D-SNAP applications for *[selected D-SNAP(s)]*?
  - c. Were eligibility workers able to use the State eligibility system to help determine D-SNAP eligibility? *If no:*
    - i. What were the challenges associated with this approach? How were those challenges addressed?
    - ii. What worked particularly well about this approach?
  - d. *If yes:*
    - i. What eligibility system(s) did your State use to conduct D-SNAP?
    - ii. What were the challenges associated with this approach? How were those challenges addressed?

- iii. What worked particularly well about this approach?
2. What processes did your State use for verification? *[Probe for: documents requested from applicants, data matches]*
3. How was duplicate participation checked?
4. D-SNAP benefits are issued within 72 hours of application. To your knowledge, was that timeframe met for all applications at your D-SNAP site (except in cases of delayed issuance for questionable applications)?
  - a. If no, what do you think prevented the timely disbursement of benefits? *[Probe for: delays in data entry, lack of EBT cards]*
5. How do you think the D-SNAP households for *[selected D-SNAP(s)]* compared to SNAP households? *[Probe for: household size, household composition, income, employment]*

## **F. EBT Issuance**

---

I have a few questions about EBT cards and *[selected D-SNAP(s)]*.

1. Did the State supply a sufficient number of EBT cards to your D-SNAP site?
2. How did you maintain separation between eligibility and card issuance duties during D-SNAP? *[Request any schematics of the site that show a separation between the two]*
3. Were there any challenges associated with card activation? If so, what were they? How were they addressed?
4. How did your staff store the cards?
5. For current SNAP participants who received a supplement, was it issued automatically, or was an affidavit required? *[Probe for the process for receiving a supplement]*
6. Were there any challenges or problems with benefit issuance and reconciliation? Please describe. How were these challenges addressed?
  - a. What worked particularly well about benefit issuance and reconciliation at your site?

## **G. D-SNAP Public Awareness Campaigns**

---

Next, let's discuss how your State informed the public about *[selected D-SNAP(s)]*.

1. How was the public informed about D-SNAP? *[Probe for: TV and radio ads, community-based organization (CBO) engagement, social media use. Ask for hardcopy or electronic promotional materials, if not already received.]*
2. Was your office involved in helping to inform the public about *[selected D-SNAP(s)]*?
  - a. *[If yes]* What stakeholders did you work with to inform the public? *[Probe for: media outlets, CBOs, emergency management agency]*



- i. What was the role of each stakeholder during *[selected D-SNAP(s)]*?
3. In your opinion, was the public information campaign successful? Why or why not? *[Probe for: timing of outreach relative to beginning of D-SNAP operations, sufficient reach, use of mediums commonly consumed by D-SNAP eligible clients, partnerships with local media companies]*  
*[If not involved in the public awareness campaign, proceed to section H]*
  - a. What would you do similarly if another disaster strikes?
  - b. What would you do differently?

## **H. Program Integrity**

---

Next, I want to shift to talking about program integrity and D-SNAP.

1. What are the key program integrity challenges for operating D-SNAP? *[Probe for: duplicate participation, clients not residing in the D-SNAP areas, keeping EBT cards secure, confirming eligibility]*
  - a. Which of these challenges did you encounter during *[selected D-SNAP]*? How did you address them?
2. How did you ensure D-SNAP operated in accordance with the approved D-SNAP request? *[Probe for: staff training, onsite support, guidance from FNS National and/or Regional Office]*
  - a. *[Probe based on any specific information from D-SNAP Request]*
3. Was your office involved with the postdisaster case review process?
  - a. If so, how did the case review process work? *[Probe for: involvement of local office staff in the process, roles, activities]*
  - b. What types of case errors were most common? What efforts were put into place to minimize these errors for future D-SNAPs?

## **I. Closeout and Reporting**

---

Now let's discuss D-SNAP closeout and reporting.

1. What steps did your staff take to close out D-SNAP operations?
2. Please describe the process for meeting D-SNAP reporting requirements.
  - a. Who was involved in reporting? To whom?
  - b. How frequently are reports submitted?
3. How were the necessary data for reporting tracked during before, during, and after D-SNAP?
4. What challenges, if any, did you face in meeting the reporting requirements for *[selected D-SNAP(s)]*?
  - a. How were those challenges addressed?

5. What worked particularly well for completing the required reports?

## **J. Successes, Challenges, and Lessons Learned**

---

Finally, I would like to discuss any further successes, challenges, and lessons learned that we have not yet touched upon in our conversation.

1. What would you say worked particularly well during *[selected D-SNAP(s)]*?
  - a. What do you think helped facilitate this? *[Probe for: technology, role of partners, communication protocols, site selection or location, program integrity, advance planning]*
2. What challenges did your office encounter in implementing D-SNAP for *[selected D-SNAP(s)]*? *[Probe for: technology, role of partners, communication protocols, site selection or location, program integrity, advance planning]*
  - a. How were these challenges addressed?
  - b. What would you do differently in a future D-SNAP?
3. In general, how often do D-SNAP implementation and operations proceed as planned? What are the main reasons that planning documents do not align with circumstances on the ground?
  - a. Are there common or reoccurring discrepancies that arise between D-SNAP plans and the actual operations?
4. What are some key lessons your office has learned from implementing *[selected D-SNAP(s)]*? *[Probe for: technology, role of partners, communication protocols, site selection or location, program integrity, advance planning]*
  - a. What are some lessons your office has learned from implementing previous D-SNAPs?
  - b. After a disaster, how are lessons learned incorporated into preparations for future disasters? *[Probe for: D-SNAP plans, training, local partnerships]*

## **K. Wrap-Up**

---

Thank you for answering our questions. We have a few final questions before we conclude our discussion today.

1. Is there anything else you would like to share about D-SNAP planning, implementation, operations, or reporting?
2. Is there anything we should have asked you about these topics but didn't?
3. May we follow up with you by email or phone if we have further questions?

That completes our questions for you. Thank you very much for speaking with us.

## Appendix C. Local SNAP Office Staff Group Interview Protocol

---

My name is [name], and I'm a researcher at Insight Policy Research. As you may know, we are helping to conduct a study for the U.S. Department of Agriculture's Food and Nutrition Service (FNS) to identify and document Disaster Supplemental Nutrition Assistance Program (D-SNAP) best practices. This study will equip FNS and States with data demonstrating how to best plan for and implement D-SNAP programs across different disaster types, administrative contexts, and geographic settings.

My colleagues and I are currently visiting [State] and four other States to collect information from a wide range of stakeholders involved in planning and implementing a D-SNAP program. I want to start by thanking you for taking the time to speak with us today. Your perspective and insights will be very helpful to the study.

Your participation in this interview is voluntary, and your responses will be kept private, except as otherwise required by law. The information you provide us today will be summarized and combined with information gathered from other people we interview into a report that will be shared with FNS and the public. You will not be named in this report or any other project deliverables; however, the specific disasters and States we are studying will be identified. Data collected from the study will also be shared with USDA research study team and administrative staff, but your name will not be included in the information shared. You may refuse to answer any question, and you may stop the interview at any time. There are no penalties if you decide not to respond in part or in whole.

Before we continue, can you please read the following Privacy Act Statement?

*[Facilitator note: Provide the respondent(s) with a copy of the statement from page 2 of this protocol.]*

I expect our conversation will take up to 2 hours. Do you have any questions for me about the project in general or what we will be discussing today?

Do I have your permission to record the conversation? You may stop the recording at any time.

*[Confirm permission before recording starts.]*

*[Facilitator note: As relevant, repeat disaster-specific questions for multiple disasters or probe for differences between separate disaster implementations/operations.]*

*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 2 hours per response, 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 burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the following address: U.S. Department of Agriculture, Food and Nutrition Services, Office of Policy Support, 1320 Braddock Place, Alexandria, VA 22314, ATTN: PRA (0584-xxxx). Do not return the completed form to this address.*

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## A. Background

---

I'd like to learn about your role and responsibilities at the *[local]* SNAP office.

1. What is your current job title or position?
2. How long have you been in this position?
3. What are your primary responsibilities?
4. What was your role in *[selected D-SNAP(s)]*?
  - a. *[If needed for clarification]* Were you *[current position]* during *[selected D-SNAP(s)]* or other D-SNAP(s)?
    - i. *[If they were not in the position]* Please describe your positions during *[selected D-SNAP(s)]* or other D-SNAP(s)?

## B. D-SNAP Planning and Needs Assessment

---

First, I would like to learn more about your office's plans and preparations for D-SNAP.

1. At the time of the D-SNAP, how familiar were you with your State's D-SNAP plan?
  - a. What information does *[State]* typically include in the D-SNAP plan?
  - b. What types of disasters does *[State]* plan for?
2. What, if any, training do you receive in preparation for D-SNAP?
  - a. What types of training do you receive? When? What does the training cover?
  - b. How often do these trainings occur?
  - c. How do you decide which staff will participate in the training(s)?
  - d. How useful do you find the training(s)?
  - e. How could the training(s) be improved?
3. What training did you receive in preparation for *[selected D-SNAP(s)]* in particular? When? How?
4. Are you involved in the D-SNAP needs assessment process? If so, please describe any roles you have in providing information for the needs assessment.

## C. D-SNAP Site Selection and Staffing

---

Let's turn to site selection and staffing for the [selected D-SNAP(s)].

- 1.** For [selected D-SNAP(s)], at which site(s) did you work?
  - a.** [If D-SNAP site was the local office] What are some advantages and disadvantages of using the local office as the D-SNAP site?
- 2.** Tell me more about the [site name] site:
  - a.** What was the site like? [Request any signage, flow charts, or other diagrams of the site.]
  - b.** How did you ensure there was power and internet connectivity at the site?  
[Probe for: use of generators, internet set-up/capabilities]
  - c.** How did you ensure crowd control at the site?
  - d.** Did lingering damage from the disaster (e.g., road closures) affect the site at all? If so, how was the site affected?
  - e.** Was the site an appropriate size? Why or why not?
  - f.** Who staffed the D-SNAP site?
    - i.** Were local office staff personally affected by the disaster? If yes, how did that affect site staffing?
  - g.** Were staff from other State agencies involved? If yes:
    - i.** How many were involved?
    - ii.** How were merit staff and staff from other State agencies mobilized?
    - iii.** What were the roles of these staff?
  - h.** Were temporary staff hired? If yes:
    - i.** How many were hired?
    - ii.** Please describe the hiring process for these staff.
    - iii.** What were the roles of these staff?
- 1.** How were special populations (e.g., older individuals, people with disabilities or special needs, individuals needing assistance with language services) reached and served at the site? [Probe

