

Attachment F.4 Site Visit Background & Sample Agenda

This information is being collected to assist the Food and Nutrition Service in better identifying and understanding how States define and measure customer service for SNAP applicants and participants. This is a voluntary collection and FNS will use the information to better understand current efforts to strengthen customer service practices in SNAP. This collection does not request any personally identifiable information under the Privacy Act of 1974. 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 0.75 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: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support, 1320 Braddock Place, 5th Floor, Alexandria, VA 22306 ATTN: PRA (0584-xxxx). Do not return the completed form to this address.

Site Visit Overview and Activities

A team of two study team members (from SPR or Mathematica) will conduct each visit. These visits will last two days and will include interviews at the State and local level. Site visits will include a series of 60-minute interviews as well as an observation of the local SNAP office space and 3-4 desk side observations with eligibility workers.

Interviews

All interviews will be guided by a semi-structured protocol and will last approximately 60 minutes. Background research and document review conducted prior to the visit will help the site visitor customize individual interview guides from the compiled protocol. In addition, some States or local areas may have specific customer service initiatives or strategies; in these cases, the site visitor will work with the State or local area staff to ensure involved individuals are interviewed.

In States where SNAP is administered at the county level, there will be additional interviews at the county level to collect their leadership perspective. If this makes it challenging to fit all data collection into two days, State level interviews from these States can be conducted virtually.

Observations:

One site visitor will conduct an observation of the local SNAP office space and fill in the associated observation form. In addition, the same visitor will conduct 3-4 desk side observations with eligibility workers at each local site. Each observation will be completed with a different eligibility worker. An observation form guides the interaction and provides some short debrief questions.

Local Area:

Once States are selected, initial background research and communication with FNS and the State will help the research team select which local area to visit. Priority will be given to local areas that are near the State office (to reduce travel time) and/or that are recognized for their customer service/customer service strategies. In addition, research team leadership will be looking across

the States to ensure an appropriate balance of rural/urban areas, those with specific SNAP models (call centers, dedicated eligibility workers, etc.). The chosen local area may be the same county that houses the State agency.

Respondents

State Level: State SNAP Director, Agency HR Director, SNAP data analyst and/or Data/MIS administrator, position that targets customer service for the agency, if applicable.

Local Level: Local SNAP administrator, SNAP eligibility worker supervisor, eligibility workers or line staff.

Other: Advocate from a local or statewide food justice nonprofit (for example, Nourish California in California), a manager/policy staff person from a CBO that connects individuals to SNAP, or a formal SNAP ombudsperson. The appropriate organization to target should be discussed in consultation with the research team and the State. If necessary, this interview can be conducted remotely after the in-person visit if it is too difficult to fit into the two-day schedule.

Sample Site Visit Schedule

Below is a sample site visit schedule that the site visitors can customize based on their State’s context. This customization will include need for travel time to local area, breaks, additional interviews with county leadership in county-administered States, and interviews with respondents focused on specific customer service initiatives.

Site Visit Day 1	
9am-9:30am	Set up and Introduction to Study and Day
9:30am-10:30 am	State SNAP Director
10:30am-11:30am	State Agency Director of HR
11:30am-12:30pm	Lunch
12:30pm-1:30pm	State SNAP Data Analyst and Data/MIS Administrator
1:30pm-2:30pm	State Staff Focused on Customer Service Initiatives (if applicable)
2:30pm-3:00pm	Break + Site Visitor Check in
3pm-3:30pm	Wrap up with Host Respondent
3:30pm-5:00pm	Travel to Local Site (if applicable)

*Both visitors will attend all interviews during Day 1. For each interview, there will be one research team member focused on facilitation and one taking notes and asking follow-up questions. If significant local travel is not required, an interview listed for Day 2 can be conducted at the end of Day 1.

Site Visit Day 2	
8:45am-9:00am	Set up and Introduction to Study and Day
9:00am-10:00am	Local SNAP Director/Administrator
10:00am-11:00am	Site Observation & Eligibility Worker Desk Side Observation (Site Visitor 1)
	Case Management Supervisor (Site Visitor 2)
11:00am-12:00pm	Eligibility Worker Desk Side Observations (Site Visitor 1)
	Eligibility Worker Interview (Site Visitor 2)
12:00pm-1:00pm	Lunch
1:00pm-2:00pm	Local Staff Focused on Customer Service Initiatives or HR

	Manager (if applicable)
2:00pm-3:00pm	Local HR Manager (if applicable)
3:00pm-4:00pm	Advocate, ombudsperson, or CBO staff member
4:00pm-4:30pm	Wrap up with Host Respondent

* During Day 2, one research team member will conduct an observation of the space and 3-4 eligibility worker desk side observations while the other research team member conducts several interviews solo. Both research team members should participate in at least the first interview and wrap up together. Depending on where the advocate/ombudsperson/CBO staff person is located, the visitors may need to build in travel for that interview (or possibly conduct it remotely after the visit).