



***An Assessment of the Roles and Effectiveness of
Community-Based Organizations in the
Supplemental Nutrition Assistance Program***

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An Assessment of the Roles and Effectiveness of Community-Based Organizations in the Supplemental Nutrition Assistance Program

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GLOSSARY OF ACRONYMS

AAPOR	American Association for Public Opinion Research
ACCESS	Automated Community Connection to Economic Self-Sufficiency
ACORN	Association of Community Organizations for Reform Now
CASRO	Council of American Survey Research Organizations
CATI	Computer-assisted telephone interviewing
CBO	Community-based organization
CPI	Community Partner Interviewer
DCF	Florida Department of Children and Families
DHS	Michigan Department of Human Services
DWSS	Nevada Division of Welfare and Support Services
EBT	Electronic benefit transfer
ELM	Elder Law of Michigan
FBNN	Food Bank of Northern Nevada
FNS	Food and Nutrition Service
FPG	Federal Poverty Guideline
GRUB	Growing Recruits for Urban Business
HELP	Housing, Emergency Services, Life Skills, and Prevention
HHS	U.S. Department of Health and Human Services
HHSC	Texas Health and Human Services Commission
HOLA	Hispanic Office for Local Assistance
HUD	U.S. Department of Housing and Urban Development
MDHS	Minnesota Department of Human Services
MHRC	Mental Health Resources Center
MiCAFE	Michigan's Coordinated Access to Food for the Elderly
QC	Quality control
SAMHSA	Substance Abuse and Mental Health Services Administration
SFSP	Summer Food Service Program
SNAP	Supplemental Nutrition Assistance Program
TFBN	Texas Food Bank Network
UI	Unemployment Insurance
USDA	U.S. Department of Agriculture
VA	U.S. Department of Veterans Affairs
VPN	Virtual private network
WIC	Special Supplemental Nutrition Program for Women, Infants, and Children

EXECUTIVE SUMMARY

Between 2009 and 2010, six State Supplemental Nutrition Assistance Program (SNAP) agencies received waivers from the U.S. Department of Agriculture’s (USDA) Food and Nutrition Service (FNS) to implement Community Partner Interviewer (CPI) demonstration projects. The overarching goal of these projects was to improve the delivery of SNAP services, reduce strain on under-resourced State offices, and address the barriers that prevented some eligible households from applying. The waivers allowed nonprofit organizations, such as food banks, to conduct SNAP interviews, collect verifications (e.g., identification, proof of earned income), and submit clients’ application materials to State SNAP agencies for eligibility determination. Each State that wished to participate in the CPI demonstration submitted a formal request to FNS to waive section 11(e)(6)(B) of the Food and Nutrition Act of 2008 (P.L. 110-246), which indicates that only State agency personnel can conduct SNAP interviews and collect verifications. Four of the six States that implemented the demonstration projects—Florida, Michigan, Nevada, and Texas—participated in this study. Minnesota also received a waiver but did not participate in this study because of the project’s small scope. Oregon discontinued the demonstration in 2011.

The purpose of this study is to describe the community-based organizations (CBOs) that conducted SNAP eligibility interviews in the four demonstration States; to describe the nature of the partnerships between those CBOs and SNAP personnel; and to examine any associations between the CPI demonstration projects and SNAP program outcomes, including timeliness, efficiency, and customer satisfaction.

A. STUDY OVERVIEW

Data collection activities for this study included telephone interviews with SNAP directors and CBO directors in participating demonstration States; site visits to local SNAP offices and CBO sites; requests for administrative data and Quality Control (QC) data from States and FNS; and a customer satisfaction survey. The table below outlines the data collection activities associated with each of the six research objectives specified by FNS.

Research Objective	Data Collection Methodology
1. Describe the CBOs conducting SNAP interviews and the nature of their partnerships with State and local agencies.	<ul style="list-style-type: none"> • Semi-structured interviews with State agencies and CBO representatives • Site visits to SNAP offices and CBO sites
2. Describe the response of State SNAP staff to the involvement of CBOs in conducting applicant interviews.	<ul style="list-style-type: none"> • Site visits to SNAP offices
3. Describe the response of CBO interviewers to their involvement with SNAP.	<ul style="list-style-type: none"> • Site visits to CBO sites
4. Describe the response of SNAP applicants who are interviewed by CBO staff for SNAP benefits to the involvement of CBOs in SNAP.	<ul style="list-style-type: none"> • Site visits to SNAP offices and CBO sites • SNAP client satisfaction survey
5. Describe the services that the CBOs offer.	<ul style="list-style-type: none"> • Semi-structured interviews with CBO representatives • Site visits to CBO sites
6. Document the impacts of CBOs conducting SNAP interviews on program outcomes.	<ul style="list-style-type: none"> • SNAP administrative data from State agencies • Extant data from SNAP QC reports and State CPI evaluation reports