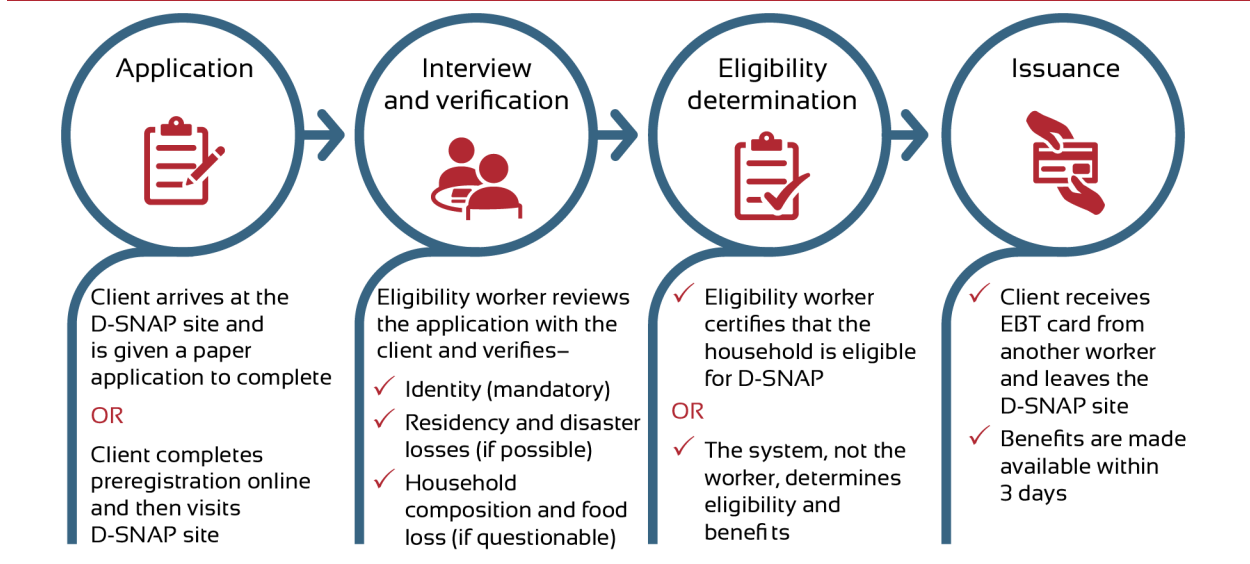
for: wheelchair accessibility, seating, adequate shelter from elements, wheelchair-accessible bathrooms, accessible communication materials, adequate power, air conditioning, water, snacks, adequate number of bathrooms]

- a. Did you experience any issues or problems with this site related to these accommodations?
2. [If not already answered] What were the challenges associated with using this site for D-SNAP? [Probe for: too small, poor traffic flow, not enough seating, limited parking, poor crowd control]
3. [If not already answered] We have discussed the following challenges associated with the site, [list some challenges]. How were those challenges addressed?
4. What aspects of the site made it a good D-SNAP site location? [Probe for: close to public transit, accessible for individuals with disabilities, near the disaster site, adequate size for serving applicants]
5. Would you recommend using this site for a future D-SNAP? Why or why not?

## D. D-SNAP Application Processing

Next, let's discuss the D-SNAP certification and issuance process. For this part of the discussion, we will map the steps on a whiteboard/large poster board to aid the group in visualizing the steps D-SNAP applicants go through when they arrive on site. [Facilitator note: Map the steps on a whiteboard or large poster. Repeat for multiple disasters. Refer to figure 1 for an example of the D-SNAP certification and issuance process.]

Figure 1. Example D-SNAP Certification and Issuance Process



## **a. Arrival and Application**

- 1.** When a client arrives at the D-SNAP site, what happens first?

*If the State uses paper applications distributed on site:*

- 2.** How were applications distributed?
- 3.** Where did clients complete their D-SNAP applications?
- 4.** Who was available to assist clients with the application process?
- 5.** How did clients submit their applications? When? Where?
- 6.** After clients submitted their application, what came next?

*If the State uses online preregistration:*

- 7.** How did you locate the client's preregistration information?
- 8.** What happened if the client's information could not be found?
- 9.** How often did you encounter issues with online preregistration?
- 10.** What additional information did the caseworker request that was not included on the preregistration form?

## **b. Interview and Verification**

- 1.** Who conducted the interview?
- 2.** On average, how long did a client wait for an interview after arriving on site?
- 3.** Can you walk me through how you review the D-SNAP application with a client?
- 4.** How did you verify applicants' eligibility?
  - a.** What documents did you use?
  - b.** Were any data matches conducted?



5. How did you check for duplicate participation?
6. To your knowledge, were most clients who came to the site interviewed the same day? Why or why not?

### **C. Eligibility Determinations**

7. Were eligibility workers able to use the State eligibility system to help determine D-SNAP eligibility?

If no:

- a. Why were you unable to use your eligibility system?
- b. What were the challenges associated with this approach? How were those challenges addressed?
- c. What worked particularly well about this approach?
- d. What extra program integrity measures did you have in place to ensure there were no duplicate certifications?

If yes:

- a. What eligibility system(s) did your State use to conduct D-SNAP?
- b. What were the challenges associated with this approach? How were those challenges addressed?
- c. What worked particularly well about this approach?

8. What was the average wait time between verification and eligibility determination?

9. How frequently did you encounter questionable cases?

10. How did you handle questionable cases?

- a. *[If the eligibility worker handled the case themselves]* How often did you need to delay an eligibility determination because of a questionable application?

### **d. Issuance**

11. Once the application was completed, how were benefits issued to D-SNAP clients?

**12.** Please describe your role in tracking the site’s EBT card inventory, including tracking new cards received, total cards available, and cards issued. *[Probe for: EBT card log, reporting daily usage, including EBT card number on application]*

**13.** Did the site receive a sufficient number of EBT cards from the State?

**a.** *If no:* Did you run out? If so, what happened when you ran out?

**14.** Were there any challenges associated with card activation? If so, what were they?

**15.** How were cards stored?

**e. Process Reflection**

**16.** Thinking about the entire D-SNAP application process from start to finish, including site selection and staffing, what would you say worked particularly well for this site?

**17.** What would you say was challenging or problematic with the D-SNAP application process? How, if at all, were these challenges addressed?

**E. D-SNAP Public Awareness Campaigns**

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Next, let’s discuss how your State and/or office informed the public about *[selected D-SNAP(s)]*.

**1.** Was your office involved in helping to inform the public about D-SNAP? If so, how?

**2.** What did you hear from participants about how they heard about D-SNAP?

**3.** In your opinion, was the public information campaign successful? Why or why not?

*[Ask E.3.a and E.3.b only if respondents answered yes to E.1]*

**a.** What would you do similarly if another disaster strikes?

**b.** What would you do differently?

**F. Program Integrity**

---

Now let’s discuss D-SNAP program integrity measures and challenges.

- 1.** What fraud prevention or program integrity methods did your office use? *[Probe for: maps to verify residency in an affected area, income matches, or delaying benefits; separation of certification and issuance duties; checks for duplicate participation]*
  - a.** Which of these strategies would you say worked particularly well for ensuring program integrity? Why?
  - b.** Would you do anything differently in a future D-SNAP? If so, what?
- 2.** *[If not already answered]* How did you maintain separation between eligibility and card issuance duties during D-SNAP? *[Request any schematics of the site that show a separation between the two]*
- 3.** Was your office involved with the postdisaster case review process? If so:
  - a.** How did you select cases for review?
  - b.** How were cases reviewed? By whom? When?
- 4.** *[If involved]* What types of case errors did you commonly encounter?
  - a.** What efforts were put into place to minimize these errors for future D-SNAPs?

## **G. Closeout and Reporting**

---

Next, let's discuss D-SNAP closeout and reporting.

- 1.** Did you submit any regular reporting during the D-SNAP? *If yes:*
  - a.** What information did you submit in these reports?
  - b.** Who else was involved in reporting?
  - c.** Who were the reports submitted to?
  - d.** How frequently were the reports submitted?

*[Interviewer instructions: If the answer to G.1 is no, skip to question G.5]*

- 2.** How were the necessary data for reporting tracked before, during, and after D-SNAP?
- 3.** What challenges, if any, did you face in submitting the required reports for *[selected D-SNAP(s)]*?
  - a.** How were those challenges addressed?

4. What worked particularly well for completing the required reports?
5. Were you involved in D-SNAP closeout? *[If needed: This includes organizing site files and documents, reconciling all issuance records, taking final inventory of EBT cards, taking final inventory of equipment, completing time sheets]*
  - a. *If yes:* What steps did your site take to close out D-SNAP? Can you walk me through these steps?

## H. Successes, Challenges, and Lessons Learned

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Finally, I would like to discuss any further successes and challenges, that we have not yet touched upon in our conversation.

1. What would you say worked particularly well during *[selected D-SNAP(s)]*?
  - a. What do you think helped facilitate this? *[Probe for: technology, role of partners, communication protocols, site selection or location, program integrity]*
2. What challenges did your office encounter in implementing *[selected D-SNAP(s)]*? *[Probe for: technology, role of partners, communication protocols, site selection or location, program integrity, site staff working conditions or accommodations]*
  - a. How were these challenges addressed?
  - b. What would you do differently in future D-SNAPs?
3. *[If the State has responded to multiple types of disasters]* How has your response and D-SNAP operations differed by the type of disaster (e.g., a tornado versus a hurricane, flooding versus a winter storm)?

## I. Wrap-Up

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Thank you for answering our questions. We have a few final questions before we conclude our discussion today.

1. Is there anything else you would like to share about D-SNAP plan development, implementation, operations, or reporting?
2. Is there anything we should have asked you about these topics but didn't?
3. May we follow up with you by email or phone if we have further questions?

That completes our questions for you. Thank you very much for speaking with us.



## Appendix D. Local Stakeholder Interview Protocol

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*[Facilitator note: Relevant stakeholders will be identified during the site visit planning call with the State SNAP office. Not all stakeholder types in this interview protocol will be applicable for each D-SNAP. Not every stakeholder interviewee will be interviewed with every section, and no stakeholder interviewee will receive all sections.]*

My name is [name], and I'm a researcher at Insight Policy Research. As you may know, we are conducting a study for the U.S. Department of Agriculture's Food and Nutrition Service (FNS) to identify and document D-SNAP best practices. This study will equip FNS and States with data demonstrating how to best plan for and implement D-SNAP programs across different disaster types, administrative contexts, and geographic settings.

My colleagues and I are currently visiting [State] and four other States to collect information from a wide range of stakeholders involved in planning and implementing a D-SNAP program. I want to start by thanking you for taking the time to speak with us today. Your perspective and insights will be very helpful to the study.

Your participation in this interview is voluntary, and your responses will be kept private, except as otherwise required by law. The information you provide us today will be summarized and combined with information gathered from other people we interview into a report that will be shared with FNS and the public. You will not be named in this report or any other project deliverables; however, the specific disasters and States we are studying will be identified. Data collected from the study will also be shared with USDA research study team and administrative staff, but your name will not be included in the information shared. You may refuse to answer any question, and you may stop the interview at any time. There will be no penalties if you decide not to respond to any question in part or in whole. There are no penalties if you decide not to respond in part or in whole.

Before we continue, can you please read the following Privacy Act Statement?

*[Facilitator note: Provide the respondent(s) with a copy of the statement from page 2 of this protocol.]*

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

Do I have your permission to record the conversation? You may stop the recording at any time.

*[Confirm permission before recording starts.]*

*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 1 hour per response, 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 burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the following address: U.S. Department of Agriculture, Food and Nutrition Services, Office of Policy Support, 1320 Braddock Place, Alexandria, VA 22314, ATTN: PRA (0584-xxxx). Do not return the completed form to this address.*

## ***Privacy Act Statement***

This information is being collected under the authority of The Food and Nutrition Act of 2008, as amended through Pub. L. 113-128, enacted July 22, 2014 [7 U.S.C. 2026], which provides the legislative authority for the U.S. Department of Agriculture's (USDA) Food and Nutrition Service (FNS) to administer the Supplemental Nutrition Assistance Program (SNAP) and Disaster SNAP (D-SNAP). Section 17 of the Food and Nutrition Act of 2008 provides the authority to FNS to conduct research to help improve the administration and effectiveness of SNAP. Disclosure of the information is voluntary. The information collected from States and interview participants will enable FNS to identify best practices in administering D-SNAP. Under the Privacy Act of 1974 and the System of Record Notice FNS-8 USDA/FNS Studies and Reports, any personally identifiable information collected will be kept private to the extent of the law. The information may be shared with SNAP contract researchers and USDA SNAP research study team and administrative staff with identifying information removed.



## A. Introduction and Background (All Stakeholders)

---

First, I'd like to learn about you and your role and responsibilities at [organization/company].

1. Tell me about [organization/company].
2. What is your current job title or position?
  - a. How long have you been in this position?
  - b. What are your primary responsibilities in this role/position?
3. Tell me about [organization/company]'s work with SNAP.
  - a. How long has your organization been working with SNAP?
  - b. Has this relationship changed over time? If so, how?
4. What was [organization/company]'s role in [selected D-SNAP(s)]?
  - a. What was your position at [organization/company] during [selected D-SNAP(s)]?
  - b. Has your [organization/company] supported other D-SNAPs? If so, which ones?
5. What other entities, if any, did you coordinate with for [selected D-SNAP(s)]? Please describe your relationship.
6. The disaster occurred on [Date] and the D-SNAP began on [Date]. Do you think that the D-SNAP was launched in an appropriate amount of time after the disaster to best serve the needs of D-SNAP clients? [Probe for: enough time for outreach, site selection, food channels reestablished, clear roads]

[Facilitator note: As relevant, repeat disaster-specific questions for multiple disasters or probe for differences between separate disaster implementations/operations. Skip to relevant sections B, C, D, E, or F for continuation of the interview depending on the type of stakeholder.]

## B. Community-Based Organizations

---

Let's talk more specifically about your organization and D-SNAP during [selected D-SNAP].

1. During [selected D-SNAP], was your organization's support for D-SNAP official and formalized, or was it an informal working relationship?
  - a. [If it is formalized] Tell me more about that process. What agreements or documentation was in place to formalize that relationship?
2. Is your organization typically involved with helping to prepare for D-SNAP before disasters happen? Or is involvement limited to once a disaster has occurred and D-SNAP is approved?

3. I would like to know more about what aspects of D-SNAP your organization was involved with. I will ask for your confirmation on specific aspects of D-SNAP your organization supported, and then we'll revisit the applicable areas and address follow-up questions. Was your organization involved with—

- Planning (such as contributing to the State D-SNAP plan)?
- Providing information for the D-SNAP request?
- Conducting outreach or promotion for D-SNAP?
- Supporting D-SNAP operations (such as presence at the D-SNAP site)?
- Any other D-SNAP activities?

**Planning (skip if not applicable)**

**3a.** What was your organization's role in providing support for the D-SNAP planning process, such as contributing to the State D-SNAP plan?

- i.** Were there any challenges associated with D-SNAP planning? If so, what were they?
- ii.** What seemed to work well in D-SNAP's planning efforts?

**D-SNAP Request (skip if not applicable)**

**3b.** Please describe your organization's role in helping the SNAP agency complete the D-SNAP request.

- i.** Were there any challenges associated with completing the D-SNAP request? If so, what challenges did SNAP or your organization face?
- ii.** What seemed to work well with the D-SNAP request?

**Outreach (skip if not applicable)**

**3c.** What was your organization's role in D-SNAP outreach efforts?

- i.** Were there any challenges associated with outreach and informing affected households about D-SNAP benefits? If so, please describe these challenges.
- ii.** What about the State's outreach strategy worked well? How did your organization help facilitate that success?

**Operations (skip if not applicable)**

3d. What kind of support or information did your organization provide for D-SNAP operations?

3e. Was anyone from your organization involved at the D-SNAP site? If so, please describe this involvement.

- i.** Were there any challenges associated with the D-SNAP operations your organization was aware of? How did these challenges affect the site or the participants served?
- ii.** What worked particularly well for D-SNAP operations during [selected D-SNAP]?
  - a.** [If applicable] What worked well at the D-SNAP site?

**Other (Skip if not applicable)**

- 3f.** Please describe any other ways your organization was involved in the [selected D-SNAP].  
[Facilitator note: Probe as needed depending on the response received. For example, probe about further details, what worked well with their involvement or if there were any challenges.]

[Facilitator note: Resume questioning for all respondents below.]

- 4.** Who were the main points of contact at SNAP that your organization worked with during [selected D-SNAP]?
- 5.** Who from your organization was involved in the coordination process with the D-SNAP lead(s) for [selected D-SNAP]?
- 6.** How frequently was your organization in contact with SNAP and the D-SNAP lead(s) before, during, and after [selected D-SNAP]?
  - a.** What were the main modes of communication? How was information about the D-SNAP shared with your organization?
  - b.** Did you feel it was an appropriate level of communication? Please describe why or why not.
    - i.** How could the State agency improve its communication with organizations such as yours?

Now I want to ask you about the challenges and successes your organization experienced in providing support for [selected D-SNAP].

- 7.** What challenges, if any, did your organization encounter in providing support for [selected D-SNAP]?
  - a.** How were these challenges addressed, if at all? By whom (SNAP or your organization)?
- 8.** What do you think worked particularly well in the support your organization provided for [selected D-SNAP]?
  - a.** What do you think helped facilitate this success?

Let's shift to talking about your experience with D-SNAP for [selected D-SNAP] overall.

9. What do you think went particularly well in terms of both planning and operations for *[selected D-SNAP]* overall?
  - a. What do you think helped facilitate this success?
10. In your view, what aspects of the overall D-SNAP operation did not go well?
  - a. What do you think led to these challenges? *[Probe for: coordination challenges, site challenges, disaster/weather-related challenges]*
11. Are there other ways *[company/organization]* could support the State's D-SNAP efforts in future disasters? If so, please describe.
  - a. What factors, if any, have prevented this kind of collaboration previously?
  - b. What factors would facilitate this collaboration in the future?
12. What could *[company/organization]* do differently in a future D-SNAP collaboration?
13. *[If not already answered]* What do you think the State SNAP agency should do differently in a future D-SNAP?

## C. Retailers: Grocery Stores and Restaurants

---

Let's talk more specifically about *[store/restaurant]* and D-SNAP during *[selected D-SNAP]*.

1. Tell me more about how *[selected D-SNAP]* affected *[store/restaurant]*.
  - a. How long after the disaster did business return to normal levels? *[Probe for: low levels of stock, supply-chain issues, road access]*
  - b. Based on previous experiences, does the impact on *[store/restaurant]* vary by disaster type or scope?
2. *[Grocery stores only, unless State received the hot foods waiver]* Did you receive feedback from customers about their D-SNAP benefits, either formally or anecdotally? If yes, please describe.
  - a. Did your store/restaurant have any challenges or problems with D-SNAP benefits during checkout?
    - i. If so, what were the issues? How did you handle or resolve these issues?
  - b. *[If the State requested and received the hot foods waiver]* Did your store have any difficulties implementing the waiver that allowed D-SNAP participants to use their benefits to purchase hot foods?
    - i. From your recollections, did many participants purchase hot foods? Do you think individuals knew they were allowed to purchase hot foods with their D-SNAP benefits for a brief time because of the disaster?
3. What do you think went particularly well for *[selected D-SNAP]*?

4. What challenges, if any, did your store/restaurant experience or observe with D-SNAP during *[selected D-SNAP]*?
  - a. How might these challenges vary by disaster type or scope?
5. What do you think went particularly well for *[selected D-SNAP]*?
6. What impact do you think the D-SNAP benefits had on *[store/restaurant]*? *[Probe for: financial impact, increase in business, return customers]*
7. Based on your store/restaurant's experience with *[selected D-SNAP]*, were there any key lessons learned for both your business and D-SNAP? If so, please describe.
8. What could *[store/restaurant]* do differently, if anything, in a future D-SNAP?
9. *[If not already answered]* What do you think the State SNAP agency should do differently in a future D-SNAP?

## **D. Wrap-Up (all stakeholders)**

---

Thank you for answering our questions so far. We have just a few final questions before we conclude our discussion today.

1. Is there anything else you would like to share about D-SNAP that we haven't already talked about?
2. Is there anything we should have asked you about these topics but didn't?
3. May we follow up with you by email or phone if we have further questions?

That completes our questions for you. Thank you very much for speaking with us.

## Appendix E. FEMA Interview Protocol

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My name is [name], and I'm a researcher at Insight Policy Research. As you may know, we are helping to conduct a study for the U.S. Department of Agriculture's Food and Nutrition Service (FNS) to identify and document D-SNAP best practices. This study will equip FNS and States with data demonstrating how to best plan for and implement D-SNAP programs across different disaster types, administrative contexts, and geographic settings.

My colleagues and I are currently visiting [State] and four other States to collect information from a wide range of stakeholders involved in planning and implementing a D-SNAP program. I want to start by thanking you for taking the time to speak with us today. Your perspective and insights will be very helpful to the study.

Your participation in this interview is voluntary, and your responses will be kept private, except as otherwise required by law. The information you provide us today will be summarized and combined with information gathered from other people we interview into a report that will be shared with FNS and the public. You will not be named in this report or any other project deliverables; however, the specific disasters and States we are studying will be identified. Data collected from the study will also be shared with USDA research team and administrative staff, but your name will not be included in the information shared. You may refuse to answer any question, and you may stop the interview at any time. There are no penalties if you decide not to respond in part or in whole.

Before we continue, can you please read the following Privacy Act Statement?

*[Facilitator note: Provide the respondent(s) with a copy of the statement from page 2 of this protocol.]*

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

Do I have your permission to record the conversation? You may stop the recording at any time.

*[Confirm permission before recording starts.]*

*[Facilitator note: As relevant, repeat disaster-specific questions for multiple disasters or probe for differences between separate disaster implementations/operations.]*

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## A. Introduction and Background

---

First, I'd like to learn about you and your role and responsibilities at FEMA.

1. What is your current job title or position?
  - a. How long have you been in this position?
  - b. What are your primary responsibilities in this role/position?
2. Tell me about your FEMA office's work with USDA.
  - a. How long has your organization been working with USDA?
  - b. Has this relationship changed over time? If so, how?
3. Does your local FEMA office have a relationship with the [State] SNAP agency?
  - a. If yes: Can you please describe your relationship?
    - i. How long has your office worked with the SNAP agency?
    - ii. Has this relationship changed over time? If so, how?
4. What was FEMA's role in [the selected disaster(s)]?
  - a. What was your position at FEMA during the [selected disasters]]?
5. As you may know, the State SNAP agency can operate a D-SNAP in areas where a disaster strikes once the President has issued a major disaster declaration for Individual Assistance. D-SNAP provides temporary food assistance for households affected by the disaster. For the [selected disaster(s)], [State] chose to operate a D-SNAP. What was your local FEMA office's role in planning and operations for the [selected D-SNAP(s)]?
  - a. Has your office supported other D-SNAPs? If so, which ones?
6. What other entities, if any, did you coordinate with for [selected D-SNAP(s)]? Please describe your relationship.

## B. FEMA's Role in D-SNAP

---

Let's talk more specifically about FEMA's role in the [selected D-SNAP].