B. SUMMARY OF FINDINGS

1. Descriptive Overview of CBOs

The CPI demonstration projects varied widely across the four States, depending in part on the States' particular priorities and the goals that prompted their participation in the demonstration. Differences across States include the number of CBO partners, the types of services offered by those CBOs, and the mechanisms in place for submitting applications to the State agencies. Highlights for each State are presented below.

Florida. Florida had seven CBO partners, which collectively served 21 counties throughout the State. Four of the seven CBOs were food banks. The other three CBOs included one organization that targeted homeless and mentally ill individuals, one that served the Haitian community in Southern Florida, and one that was a United Way of America member. In addition to providing SNAP application assistance and conducting interviews at various locations throughout the community, outreach workers from Florida's CBOs could also track the status of a client's application for 90 days. They submitted SNAP applications to the State electronically using the Automated Community Connection to Economic Self-Sufficiency (ACCESS) Florida system. Florida also allowed CBO workers to recertify SNAP participants.

Michigan. Michigan's CPI demonstration project focused on adults age 60 and older. Michigan had one CBO partner, Elder Law of Michigan (ELM). ELM identified and trained local community organizations throughout the state to provide SNAP outreach (including interviews) to senior citizens. ELM's local partners included senior centers, food pantries, and a Detroit-based nonprofit agency that connects underserved seniors with housing assistance and other social services. In addition to providing application assistance and conducting interviews, SNAP outreach workers at ELM's local partners were also authorized to recertify SNAP participants. Outreach workers submitted hard copies of completed applications to the State agency and State SNAP workers entered the application data into Michigan's electronic application system.

Nevada. Nevada's two CBO partners included the Food Bank of Northern Nevada (FBNN) and HELP¹ of Southern Nevada. FBNN focused largely on providing SNAP outreach to remote areas outside of Reno and employed mobile units to serve those areas. HELP of Southern Nevada provided SNAP outreach and other social services to individuals in and around Las Vegas who are poor, homeless or otherwise in crisis. Nevada was the only State in which SNAP outreach workers were not authorized to recertify SNAP participants. Outreach workers submitted hard copies of completed applications to local SNAP offices for processing.

Texas. Texas had one CBO partner, the Texas Food Bank Network (TFBN). TFBN includes 21 member food banks, five of which participated in the demonstration project. Four of the participating food banks serve the State's largest metropolitan areas and one serves a largely rural area of the State. Aside from the San Antonio Food Bank, where outreach workers provided SNAP application assistance mostly onsite, TFBN's outreach workers provided services at various sites within the local communities. In addition to offering SNAP outreach, TFBN workers were able to provide applicants with unloaded electronic benefit transfer (EBT) cards and could recertify current participants. Outreach workers

¹ HELP = Housing, Emergency Services, Life Skills, and Prevention.

submitted SNAP applications directly to the State agency using an online portal developed for the demonstration.

2. Successes and Challenges

To gain an understanding of the successes and challenges associated with implementing the demonstration projects in each State, the study team relied largely on the perspectives of SNAP representatives and CBO workers interviewed by phone and in person during site visits.

Members of the study team asked SNAP representatives to comment on the quality, accuracy, and completeness of the SNAP applications that they received from CBOs. SNAP representatives in Florida and Texas provided positive feedback, noting that the incoming CBO applications were generally complete and accurate, which facilitated eligibility determination. SNAP workers in Michigan and Nevada offered mixed reviews of the applications that they received from CBOs. Some SNAP workers in these States suggested that the CBO interviewers did not consistently provide enough information to determine eligibility, which then required SNAP workers to follow up with applicants. Other SNAP representatives, however, felt that the quality of applications received from CBOs had improved over time.

SNAP office directors and eligibility workers also offered mixed responses when asked whether they thought the demonstration had an impact on their workloads. SNAP workers in the two largest States, Texas and Florida, generally agreed that having CBOs conduct the interviews saved SNAP office workers time. In Michigan, SNAP eligibility workers reported that the demonstration had little to no impact on their workloads because the CBO-assisted applications typically required follow-up efforts on the part of the SNAP office. In Nevada, some SNAP workers reported no change in their workload but a greater number of workers felt that it did save time to have CBO workers conduct the interviews.