1. Tell me more about the local area impact of the disaster. [Probe for: damage to homes, roadways, and businesses; area recovery time; lingering effects of disaster]



- a.** Tell me more about the scope of this disaster. *[Facilitator note: If needed, use the Google MyMap or another map of the vicinity to aid the respondent in answering this question.]*
2. The disaster occurred on *[Date]* and the D-SNAP began on *[Date]*. Do you think that the D-SNAP was launched in an appropriate amount of time after the disaster to best serve the needs of D-SNAP clients? *[Probe for: enough time for outreach, site selection, food channels reestablished, clear roads]*
3. Is FEMA typically involved with helping to prepare for D-SNAP before disasters happen? Or is involvement limited to once a disaster has occurred and D-SNAP is approved?
4. I want to know more about what aspects of D-SNAP FEMA was involved with. I will ask for your confirmation on specific aspects of D-SNAP FEMA supported, and then we'll revisit the applicable areas and address follow-up questions. Was FEMA involved with—
- Planning (such as State D-SNAP plan)?
  - D-SNAP request?
  - Outreach or promotion for D-SNAP?
  - Operations (such as presence at the D-SNAP site)?
  - Any other D-SNAP activities?

**Planning (skip if not applicable)**

5a. What was FEMA's role in providing support for the D-SNAP planning process, such as contributing to the State D-SNAP plan?

**i.** Were there any challenges for D-SNAP plans/planning? If so, what were they?

**ii.** What seemed to work well in D-SNAP's planning efforts?

**D-SNAP Request (skip if not applicable)**

5b. Please describe FEMA's role in helping the SNAP agency complete the D-SNAP request.

**i.** Were there any challenges for the SNAP agency associated with completing the D-SNAP request? If so, please describe these challenges.

**ii.** What seemed to work well with the D-SNAP request?

**Outreach (skip if not applicable)**

5c. What was FEMA's role in D-SNAP outreach efforts?

**i.** Were there any challenges associated with outreach and informing affected households about D-SNAP benefits? If so, please describe these challenges.

- ii. What about the State’s outreach strategy worked well? How did FEMA help facilitate that success?

**Operations (skip if not applicable)**

- 5d. What kind of support or information did FEMA provide for D-SNAP operations?
- 5e. Was anyone from your organization involved at the D-SNAP site? If so, please describe this involvement.
  - i. Were there any challenges associated with the D-SNAP operations FEMA was aware of? How did these challenges affect the site or the participants served?
  - ii. What worked particularly well for D-SNAP operations during [selected D-SNAP]?
    - a. [If FEMA was present at the D-SNAP site] What worked well at the D-SNAP site?

**Other (skip if not applicable)**

- 5f. Please describe any other ways your organization was involved in the [selected D-SNAP].  
[Facilitator note: Probe as needed depending on the response received. For example, probe about further details, what worked well with their involvement or if there were any challenges.]

**C. Communication with D-SNAP**

---

- 1. Who were the main points of contact at the SNAP agency that FEMA worked with during [selected D-SNAP]?
- 2. Who from FEMA was involved in the coordination process with the D-SNAP lead(s) for [selected D-SNAP]?
- 3. How frequently was your office in contact with SNAP and the D-SNAP lead(s) before, during, and after [selected D-SNAP]?
  - a. What were the main modes of communication? How was information about the D-SNAP shared with your organization?
  - b. Did you feel it was an appropriate level of communication? Please describe why or why not.
    - i. How could the State agency improve its communication with FEMA?

**D. Challenges and Successes Supporting D-SNAP**

---

Now I want to ask you about the challenges and successes FEMA experienced in providing support for [selected D-SNAP].

- 1. What do you think went particularly well in providing support for [selected D-SNAP]?

- a.** What do you think helped facilitate this success?
    - b.** How might this success vary by disaster type or scope?
  2. What challenges, if any, did FEMA encounter in providing support for *[selected D-SNAP]*?
    - a.** How were these challenges addressed?
    - b.** How might challenges vary by disaster type or scope?

## **E. Challenges and Successes for D-SNAP**

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Let's shift to talking about your experience with D-SNAP for *[selected D-SNAP]* overall.

1. Overall, for *[selected D-SNAP]*, what do you think went particularly well?
  - a.** What do you think helped facilitate this success?
  - b.** How might this success vary by disaster type or scope?
2. In your view, what aspects of the overall D-SNAP operation did not go well?
  - a.** What do you think led to these challenges? *[Probe for: coordination challenges, site challenges, disaster/weather-related challenges]*
3. Are there other ways FEMA could support D-SNAP efforts in future disasters? If so, please describe.
  - a.** What factors, if any, have prevented this kind of collaboration previously?
  - b.** What factors would enable this collaboration in the future?
4. What could FEMA do differently in a future D-SNAP collaboration?
5. *[If not already answered]* What do you think the State SNAP agency should do differently in a future D-SNAP?

## **F. Wrap-Up**

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Thank you for answering our questions so far. We have just a few final questions before we conclude our discussion today.

1. Is there anything else you would like to share about D-SNAP that we haven't already talked about?
2. Is there anything we should have asked you about these topics but didn't?

3. May we follow up with you by email or phone if we have further questions?

That completes our questions for you. Thank you very much for speaking with us.

## Appendix F. D-SNAP Site Observational Tool

**Purpose of this Document:** This observational tool is intended to serve as a guide to study team observers who will be conducting in-person site visits to observe the locations where disasters and D-SNAPs took place. Site visits will be not be conducted during a disaster. The observation is designed to be conducted as key staff involved in D-SNAP implementation provide a walk-through tour of the D-SNAP site and the local area previously affected by the disaster. As such, the observational exercise will include an interview/discussion component during the tour. Study team observers will use this document to take notes throughout the exercise.

**Instructions to Study Team:** This tool has three parts: a cover sheet to be populated with general information on the D-SNAP, a section for documenting observations about the local area that was affected by the disaster, and a section for documenting observations at the D-SNAP site itself. Using this tool as a guide, observers will gather key information ahead of the observation, observe the area previously affected by the disaster and the D-SNAP site itself, and ask clarifying questions of D-SNAP implementers participating in the observation during the tour. Observers will give special attention to accessibility, Americans with Disabilities Act of 1990 (ADA) compliance, provisions for safety and human needs, security, and protections for program integrity during the walk through of the D-SNAP site. Depending on how the site visit is organized, the observer may begin by observing either the D-SNAP site or the disaster area first.

Observers should prepare for the observation by reviewing all documentation in advance, including the D-SNAP request, D-SNAP post-disaster report, D-SNAP State plan, and any materials provided by the D-SNAP site. These materials may include blueprints or other diagrams of the D-SNAP site, maps of the area affected by the disaster, promotional materials, signage used at the site, road closure information, or other materials. This review will help observers confirm, clarify, or probe for additional details during the observation as needed. If these materials have not yet been provided, observers should request them during or following the observation.

If possible, observers should also create a Google MyMap of the D-SNAP site(s) and bring it along during the observation. The map will help the State and local staff answer questions about the affected area, traffic closures, parking, and other issues by identifying them on a map to improve recall.

Not all items will apply to every D-SNAP. Study team observers should adapt the observational tool to each State's unique situation. Observers should also be sure to use plain language, refrain from using jargon, and endeavor to use the State's agency's own programmatic terminology wherever possible. If the staff permits, the site team will photograph the site, taking care to avoid including individuals in the photographs. Camera icons throughout the tools indicate suggestions for elements to photograph where possible. Where possible and useful, the observer may sketch locations and process flows. This information will be used to better understand how managers and staff implemented the D-SNAP consistent with or contrary to (for example, improving upon) the State's plans and the process described during interviews.

*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 4 hours per response, 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 burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the following address: U.S. Department of Agriculture, Food and Nutrition Services, Office of Policy Support, 1320 Braddock Place, Alexandria, VA 22314, ATTN: PRA (0584-xxxx). Do not return the completed form to this address.*

## A. General D-SNAP Information

This information should be filled out before the observations of the disaster area and the D-SNAP site.

### D-SNAP Information

State: \_\_\_\_\_

Disaster type: \_\_\_\_\_

Approval date: \_\_\_\_\_

Application period: \_\_\_\_\_

Benefit period: \_\_\_\_\_

Number of applicants: \_\_\_\_\_

Number of recipients: \_\_\_\_\_

#### Which D-SNAP waiver options were chosen? (Check all that apply)

- Food loss only was considered a qualifying disaster expense
- People who worked but did not live in the area may apply
- Automatic supplements were provided to ongoing SNAP households
- Disaster Standard Expense Deduction (DSED) was used

### Application Site Information

Building/site name: \_\_\_\_\_

Address: \_\_\_\_\_

Point of contact: \_\_\_\_\_

#### What type of site was used?

- Local SNAP office
- Another State agency building
- Local government agency building
- Community-based organization
- School
- Other \_\_\_\_\_

### Observation Information

Date of observation: \_\_\_\_\_

State/local agency staff: \_\_\_\_\_

The study team staff: \_\_\_\_\_

FNS Staff: \_\_\_\_\_

**What resources were available to review before the site observation? (Observer should bring any items that are useful to the observation.)**

\_\_\_ State D-SNAP plans      \_\_\_ D-SNAP waiver requests      \_\_\_ D-SNAP reports

\_\_\_ Maps of disaster area      \_\_\_ Site blueprints or building plans

\_\_\_ Announcements and promotional materials      \_\_\_ D-SNAP site signage

\_\_\_ Staff training manuals and handbooks on D-SNAP operations and processes at site

\_\_\_ Photographs      \_\_\_ Media reports      \_\_\_ D-SNAP process maps



# D-SNAP Site and Disaster Area Observation Tool

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*[Reintroduce site visitors and the study if needed.]* My name is *[name]*, and I'm a researcher at Insight Policy Research. We are helping to conduct a study for the U.S. Department of Agriculture's Food and Nutrition Service (FNS) to identify and document D-SNAP best practices from across the country. This study will equip FNS and States with data demonstrating how to best plan for and implement D-SNAP programs across different disaster types, administrative contexts, and geographic settings. My colleagues and I are currently visiting *[STATE]* and four other States to collect information from a wide range of stakeholders involved in planning and implementing a D-SNAP program.

*[If already introduced to staff participating in observations, start here.]* I want to start by thanking you for taking the time to speak with us today and give us a tour of the D-SNAP site and the area affected by the disaster. We have reviewed your State's D-SNAP plan and documentation from the disaster and talked with staff involved in D-SNAP planning and implementation. Today, we would like to see where the D-SNAP actually took place and understand how it was implemented on the ground. These observations and your perspectives and insights will help us better understand how D-SNAP policy and planning work on the ground.

Your participation in this observation exercise is voluntary, and your responses will be kept private, except as otherwise required by law. The information you provide us today will be summarized and combined with information gathered from other people we talk to into a report that will be shared with FNS and the public. You will not be named in this report or any other project deliverables; however, the specific disasters and States we are studying will be identified. Data collected from the study will also be shared with USDA research and administrative staff, but your name will not be included in the information shared. You may refuse to answer any question, and you may stop the discussion at any time. There are no penalties if you decide not to respond in part or in whole.

Before we continue, can you please read the following Privacy Act Statement?

*[Facilitator note: Provide the respondent(s) with a copy of the statement from page 6 of this tool.]*

We will take notes over the course of the observations so that we can remember what you have told us. If it's okay with you, we may also take some photos of the D-SNAP site or area affected by the disaster to aid in our analysis and report writing. We will not include any identifiable individuals in our photos and will request the State SNAP office review the photos, if any, included in the report. Would that be okay?

Do you have any questions for me about the project in general or what we will be discussing today?