Overall, SNAP office directors and workers across all four States cited improved access, better customer service, and satisfaction among applicants as the most significant successes of the demonstration projects. CBO workers identified the same successes, but they also believed that the demonstration improved efficiency by enabling applicants to complete the SNAP application and interview in a single visit.

Challenges cited by SNAP representatives and CBO workers alike included technology-related problems that sometimes led to processing delays, keeping outreach workers up to date on frequent policy and procedural changes at the State level, and ensuring adequate training for all CBO workers who conducted SNAP interviews. CBO staff also noted limited awareness of the demonstration among State eligibility workers as a particular challenge.

3. Program Outcomes: Customer Satisfaction, Efficiency, and Accuracy

Survey respondents reported very positive experiences with CBOs that provided application assistance and conducted SNAP interviews. Among CBO applicants who previously applied for benefits through a SNAP office, more than half reported that it was easier to apply through the CBO than it was to apply through the SNAP office. CBO applicants were also more likely than were SNAP office applicants to report that they were very satisfied with the customer service that they received.

Results with respect to efficiency and payment accuracy were mixed, and States varied in terms of the data that they had available. CBO-assisted applications had higher approval rates than did SNAP office applications in Florida, Michigan, and Nevada. Approval rates in Texas were similar for CBO and SNAP office applications. When considering just the denials (i.e., applicants determined ineligible), results showed that Florida and Texas had higher rates of denials for procedural reasons among CBO-interviewed applicants as compared to SNAP-interviewed applicants.

Timeliness was evaluated using two metrics: 1) application processing time, defined as the median number of days between application submission and eligibility determination, and 2) timeliness rates, defined as the percentage of applications with eligibility determinations made within 30 days of application submission for regular applications and within seven days for expedited applications (as required by Federal law). Florida and Texas had shorter application processing times and better timeliness rates for CBO applications as compared to SNAP office applications. In Nevada, CBO applications took longer to process and were less likely to meet the State's timeliness requirements than SNAP office applications were. Timeliness results were not calculated for Michigan due to data quality problems.

Findings on active case error rates, defined as the percentage of approved cases with benefits calculated incorrectly were also mixed across the study States. In Texas, active case error rates were higher for CBO applications than they were for statewide applications. In Florida, the CBO and statewide active case error rates were no different, whereas in Nevada, the active CBO case error rate was lower than the statewide error rate. Active case error rates were not reported for Michigan because the error rates for the two groups (i.e., CBO versus SNAP applications) were calculated differently, and therefore were not comparable.

Given the mixed results across States for these payment accuracy measures, it is difficult to draw overall conclusions about whether States generally were able to ensure accurate service among their CBO partners. Differences between CBO and statewide active case error rates, however, appear to be associated with differences in the amount and type of quality-control monitoring of State CPI partners; that is, higher levels of quality-control monitoring of CBOs in Florida and Nevada may be associated with lower negative case error rates.

C. CONCLUSIONS AND LESSONS LEARNED

The findings of the current study suggest that the CPI demonstration projects can help States improve program access, customer service, and customer satisfaction. The findings also helped to identify several factors that can contribute to or compromise the success of these projects. To ensure successful implementation, State SNAP agencies need to help build trust and effective communication between their SNAP workers and the CBO partners. Failing to cultivate these assets can lead to redundancies (e.g., applicants being interviewed twice) and processing delays. Alternatively, building positive relations between SNAP and CBO personnel promotes effective and timely troubleshooting of problems and better communication, thereby promoting awareness of the demonstration among SNAP staff.

Investments in the development of advanced technology platforms that enabled CBO outreach workers to submit applications directly to the State's benefits system seemed to facilitate efficiency without compromising accuracy. Alternatively, use of paper-based applications may have contributed to processing delays in the States that still used them for CBO clients. Many States have migrated to

electronic-based applications; the results of this study suggest that giving CBOs the capacity to submit applications electronically on behalf of their clients is both feasible and potentially beneficial to both clients and SNAP workers.

Findings also underscored the importance of ongoing training to address changes in policy or procedures. CBO outreach workers generally indicated that their initial training was sufficient, but some reported frustration with frequently changing procedures and inadequate communication about those changes. Overall, close communication between CBO outreach workers and one or more SNAP representatives seemed to be an effective model for ensuring that outreach workers remained up to date on procedural changes and had the information they needed to submit complete applications.

I. INTRODUCTION

This report presents the results of a study for the U.S. Department of Agriculture’s (USDA) Food and Nutrition Service (FNS) entitled “An Assessment of the Roles and Effectiveness of Community-Based Organizations in the Supplemental Nutrition Assistance Program.” The purpose of this study is to describe the community-based organizations (CBOs) that conducted Supplemental Nutrition Assistance Program (SNAP) eligibility interviews in the four States that implemented Community Partner Interviewer (CPI) demonstration projects; to describe the nature of the partnerships between those CBOs and SNAP personnel; and to examine any associations between the CPI demonstration projects and SNAP program outcomes. Outcomes examined included payment accuracy, timeliness, program access, and customer satisfaction.

FNS specified six objectives for the study, shown in Table I.1 below.

Table I.1.
Study Objectives

- | |
|---|
| <ol style="list-style-type: none">1. Describe the CBOs conducting SNAP interviews and the nature of their partnerships with State and local SNAP agencies.2. Describe the response of State SNAP staff to the involvement of CBOs in conducting applicant interviews.3. Describe the response of CBO interviewers to their involvement with SNAP.4. Describe the responses of SNAP applicants who are interviewed by CBO staff to the involvement of CBOs in SNAP.5. Describe the services that the CBOs offer.6. Document the impacts of CBOs conducting SNAP interviews on program outcomes. |
|---|

A. BACKGROUND ON THE COMMUNITY PARTNER INTERVIEWER (CPI) DEMONSTRATION PROJECTS

SNAP serves as a critical safety net for the Nation’s low-income families, providing participants with access to food, a wholesome diet, and nutrition education. FNS administers SNAP at the Federal level, while State agencies oversee eligibility determinations, benefit issuance, and case management within their States. Over the past decade, fiscal challenges and a growing needy population have made it increasingly difficult for States to provide timely and efficient services to the rising number of SNAP applicants and participants. To help States to manage these challenges, FNS offered policy options and waiver agreements designed to simplify application procedures and to facilitate more efficient eligibility determination and case management.

The CPI demonstration projects offered States the opportunity to apply for waivers that would allow nonprofit organizations, such as food banks, to complete SNAP interviews; to collect verifications (such as identification, or proof of income and assets); and to submit verifications to the State agency. These waivers were intended to help improve the delivery of SNAP services and to reduce strain on under-resourced SNAP offices. Prior to the waiver agreements, nonprofit organizations commonly provided application assistance, but only SNAP personnel had the authority to handle other aspects of the SNAP intake process, such as collecting verifications and completing an interview. Each State that wished to participate in the CPI demonstration was required to submit to FNS a formal request to waive section 11(e)(6)(B) of the Food and Nutrition Act of 2008 (the Act), which restricts the conduct of SNAP interview and verification procedures to State agency personnel. However, the waiver agreements did

not authorize nonprofits to determine eligibility; SNAP personnel continued to have sole responsibility for this last step of the intake process.

In addition to reducing burden on State SNAP offices, the CPI demonstration projects also aimed to address many of the barriers that prevent eligible individuals from applying for SNAP. According to a recent USDA report, 25 percent of individuals who were eligible for SNAP in 2010 did not participate (Eslami, Leftin, & Strayer, 2012). Some reasons for nonparticipation include misunderstandings about who is eligible, perceived stigma associated with receiving SNAP benefits, opposition to receiving government assistance, language barriers, and lack of time or transportation among the working poor. A recently published USDA study identified additional reasons for nonparticipation among the underserved elderly and working poor, such as perceived or real burdens of applying and small benefit amounts (Kauff et al., 2014). Providing education about program eligibility and decreasing barriers to participation is central to the mission of many CBOs. Additionally, partnerships between CBOs and SNAP have the potential to improve program access among hard-to-reach populations—such as the homeless, eligible immigrants, and the rural poor—because CBOs often dedicate themselves to meeting the needs of these vulnerable populations.