*[Instructions to observer: You may begin with either the disaster area or the D-SNAP site observation. Not all questions will apply to all disaster areas, D-SNAPs, or sites. Observers should ask follow-up questions and take photographs (if permitted). Make any additional notes or sketches that will help document the observation and inform analysis, findings, and reporting. Wherever possible, ask to see the surroundings, built environment, or space that is the subject of the question.]*



## ***Privacy Act Statement***

This information is being collected under the authority of The Food and Nutrition Act of 2008, as amended through Pub. L. 113-128, enacted July 22, 2014 [7 U.S.C. 2026], which provides the legislative authority for the U.S. Department of Agriculture's (USDA) Food and Nutrition Service (FNS) to administer the Supplemental Nutrition Assistance Program (SNAP) and Disaster SNAP (D-SNAP). Section 17 of the Food and Nutrition Act of 2008 provides the authority to FNS to conduct research to help improve the administration and effectiveness of SNAP. Disclosure of the information is voluntary. The information collected from States and interview participants will enable FNS to identify best practices in administering D-SNAP. Under the Privacy Act of 1974 and the System of Record Notice FNS-8 USDA/FNS Studies and Reports, any personally identifiable information collected will be kept private to the extent of the law. The information may be shared with SNAP contract researchers and USDA SNAP research and administrative staff with identifying information removed.

## A. Area Affected by the Disaster

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### 1. Affected Area

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1. What was the overall geographic area affected by the disaster?

2. Were different areas affected at different times or in different ways? For instance, did storm damage affect certain areas while flooding affected others?

3. Which areas were affected the most?

4. How many counties (or zip codes) received a Presidential Disaster Declaration for Individual Assistance? Of those, which were part of the D-SNAP?

*Reminder to observer: These are often the same counties served by the D-SNAP but not always. Some D-SNAPs may serve some but not all counties.*

5. What part of the disaster area is being observed for the purpose of this study?

6. How is the area being observed (by foot, by car, etc.)?

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### 2. Infrastructure and Access to Food and Services

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1. Were there power outages? Where and how long did they last? Which areas were most affected?

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## 2. Infrastructure and Access to Food and Services

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- |   |  |
|---|--|
| <p><b>2.</b> Were roads closed because of the disaster? Do you remember which ones?</p>   |  |
| <p><b>3.</b> How did these closures affect people's ability to move from place to place and provide for their needs (access services, purchase food, etc.)?</p>   |  |
| <p><b>4.</b> Were commercial channels of food distribution interrupted? That is, were grocery stores closed, or were roads so impassable that products could not make it to shelves?</p> <ul style="list-style-type: none"><li>● If so, for how long? When did they reopen?</li></ul> |  |
| <p><b>5.</b> Were schools closed? If so, how many? For how long?</p>  |  |
| <p><b>6.</b> Were any special steps taken to ensure children receiving free and reduced-price lunches had enough to eat while schools were closed?</p> <ul style="list-style-type: none"><li>● If yes, can you describe the communication with the schools?</li></ul>                 |  |
| <p><b>7.</b> Were local SNAP offices closed? If so, how many? For how long?</p>   |  |
- 

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## 3. Observable Ongoing Impacts

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- |   |  |
|---|--|
| <p><b>1.</b> Is disaster damage still observable?</p>   |  |
| <p><b>2.</b> Are buildings damaged?</p>   |  |
| <p><b>3.</b> Are businesses closed?</p>   |  |
| <p><b>4.</b> Are homes unoccupied?</p>  |  |
| <p><b>5.</b> Are roads, bridges, public transit, or other transportation infrastructure still affected?</p> |  |
-

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#### 4. Context for Site Selection

Note to observer: If possible, before the site visit, create a Google MyMap of the D-SNAP site(s) to help the State and local staff answer the questions below on a map for improved recall.

- |   |  |
|---|--|
| <p><b>1.</b> Where is this D-SNAP site positioned in relation to where the disaster struck? (Indicate on Google MyMap; identify names of locations, mileage, or indicate on map where possible.)</p>  |  |
| <p><b>2.</b> Where is it positioned relative to other D-SNAP sites? (Indicate on Google MyMap.)</p>   |  |
| <p><b>3.</b> Did this site experience damage from the disaster (e.g., debris on property, fire damage, downed power lines)?</p>   |  |
| <p><b>4.</b> Was the built environment in the immediate vicinity damaged? (Probe for: parking lot(s), neighboring buildings, entry roads)</p>   |  |
| <p><b>5.</b> Were there closures of public spaces in the vicinity of the site because of damage sustained in the disaster (e.g., grocery stores, restaurants, bus depots, subway stations, gas stations, parks, libraries)? (Indicate on Google MyMap.)</p> <p>Note to observer: If needed, use the Google MyMap or another map of the vicinity to aid the respondent in answering this question.</p> |  |
| <p><b>6.</b> Were homes uninhabitable in the surrounding areas? (Indicate on Google MyMap.)</p>   |  |
| <p><b>7.</b> Was temporary housing provided? If so, where? How close to the D-SNAP site? (Indicate on Google MyMap.)</p>  |  |
| <p><b>8.</b> Were FEMA, Red Cross, or other relief organizations operating? If so, where? (Indicate on Google MyMap.)</p>   |  |
| <p><b>9.</b> How close to the D-SNAP site?</p>  |  |
-

## B. D-SNAP Site

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### 1. Exterior Signage, Arrival, and Entry

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1. How did people find out about this site?

2. How did people coming to the site know they were at the right place? Was there any special signage to identify the site as operating D-SNAP?

3. How were people informed of the hours of operation?

*Reminder to observer: If copies of signs or photographs of signage are not already in hand, consider asking for them at this time.*



4. How did most people get here? (Did people walk, drive, or take public transportation?)

5. What is the parking capacity of this site?

6. Was there a plan for overflow parking? If so, could you please describe?



7. Is this site accessible by public transportation? If so, how? *[Note: Collect any route information]*



8. Was there a designated area or process for cars or vans to drop people off (e.g., elderly, disabled)?



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**1. Exterior Signage, Arrival, and Entry (continued)**

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**9.** Did you have police, security, staff, or volunteers outside the building to help manage traffic and the flow of people into and out of the D-SNAP site?

**10.** Is the building entry wheelchair accessible? Describe (i.e., ramp, lift).



**11.** Were applications available to be picked up and brought back later? Were applications filled out online in advance? Were there D-SNAP application drop boxes?



**12.** Did you run into any challenges with how signage, accessibility, or parking was set up? If so, how did you handle them?

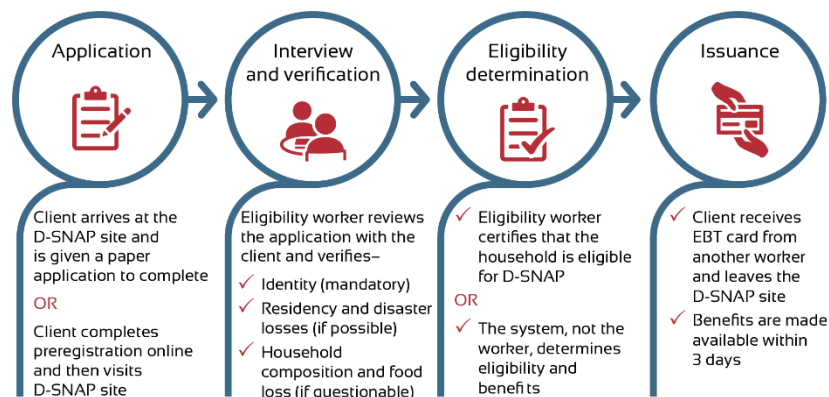
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## 2. Physical Space

1. What is the capacity of this site? [Probe depending on the type of site: Did the physical space change in any way during the disaster that could accommodate more or fewer people?]

2. Tell me about how this space was used to process D-SNAP?

Instructions to observer: Describe the physical space that was used. If site diagrams are not available, use this space to take detailed notes and/or draw a diagram of the site and indicate the location of entrances, waiting areas, bathrooms, flow through the process, etc. Identify each part of the D-SNAP application process (at a minimum, each item provided in the figure below). Use additional pages as needed.



3. How many bathrooms does the site have?

4. How many of those bathrooms are wheelchair accessible?

5. How many infant changing tables are available?



**2. Physical Space (continued)**

**6.** Is there a place to protect those in line or those filling out applications from the elements? Could you show us this part of the site and describe how it was used?



**7.** Did the site have adequate power? How (e.g., electricity, generator)?

**8.** Could the site provide for human needs such as air conditioning/heat, available seating, drinking water, snacks, etc.? Please describe.

Air conditioning/heat     Yes             No

Available seating         Yes             No

Drinking water          Yes             No

Snacks                     Yes             No

**9.** How was security handled? Did existing onsite staff provide security and crowd control? Were police on site?



**3. Staffing**

What types of staff were on site? We will walk through some common staff roles; please tell us if they were part of the process.

*Note to observer: Ask if each type of staff was on site. The State may have a different term for this role, which should be noted. Some staff may have played more than one role. Include any notes to help clarify the role or function on site.*

| Staff role                | Yes | No | Number | We called them... | Notes   |
|---------------------------|-----|----|--------|-------------------|---|
| Site manager(s)           |     |    |        |                   |   |
| Assistant site manager(s) |     |    |        |                   |   |
| Supervisors               |     |    |        |                   |   |
| Eligibility workers       |     |    |        |                   | Did you have bilingual eligibility workers? What influenced your decision to have bilingual eligibility workers? How many were bilingual? Which languages did they speak? |
| Anti-fraud staff          |     |    |        |                   |   |
| EBT issuance workers      |     |    |        |                   |   |
| Application screeners     |     |    |        |                   |   |

**3. Staffing (continued)**

What types of staff were on site? We will walk through some common staff roles; please tell us if they were part of the process.

*Note to observer: Ask if each type of staff was on site. The State may have a different term for this role, which should be noted. Some staff may have played more than one role. Include any notes to help clarify the role or function on site.*

| Staff role   | Yes | No | Number | We called them... | Notes   |
|--|-----|----|--------|-------------------|---|
| Troubleshooters (to identify issues, help answer questions, etc.)  |     |    |        |                   | Whom did they help and how? (Probe if these were State SNAP employees, State staff from other agencies, volunteers from CBOs, etc.) |
| Onsite reviewers   |     |    |        |                   |   |
| Onsite data entry  |     |    |        |                   |   |
| Onsite staff to answer phone calls   |     |    |        |                   |   |
| Security   |     |    |        |                   |   |
| Staff to manage lines, hand out applications, and triage   |     |    |        |                   |   |
| Volunteers   |     |    |        |                   | What sorts of tasks did they handle?  |
| <b>1.</b> Were considerations given to provide for staff comfort and health during the disaster? Please describe.<br><br>For example, private break rooms, separate bathroom facilities, temporary housing (for out-of-town staff), antibacterial lotion/wipes, onsite first aid, water, or meals? |     |    |        |                   |   |

#### 4. Eligibility

Reminder to observer: Be sure to walk through and observe where and how each part of the process took place on site.

- Once on site, what did applicants do?

2. How were applicants informed about eligibility requirements, completing the application, required verification, the duration of the process, etc.?

3. Where did people line up to apply?



4. How was the flow of people managed? Were there lines, numbers, waiting areas, etc.?



5. Were writing surfaces available (tables, clipboards, etc.)?

6. Were staff (or volunteers) on hand to serve any of the following functions?

Please indicate all that apply:

- Triage the line
- Hand out applications
- Answer questions
- Identify language needs (e.g., translation, nonverbal)
- Identify people with special needs (disabled, elderly, etc.)
- Help complete an application if an applicant cannot read or write
- Advise applicants of the process and estimated wait times

#### 4. Eligibility (continued)

7. Where were these staff positioned?

*Reminder to observer: Consider these locations relative to individuals who may require assistance. Ask clarifying questions if necessary. (For example, did applicants have to wait until they got through the line and inside the building to get an application, or were staff handing out applications to people who were waiting in line? Did applicants wait until they were with an eligibility worker before anyone learned they couldn't speak English?)*



**8.** How were applicants interviewed? When, where, and by whom were applicants interviewed?

**9.** Where and how were interview areas set up?

*Note to observer: Note whether and how these areas were set up to protect applicants' privacy. Probe for additional information as needed.*



**10.** Were applications screened for completion? When, where, and by whom?

**11.** How were applications screened for having the required verifications?  
When, where, and by whom?

**12.** How were applicants screened for ongoing or duplicate participation?  
When, where, and by whom?

*Reminder to observer: Volunteers cannot check for duplicate participation.*

**13.** Were applicants allowed to drop off applications? If so, how did that process work?

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**5. Issuance**

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**1.** How were cards issued? Who issued them and where?

**2.** Was there adequate inventory on hand to meet the needs of the D-SNAP? Did all of those cards work as they should (e.g., none were expired or damaged)?

**3.** Who had access to the cards?

**4.** Where were the cards kept? Can you show me?

**5.** Where were the cards kept overnight?



**6.** Were program materials available to inform people about the following topics? Please describe where and how these were provided.

*Please indicate all that apply:*

- How to use an EBT card
- Eligible SNAP purchase items
- How D-SNAP is different from regular SNAP
- Availability of regular SNAP after the disaster
- Fraud

**7.** Were materials available or provided to clients on other disaster assistance that may be available to them?

**8.** Were materials made available or provided to clients on the availability of WIC?

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**6. Wrap Up**

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**1.** Now that we have walked through the D-SNAP site, are there any additional challenges, best practices, or lessons learned that come to mind that we did not discuss earlier during the interview?

**2.** What was the hardest part of running this D-SNAP?

**3.** What surprised you the most?

**4.** What was the best thing you and your staff did to make it run smoothly?

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Thank you for your time and participation in this study!

## Additional Notes

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## Appendix G. Administrative Data Request

### A. What is the purpose of this administrative data request?

This document provides instructions and requirements for submitting SNAP administrative caseload data as part of the Best Practices in Disaster Supplemental Nutrition Assistance Program (D-SNAP) Operations and Planning study conducted by the United States Department of Agriculture's Food and Nutrition Service. These data will be used to examine the characteristics of D-SNAP participants, SNAP participants who do not receive disaster-related benefits, and SNAP recipients who receive supplemental or replacement benefits. The data will also be used to assess the impact of D-SNAP on the local economy.

The following sections provide detailed instructions for preparing and submitting the data extract, including guidance on which records to include in the file, the time period for the data, a specific list of caseload data variables needed, the format for the file, procedures for handling missing data, data privacy, and the process for submitting data.

Insight Policy Research, Inc. (Insight) is the contractor for this study. A representative from the study research team will arrange a consultative discussion with State staff familiar with the State data systems and policies to discuss the administrative data to be provided.

**If possible, we request that you submit a test data file to us by [DATE].** This test file will allow us to review all data and clarify any remaining concerns before your full data submission. Section I of this document provides more details about the test data file request.

Insight will formally request the full data submission after the Office of Management and Budget approves the data collection. Approval is expected in spring 2021.

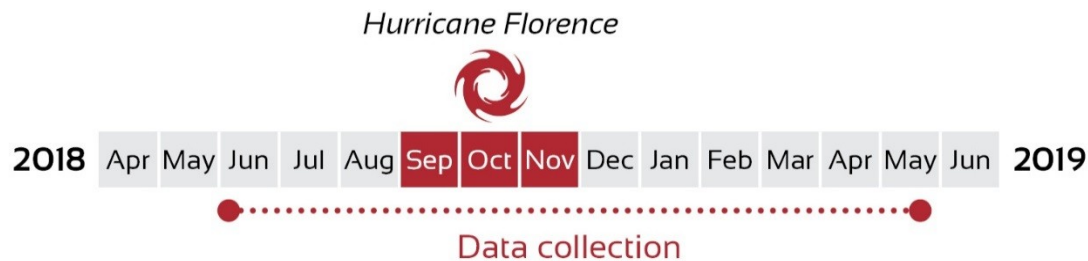
### B. What records should be included in the file and for how many months?

Data should be submitted for **all SNAP and D-SNAP recipients** during the time period 3 months prior to [DISASTER NAME], the duration of [DISASTER NAME], and through 6 months after [DISASTER NAME]. For [DISASTER NAME], you should submit data from [MONTH, YEAR] through [MONTH, YEAR] (see figure 1). See table 2 for an example data submission table shell.

*The Food and Nutrition Act of 2008, as amended through Pub. L. 113-128, enacted July 22, 2014 [7 U.S.C. 2026], provides the legislative authority for the U.S. Department of Agriculture's (USDA) Food and Nutrition Service (FNS) to administer the Supplemental Nutrition Assistance Program (SNAP). Section 17 of the Food and Nutrition Act of 2008 provides the authority to FNS to conduct research to help improve the administration and effectiveness of SNAP. This information collected from States will enable FNS to identify best practices in administering D-SNAP. Under the Privacy Act of 1974 and the System of Record Notice FNS-8 USDA/FNS Studies and Reports, any personally identifying information obtained will be kept private to the extent of the law. 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 4 hours per response, 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 burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the following address: U.S. Department of Agriculture, Food and Nutrition Services, Office of Policy Support, 1320 Braddock Place, Alexandria, VA 22310, ATTN: PRA (0584-xxxx). Do not return the completed form to this address.*



**Figure 1. Months to Include in Administrative Data Submission for North Carolina [to be customized for each participating State]**



The file should include one record per individual for each month he or she received SNAP or D-SNAP benefits during the time period described above. Months during which an individual was not in your State caseload system may be left blank or excluded from the file.

### **C. What variables should be included in the file?**

Table 1 below provides a list of variables that should be included for every individual in the file for every month. If codes are used to identify information (e.g., marital status, disability status), please submit documentation for these codes with your file.

### **D. What is the file format?**

Preferred file formats are comma-separated values (.csv), text (.txt), or Microsoft Excel (.xlsx), although other formats are acceptable, including SAS datasets. Please contact Ms. Nicole Kline (nkline@insightpolicyresearch.com, 703.504.9494) if you would like to use another file type. Each file should have one record per participant-month, and each file should include all variables in the variable list (see table 1).

### **E. How should missing/unknown data be handled?**

When possible, missing values should be indicated by a BLANK space. For numeric variables, please do NOT fill unknown values with zeroes. Zero should ONLY indicate an actual zero value (e.g., zero-dollar income). Please let the project team know if your data use a different strategy to indicate missing data.

Households that did not participate in SNAP or D-SNAP in a given month should not be included in the file for that month.

### **F. How should date variables be formatted?**

When possible, for date variables, please provide 8-digit character strings, filled with 0s for single-digit months or days (e.g., May 1, 2019, should be entered as 05012019). Please let the project team know if your data have dates in a different format.

## **G. How will the study team ensure privacy of State data?**

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These data will be stored on network drives protected using the security mechanisms of The study team's network operating system. The study team headquarters are located in a secured building, and all servers are in a controlled-access area. The study team will set up a secure file transfer protocol (SFTP) site specifically for this project to enable secure transmittal of all data files. Only The study team's project team and designated State SNAP personnel will have access information for this site, and each participating State will have their own secure folder. State data will not be viewable or accessible for other States. All data from State agencies will be transmitted to The study team via SFTP, which will encrypt electronic data in transit to The study team's servers. These data, once received, will remain encrypted until all identifying information is removed.

## **H. How can we submit the files?**

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To protect the data, please submit the file using The study team's SFTP site that encrypts both commands and data, preventing passwords and sensitive information from being accessed during transmission. Instructions for using this system will be sent separately.

## **I. What should be included in the test file?**

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Test files are intended to allow State staff and The study team analysts the ability to review a subset of the data in advance to ensure accuracy and quality without requiring a data submission from the full population across the full timeframe. 3 months prior to [DISASTER NAME], the duration of [DISASTER NAME], and through 6 months after [DISASTER NAME], from [MONTH, YEAR] to [MONTH, YEAR]. Each test file should contain records for 1,000 participants and include all requested variables. Please include the relevant crosswalks for the codes used in your data.

## **J. Questions or concerns?**

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If you have any questions or concerns, contact Ms. Nicole Kline at [nkline@insightpolicyresearch.com](mailto:nkline@insightpolicyresearch.com) or 703.504.9494.

**Table 1. Requested Variable List**

| <b>Data Element(s) Requested</b>                          | <b>Variable Name</b> | <b>Description</b>   | <b>Data Format</b>    | <b>Code/Categories Examples</b>                    |
|---|----------------------|--|-----------------------|--|
| <b>Participant and Household Identification Variables</b> |                      |  |                       |  |
| <b>Participant ID</b>                                     | SNAP_ID              | Participant's ID provided by the State to identify individual participants within a household                | Numeric               | Example: 111                                       |
| <b>Household ID</b>                                       | HH_ID                | Household ID provided by the State to identify individual households   | Numeric               | Example: 11111                                     |
| <b>Reference month</b>                                    | Month                | Reference month for data submitted (e.g., effective month of the benefit issuance as recorded by the agency) | Numeric               | Examples:<br>1 = January<br>2 = February           |
| <b>Reference year</b>                                     | Year                 | Reference year for data submitted (e.g., effective year of the benefit issuance as recorded by the agency)   | Numeric               | Examples:<br>2016, 2017, 2018                      |
| <b>County</b>   | FIPS                 | FIPS code of the county where the SNAP participant's application was processed                               | Numeric               | Example:<br>51592 (Fairfax County)                 |
| <b>Demographic Characteristics</b>                        |                      |  |                       |  |
| <b>Birthdate</b>  | DOB                  | Participant's date of birth  | Character             | MMDDYYYY<br>Example: 01021980                      |
| <b>Gender</b>   | Gender               | Participant's gender   | Numeric               | 1 = male<br>2 = female                             |
| <b>Race/ethnicity</b>                                     | Race_Ethn            | Participant's race and ethnicity   | Numeric/<br>Character | Provide definitions of codes in separate crosswalk |
| <b>Marital status</b>                                     | Marital              | Participant's marital status (e.g., married, single)   | Numeric/<br>Character | Provide definitions of codes in separate crosswalk |
| <b>Disability status</b>                                  | Disability_status    | Participant's disability status  | Numeric/<br>Character | Provide definitions of codes in separate crosswalk |
| <b>Education</b>  | Education            | Codes used to identify level of school completed   | Numeric/<br>Character | Provide definitions of codes in separate crosswalk |
| <b>SNAP/D-SNAP Case Characteristics</b>                   |                      |  |                       |  |
| <b>Application for certification date</b>                 | App_date             | Application date of participant's most recent certification  | Character             | MMDDYYYY<br>Example: 01012017                      |
| <b>Certification date</b>                                 | Cert_date            | Date of participant's most recent certification  | Character             | MMDDYYYY<br>Example: 01072017                      |
| <b>Relation to case head</b>                              | Relation             | Participant's relationship to the case head (e.g., head of household, spouse, child, adult)                  | Character             | Provide definitions of codes in separate crosswalk |
| <b>SNAP benefit amount</b>                                | SNAP_ben             | Total SNAP benefit received by the SNAP household this month   | Numeric               | Example: 357                                       |
| <b>Disaster supplement flag</b>                           | Supp_flag            | Indicator of whether the participant received supplemental benefits associated with a disaster this month    | Numeric               | 1 = yes<br>0 = no                                  |