B. OVERVIEW OF THE PARTNERSHIPS BETWEEN STATE SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP) AGENCIES AND COMMUNITY-BASED ORGANIZATIONS (CBOS)

Six States applied for waivers and received authorization to implement the CPI demonstration projects. Five of those States—Florida, Minnesota, Nevada, Oregon, and Texas—were granted waivers to allow CBOs to conduct SNAP interviews in selected parts of the States, and one State, Michigan, was granted a waiver for CBOs to conduct SNAP interviews with seniors age 60 and older in select counties. FNS approved the community partners and the counties in which they could conduct SNAP interviews and authorized the demonstrations to operate for a period of 5 years. States were responsible for ensuring adequate training for all CBO personnel and full compliance with FNS’s application processing standards. FNS also required participating States to submit four reports over the 5-year demonstration period, at eight, 26, 44, and 56 months after the date of implementation. Reports included information on program access, error rates, timeliness, and customer satisfaction. Additionally, States were expected to describe any compensation provided to CBOs for their project services, and to include copies of any formal payment agreements made between States and CBOs. Table 1.2 shows some of the key outcomes and measures FNS asked States to include in these reports.

**Table I.2.
Program Outcomes and Measures Included in Quarterly Reports**

Outcome	Measures
Program access (by quarter)	<ul style="list-style-type: none"> • Total number of clients served at each location • Number who receive SNAP application assistance • Number who have SNAP application interview • Number of SNAP applications submitted by each location • Number of recertifications submitted by each location • Number of approved applications • Number of denied applications • Days from application date to eligibility decision date
Error rates (by project year)	<ul style="list-style-type: none"> • Payment accuracy rates based on a random sample of CBO-assisted applications • Review of a random sample of 150 denied and terminated applications submitted by a CBO to assess negative case errors
Timeliness	Percent of CBO-assisted applications processed within current timeliness standards (broken down by expedited and nonexpedited)
Client satisfaction	Survey of 200 participating households that applied through a CBO to assess quality, convenience, and general satisfaction with the community partner

Oregon discontinued the demonstration in 2011 after determining the reporting requirements were too burdensome in light of the limited number of interviews that the CBOs were conducting. Minnesota considered ending the demonstration, also citing reporting burdens, but ultimately continued having the CBOs conduct interviews on a limited basis. Neither Oregon nor Minnesota participated in this study.

Table I.3 below presents a brief overview of the four participating States and their partner CBOs. Waivers for the four States end between mid-2014 and early 2015.

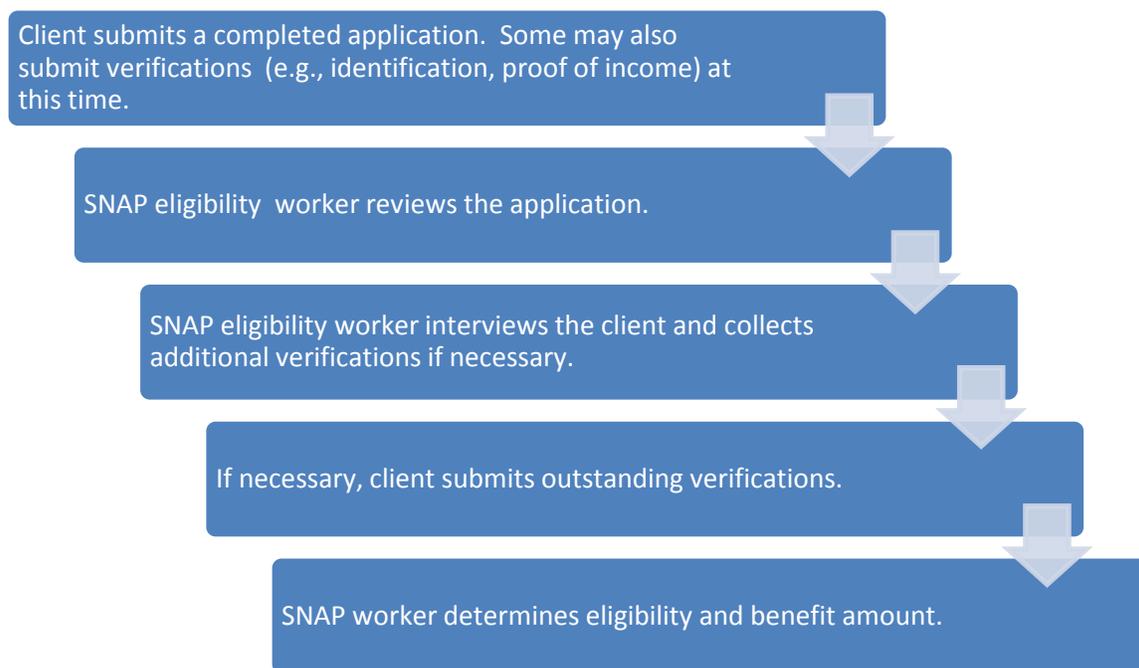
Table I.3.
Overview of CPI Demonstration Projects