| <b>Data Element(s) Requested</b>  | <b>Variable Name</b>                       | <b>Description</b>   | <b>Data Format</b> | <b>Code/Categories Examples</b>                      |
|-----------------------------------|--|--|--------------------|--|
| <b>Disaster supplement amount</b> | Supp_ben                                   | Total disaster supplement amount the SNAP household received this month                                  | Numeric            | Example: 357   |
| <b>Replacement benefit flag</b>   | Replace_flag                               | Indicator of whether the participant received replacement benefits associated with a disaster this month | Numeric            | 1 = yes<br>0 = no                                    |
| <b>Replacement benefit amount</b> | Replace_ben                                | Total replacement benefit amount the SNAP household received this month                                  | Numeric            | Example: 357   |
| <b>Disaster SNAP flag</b>         | DSNAP_flag                                 | Indicator of whether the participant received D-SNAP benefits this month                                 | Numeric            | 1 = yes<br>0 = no                                    |
| <b>D-SNAP benefit amount</b>      | DSNAP_ben                                  | Total D-SNAP benefit the D-SNAP household received this month  | Numeric            | Example: 357   |
| <b>Economic Characteristics</b>   |  |  |                    |  |
| <b>Gross income amount</b>        | Gross_income                               | Total monthly gross countable income for the participant's household                                     | Numeric            | Example: 700   |
| <b>Net income amount</b>          | Net_income                                 | Total monthly net income for the participant's household   | Numeric            | Example: 500   |
| <b>Employment status</b>          | Employment                                 | Indicator of whether the participant is employed   | Numeric            | 1 = yes<br>0 = no                                    |
| <b>Geographic Location</b>        |  |  |                    |  |
| <b>Address</b>                    | Street1<br>Street2<br>City<br>State<br>Zip | Street address, city, State, and ZIP Code of participant   | Character          | 123 Right Street<br>Apt 4<br>Springfield VA<br>22222 |
| <b>County</b>                     | FIPS                                       | 5-digit FIPS code of the county where the participant's address is located                               | Numeric            | Example:<br>51592 (Fairfax County, VA)               |

**Table 2. Example Data Submission Shell (Partial List of Variables)**

| <b>SNAP_ID</b> | <b>HH_ID</b> | <b>Month</b> | <b>Year</b> | <b>SNAP_Be<br/>n</b> | <b>DSNAP fla<br/>g</b> | <b>ZIP Code</b> | <b>County</b> |
|----------------|--------------|--------------|-------------|----------------------|------------------------|-----------------|---------------|
| 00000001       | 99999999     | 6            | 2018        | 80                   | 0                      | 22222           | 51592         |
| 00000001       | 99999999     | 7            | 2018        | 80                   | 0                      | 22222           | 51592         |
| 00000001       | 99999999     | 8            | 2018        | 460                  | 0                      | 22222           | 51592         |
| 00000001       | 99999999     | 9            | 2018        | 600                  | 1                      | 22222           | 51592         |
| 00000001       | 99999999     | 10           | 2018        | 600                  | 1                      | 22222           | 51592         |
| 00000001       | 99999999     | 11           | 2018        | 600                  | 1                      | 22222           | 51592         |
| 00000001       | 99999999     | 12           | 2018        | 460                  | 0                      | 22222           | 51592         |
| 00000001       | 99999999     | 1            | 2019        | 460                  | 0                      | 22222           | 51592         |
| 00000001       | 99999999     | 2            | 2019        | 460                  | 0                      | 22222           | 51592         |
| 00000001       | 99999999     | 3            | 2019        | 460                  | 0                      | 22222           | 51592         |
| 00000001       | 99999999     | 4            | 2019        | 80                   | 0                      | 22222           | 51592         |
| 00000001       | 99999999     | 5            | 2019        | 80                   | 0                      | 22222           | 51592         |
| 00000002       | 99999999     | 6            | 2018        | 80                   | 0                      | 22222           | 51592         |
| 00000002       | 99999999     | 7            | 2018        | 80                   | 0                      | 22222           | 51592         |
| 00000002       | 99999999     | 8            | 2018        | 460                  | 0                      | 22222           | 51592         |
| 00000002       | 99999999     | 9            | 2018        | 600                  | 1                      | 22222           | 51592         |
| 00000002       | 99999999     | 10           | 2018        | 600                  | 1                      | 22222           | 51592         |
| 00000002       | 99999999     | 11           | 2018        | 600                  | 1                      | 22222           | 51592         |
| 00000002       | 99999999     | 12           | 2018        | 460                  | 0                      | 22222           | 51592         |
| 00000002       | 99999999     | 1            | 2019        | 460                  | 0                      | 22222           | 51592         |
| 00000002       | 99999999     | 2            | 2019        | 460                  | 0                      | 22222           | 51592         |
| 00000002       | 99999999     | 3            | 2019        | 460                  | 0                      | 22222           | 51592         |
| 00000002       | 99999999     | 4            | 2019        | 80                   | 0                      | 22222           | 51592         |
| 00000002       | 99999999     | 5            | 2019        | 80                   | 0                      | 22222           | 51592         |
| 00000003       | 88888888     | 6            | 2018        | 60                   | 0                      | 22222           | 51592         |
| 00000003       | 88888888     | 7            | 2018        | 60                   | 0                      | 22222           | 51592         |
| 00000003       | 88888888     | 10           | 2018        | 400                  | 1                      | 22222           | 51592         |
| 00000003       | 88888888     | 11           | 2018        | 400                  | 1                      | 22222           | 51592         |
| 00000003       | 88888888     | 12           | 2018        | 60                   | 0                      | 22222           | 51592         |
| 00000003       | 88888888     | 1            | 2019        | 60                   | 0                      | 22222           | 51592         |
| 00000003       | 88888888     | 2            | 2019        | 60                   | 0                      | 22222           | 51592         |
| 00000003       | 88888888     | 3            | 2019        | 60                   | 0                      | 22222           | 51592         |
| 00000003       | 88888888     | 4            | 2019        | 60                   | 0                      | 22222           | 51592         |
| 00000003       | 88888888     | 5            | 2019        | 0                    | 0                      | 22222           | 51592         |

Note: This table shows an incomplete set of data elements; for the full list, see table 1.

## Appendix H. Document Review Matrix

### Document Review Matrix: D-SNAP Plans

| Data Elements  | California | Louisiana | Nebraska | North Carolina | West Virginia |
|--|------------|-----------|----------|----------------|---------------|
| <b>D-SNAP Planning</b>   |            |           |          |                |               |
| Fiscal year of State plan  |            |           |          |                |               |
| List disasters discussed in the State plan (e.g., tornado, hurricane, flooding, earthquake). |            |           |          |                |               |
| What partner organizations does the State work with?   |            |           |          |                |               |
| Role of partner 1  |            |           |          |                |               |
| Role of partner 1  |            |           |          |                |               |
| Role of partner 1  |            |           |          |                |               |
| Role of partner 1  |            |           |          |                |               |
| Role of partner 1  |            |           |          |                |               |
| Describe plan for D-SNAP staffing.   |            |           |          |                |               |
| Describe contingencies if backup staff are needed.   |            |           |          |                |               |
| Describe any strategies listed to ensure program integrity.                                  |            |           |          |                |               |
| <b>D-SNAP Request</b>  |            |           |          |                |               |
| Which State agency submits the D-SNAP request to FNS?  |            |           |          |                |               |
| Describe the timeline and process for submitting the D-SNAP request.                         |            |           |          |                |               |
| Is the needs assessment process included in the plan? If yes, please describe.               |            |           |          |                |               |
| (If applicable) Which data are used in the needs assessment process?                         |            |           |          |                |               |
| (If applicable) How does the SNAP agency estimate the number of D-                           |            |           |          |                |               |

| <b>Data Elements</b>  | <b>California</b> | <b>Louisiana</b> | <b>Nebraska</b> | <b>North Carolina</b> | <b>West Virginia</b> |
|---|-------------------|------------------|-----------------|-----------------------|----------------------|
| SNAP households served? What data or systems are used?  |                   |                  |                 |                       |                      |
| <b>D-SNAP Operations</b>  |                   |                  |                 |                       |                      |
| Central point of contact (name/title)   |                   |                  |                 |                       |                      |
| Does the D-SNAP manual contain a list of contacts and their roles in disaster response? (Y/N)                               |                   |                  |                 |                       |                      |
| Describe the role of the State office.  |                   |                  |                 |                       |                      |
| If applicable, describe the role of the county office.  |                   |                  |                 |                       |                      |
| What agency is in charge of public information campaign?  |                   |                  |                 |                       |                      |
| List the public outreach actions to be taken and their timeframe.   |                   |                  |                 |                       |                      |
| What site selection criteria are included in the State plan?  |                   |                  |                 |                       |                      |
| Does the State plan include a D-SNAP site selection checklist? (Y/N)  |                   |                  |                 |                       |                      |
| Does the State plan include a D-SNAP site supplies checklist? (Y/N)   |                   |                  |                 |                       |                      |
| Does the State plan include a D-SNAP site human comforts checklist? (Y/N)   |                   |                  |                 |                       |                      |
| Does the State plan include measures to accommodate older individuals and persons with disabilities or special needs? (Y/N) |                   |                  |                 |                       |                      |
| Does the State plan include steps and suggestions for crowd control? (Y/N) If yes, list suggestions included.               |                   |                  |                 |                       |                      |
| What State system is used to issue benefits?  |                   |                  |                 |                       |                      |
| How do clients apply for D-SNAP?  |                   |                  |                 |                       |                      |
| What is the D-SNAP verification and   |                   |                  |                 |                       |                      |

| <b>Data Elements</b>   | <b>California</b> | <b>Louisiana</b> | <b>Nebraska</b> | <b>North Carolina</b> | <b>West Virginia</b> |
|--|-------------------|------------------|-----------------|-----------------------|----------------------|
| certification process?   |                   |                  |                 |                       |                      |
| Describe how clients obtain their EBT cards.                                       |                   |                  |                 |                       |                      |
| What training do State staff receive?  |                   |                  |                 |                       |                      |
| Does the State plan list the D-SNAP eligibility criteria? (Y/N)                    |                   |                  |                 |                       |                      |
| How does the State plan address securing EBT cards?                                |                   |                  |                 |                       |                      |
| <b>Post D-SNAP Activities</b>  |                   |                  |                 |                       |                      |
| Does the State plan include a closeout checklist? (Y/N)                            |                   |                  |                 |                       |                      |
| What is the case review process?   |                   |                  |                 |                       |                      |
| What procedures does the State use to complete daily reporting?                    |                   |                  |                 |                       |                      |
| What information does the State provide about its post-disaster reporting process? |                   |                  |                 |                       |                      |



**Document Review Matrix: D-SNAP requests**

| Data Elements   | Disaster 1 (i.e., Hurricane Florence) | Disaster 2 | Disaster 3 | Disaster 4 | Disaster 5 | Disaster 6 | Disaster 7 | Disaster 8 | Disaster 9 | Disaster 10 |
|---|---------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| <b>Disaster Details</b>   |                                       |            |            |            |            |            |            |            |            |             |
| Date of disaster  |                                       |            |            |            |            |            |            |            |            |             |
| State   |                                       |            |            |            |            |            |            |            |            |             |
| Region  |                                       |            |            |            |            |            |            |            |            |             |
| County/ZIP Codes affected   |                                       |            |            |            |            |            |            |            |            |             |
| Describe disaster impact and initial response, including data used to identify the disaster area. |                                       |            |            |            |            |            |            |            |            |             |
| Benefit period  |                                       |            |            |            |            |            |            |            |            |             |
| Application period  |                                       |            |            |            |            |            |            |            |            |             |
| Are D-SNAP sites identified? If yes, please list.   |                                       |            |            |            |            |            |            |            |            |             |
| Anticipated dollar amount of D-SNAP benefits issued   |                                       |            |            |            |            |            |            |            |            |             |
| Projected amount of supplemental benefits   |                                       |            |            |            |            |            |            |            |            |             |
| Did the State request any policy flexibilities? If yes, which one(s)?                             |                                       |            |            |            |            |            |            |            |            |             |
| Can clients access checking and savings accounts? (Y/N)   |                                       |            |            |            |            |            |            |            |            |             |
| Did the State request automatic supplements for current SNAP participants? (Y/N)                  |                                       |            |            |            |            |            |            |            |            |             |
| Does the D-SNAP request include a process for securing EBT cards? If yes, describe.               |                                       |            |            |            |            |            |            |            |            |             |
| Does the D-SNAP request include a process for issuing EBT cards? If yes, describe.                |                                       |            |            |            |            |            |            |            |            |             |

| Data Elements  | Disaster<br>1 (i.e.,<br>Hurricane<br>Florence<br>) | Disaster<br>2 | Disaster<br>3 | Disaster<br>4 | Disaster<br>5 | Disaster<br>6 | Disaster<br>7 | Disaster<br>8 | Disaster<br>9 | Disaster<br>10 |
|--|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Does the D-SNAP request include a process for checking duplicate participation? If yes, describe.  |  |               |               |               |               |               |               |               |               |                |
| Does the D-SNAP request list strategies for ensuring program integrity? If yes, describe.  |  |               |               |               |               |               |               |               |               |                |
| Does the D-SNAP request include procedures for disaster reporting? If yes, describe.   |  |               |               |               |               |               |               |               |               |                |
| Does the D-SNAP request include procedures for completing the post-disaster report? If yes, describe.  |  |               |               |               |               |               |               |               |               |                |
| Does the D-SNAP request include details about site staffing? If yes, describe specifics about the number of staff needed, or who will staff the D-SNAP site(s).                |  |               |               |               |               |               |               |               |               |                |
| Does the D-SNAP request include details about communications? Only include details if the request describes specific communication strategies not outlined in the D-SNAP plan. |  |               |               |               |               |               |               |               |               |                |
| What agency is responsible for logistics?  |  |               |               |               |               |               |               |               |               |                |
| Does the D-SNAP request include procedures for processing State employee D-SNAP applications? If yes, describe.  |  |               |               |               |               |               |               |               |               |                |
| <b>D-SNAP Request Modifications or Extensions</b>  |  |               |               |               |               |               |               |               |               |                |
| Modification/extension 1   |  |               |               |               |               |               |               |               |               |                |
| Date of modification/extension   |  |               |               |               |               |               |               |               |               |                |

| Data Elements   | Disaster<br>1 (i.e.,<br>Hurricane<br>Florence<br>) | Disaster<br>2 | Disaster<br>3 | Disaster<br>4 | Disaster<br>5 | Disaster<br>6 | Disaster<br>7 | Disaster<br>8 | Disaster<br>9 | Disaster<br>10 |
|---|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| County/ZIP Codes affected   |  |               |               |               |               |               |               |               |               |                |
| What modifications or extensions did the State request? Describe. |  |               |               |               |               |               |               |               |               |                |
| Modification/extension 2  |  |               |               |               |               |               |               |               |               |                |
| Date of modification/extension                                    |  |               |               |               |               |               |               |               |               |                |
| County/ZIP Codes affected   |  |               |               |               |               |               |               |               |               |                |
| What modifications or extensions did the State request? Describe. |  |               |               |               |               |               |               |               |               |                |
| Modification/extension 3  |  |               |               |               |               |               |               |               |               |                |
| Date of modification/extension                                    |  |               |               |               |               |               |               |               |               |                |
| County/ZIP Codes affected   |  |               |               |               |               |               |               |               |               |                |
| What modifications or extensions did the State request? Describe. |  |               |               |               |               |               |               |               |               |                |

**Document Review Matrix: Post-Disaster Review Reports**

| Data Elements  | Disaster 1 (i.e., Hurricane Florence) | Disaster 2 | Disaster 3 | Disaster 4 | Disaster 5 | Disaster 6 | Disaster 7 | Disaster 8 | Disaster 9 | Disaster 10 |
|--|---------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| <b>Details of Disaster</b>   |                                       |            |            |            |            |            |            |            |            |             |
| Date of disaster   |                                       |            |            |            |            |            |            |            |            |             |
| Date of report   |                                       |            |            |            |            |            |            |            |            |             |
| State  |                                       |            |            |            |            |            |            |            |            |             |
| County/ZIP Codes affected  |                                       |            |            |            |            |            |            |            |            |             |
| Application period   |                                       |            |            |            |            |            |            |            |            |             |
| Number and type of D-SNAP sites used (e.g., local SNAP office, CBO, church, fire department) |                                       |            |            |            |            |            |            |            |            |             |
| Hours of D-SNAP sites  |                                       |            |            |            |            |            |            |            |            |             |
| Were data used to identify the area of the disaster? If yes, what data? From whom?           |                                       |            |            |            |            |            |            |            |            |             |
| Which policy flexibilities (e.g., DSED, food loss only) were used?                           |                                       |            |            |            |            |            |            |            |            |             |
| How many individuals were needed to staff the D-SNAP site?                                   |                                       |            |            |            |            |            |            |            |            |             |
| Were additional staff from other agencies or locations required? (Y/N)                       |                                       |            |            |            |            |            |            |            |            |             |
| If yes, list agencies or locations additional staff were pulled from.                        |                                       |            |            |            |            |            |            |            |            |             |
| Length of application period   |                                       |            |            |            |            |            |            |            |            |             |
| Number of approved applications  |                                       |            |            |            |            |            |            |            |            |             |
| Amount of benefits issued  |                                       |            |            |            |            |            |            |            |            |             |

| Data Elements   | Disaster<br>1 (i.e.,<br>Hurricane<br>Florence<br>) | Disaster<br>2 | Disaster<br>3 | Disaster<br>4 | Disaster<br>5 | Disaster<br>6 | Disaster<br>7 | Disaster<br>8 | Disaster<br>9 | Disaster<br>10 |
|---|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| <b>Operations</b>   |  |               |               |               |               |               |               |               |               |                |
| What certification system did the State use?  |  |               |               |               |               |               |               |               |               |                |
| Were online and/or paper applications available?  |  |               |               |               |               |               |               |               |               |                |
| Did the State use a preregistration system? (Y/N)                                       |  |               |               |               |               |               |               |               |               |                |
| List any further details of the application and certification process, as applicable.   |  |               |               |               |               |               |               |               |               |                |
| Describe EBT card issuance details and procedures.                                      |  |               |               |               |               |               |               |               |               |                |
| What mediums were used for outreach efforts (e.g., radio, TV, newspaper, social media)? |  |               |               |               |               |               |               |               |               |                |
| Did any partner organizations assist with outreach? If yes, list.                       |  |               |               |               |               |               |               |               |               |                |
| List measures taken to comply with civil rights laws, including program accessibility.  |  |               |               |               |               |               |               |               |               |                |
| List security and fraud control strategies used by the State.                           |  |               |               |               |               |               |               |               |               |                |
| <b>Case Reviews</b>   |  |               |               |               |               |               |               |               |               |                |
| What types of reviews were conducted (e.g., public, State agency employee)?             |  |               |               |               |               |               |               |               |               |                |
| Is the process for case selection described? (Y/N)                                      |  |               |               |               |               |               |               |               |               |                |
| Number of cases reviewed  |  |               |               |               |               |               |               |               |               |                |
| <i>Public review</i>  |  |               |               |               |               |               |               |               |               |                |
| <i>State employee review</i>  |  |               |               |               |               |               |               |               |               |                |

| Data Elements   | Disaster<br>1 (i.e.,<br>Hurricane<br>Florence<br>) | Disaster<br>2 | Disaster<br>3 | Disaster<br>4 | Disaster<br>5 | Disaster<br>6 | Disaster<br>7 | Disaster<br>8 | Disaster<br>9 | Disaster<br>10 |
|---|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Percentage and number of cases with no problems                     |  |               |               |               |               |               |               |               |               |                |
| <i>Public review</i>  |  |               |               |               |               |               |               |               |               |                |
| <i>State employee review</i>  |  |               |               |               |               |               |               |               |               |                |
| Percentage and number of cases with errors or missing documentation |  |               |               |               |               |               |               |               |               |                |
| <i>Public review</i>  |  |               |               |               |               |               |               |               |               |                |
| <i>State employee review</i>  |  |               |               |               |               |               |               |               |               |                |
| Percentage and number of cases with intentional program violations  |  |               |               |               |               |               |               |               |               |                |
| <i>Public review</i>  |  |               |               |               |               |               |               |               |               |                |
| <i>State employee review</i>  |  |               |               |               |               |               |               |               |               |                |
| Percentage and number of incomplete case reviews                    |  |               |               |               |               |               |               |               |               |                |
| <i>Public review</i>  |  |               |               |               |               |               |               |               |               |                |
| <i>State employee review</i>  |  |               |               |               |               |               |               |               |               |                |
| <b>Best Practices and Lessons Learned</b>                           |  |               |               |               |               |               |               |               |               |                |
| Lessons learned   |  |               |               |               |               |               |               |               |               |                |
| Best practices  |  |               |               |               |               |               |               |               |               |                |
| Challenges encountered  |  |               |               |               |               |               |               |               |               |                |
| Changes to D-SNAP annual plan                                       |  |               |               |               |               |               |               |               |               |                |
| Changes to internal policies  |  |               |               |               |               |               |               |               |               |                |
| Recommendations for FNS guidance                                    |  |               |               |               |               |               |               |               |               |                |

**Document Review Matrix: (Fill in Document Type)**

| <b>Data Elements</b>   | <b>Disaster 1<br/>(i.e.,<br/>Hurricane<br/>Florence)</b> | <b>Disaster<br/>2</b> | <b>Disaster<br/>3</b> | <b>Disaster<br/>4</b> | <b>Disaster<br/>5</b> | <b>Disaster<br/>6</b> | <b>Disaster<br/>7</b> | <b>Disaster<br/>8</b> | <b>Disaster<br/>9</b> | <b>Disaster<br/>10</b> |
|--|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Date of disaster   |  |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| State  |  |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| Type of document   |  |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| Document received from (e.g., FNS<br>NO, RO, State office, local office,<br>other) |  |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| What information or data are<br>included in the document? (List<br>succinctly.)    |  |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| Other notes  |  |                       |                       |                       |                       |                       |                       |                       |                       |                        |