State Agency	CBO Partners	Descriptive Overview	Start/End Date
Florida Department of Children and Families (DCF)	<ul style="list-style-type: none"> • Second Harvest Food Bank of Central Florida • Second Harvest Food Bank of North Florida • Second Harvest Food Bank of Palm Beach County • Mental Health Resource Center • Harry Chapin Food Bank • Sant La Haitian Neighborhood Center • United Way of Lee, Hendry, and Glades Counties 	In 2009, DCF launched the CPI demonstration with Second Harvest Food Bank of Central Florida. In 2011, FNS authorized an expansion of the waiver to include 6 additional CBO partners. Altogether, these 7 CBOs provided services throughout 21 of Florida’s 67 counties.	<p>Second Harvest Food Bank of Central Florida: 7/09–6/14</p> <p>All others: 3/11–6/14</p>
Michigan Department of Human Services (DHS)	Elder Law of Michigan (serves as an intermediary between DHS and local community partners)	In 2009, DHS implemented the CPI demonstration in 34 counties throughout Michigan. DHS’s partner in the demonstration, Elder Law of Michigan (ELM), already had been working with DHS on other SNAP pilot projects. ELM served as an intermediary between DHS and more than 100 local partner agencies that serve the senior population (age 60 and older).	10/09–9/14
Nevada Division of Welfare and Support Services (DWSS)	Food Bank of Northern Nevada HELP (<u>H</u> ousing, <u>E</u> mergency Services, <u>L</u> ife Skills, and <u>P</u> revention) of Southern Nevada	In 2009, DWSS implemented the CPI demonstration with Food Bank of Northern Nevada (FBNN) and HELP of Southern Nevada. FBNN covers a 90,000-square mile service area that includes 12 counties in Northern Nevada. HELP of Southern Nevada covers Clark county, which includes Las Vegas, North Las Vegas, and Henderson, as well as some rural areas.	8/09–7/14
Texas Health and Human Services Commission (HHSC)	Texas Food Bank Network	In 2010, HHSC launched the CPI demonstration project with the Texas Food Bank Network (TFBN), which oversees 21 local member food banks. At the start of the demonstration, 4 TFBN member food banks that served the State’s largest metropolitan areas were participating: Tarrant Area Food Bank, North Texas Food Bank, Houston Food Bank, and San Antonio Food Bank. In 2011, another TFBN member—South Plains Food Bank—was added to the project. The South Plains Food Bank serves a largely rural area of the State.	<p>Approval for 4 TFBN member food banks: 2/10–1/15</p> <p>One additional TFBN member food bank approved: 3/11–01/15</p>

C. THE SNAP INTAKE AND ELIGIBILITY DETERMINATION PROCESS

The interview is a required step in the SNAP application process. During the SNAP interview, the interviewer can confirm that the client has identified SNAP unit members correctly, can review submitted verification documents and identify any other necessary verifications, and can probe for additional sources of income or expenses. The interview also provides the client an opportunity to ask questions about SNAP. Prior to the CPI waivers, SNAP staff would conduct interviews as part of the application and eligibility determination process. Although some aspects of the eligibility determination process vary from State to State, Figure I.I illustrates the essential components of the process:

Figure I.I.
Overview of the Application and Eligibility Determination Process



How, when, and where the interview takes place varies based on several factors. For example, in some States, all applicants must apply for SNAP online, and specialists at a centralized call center interview the applicants. Alternatively, in States where applicants still have the option of applying at a local SNAP office, the SNAP caseworker might interview the client in person as he or she reviews the completed application and verification documents with the client.

The CPI waivers changed the process shown in Figure I.I by authorizing CBOs to take responsibility for additional steps in this eligibility determination process. More specifically, CBO workers could interview applicants while providing application assistance and collecting verifications. CBO outreach workers acting in this capacity were required to comply with all application processing standards and relevant State codes.

Just as States differed in terms of how and where the intake interview takes place in the overall process, CBOs had different approaches to conducting the interview. Some CBO workers reviewed completed applications and interviewed clients to gather additional details if needed. Far more

common, however, was for CBO workers to hold question-and-answer sessions through which they simultaneously helped clients complete their applications and conducted the interviews. Some of the questions they asked clients were taken directly from the applications, whereas others were intended to gather additional information needed to clarify clients' initial responses to questions.

D. ORGANIZATION OF THE REPORT

The following chapters of this report present the study methods and findings from this 3-year assessment of the CPI demonstration projects. Chapter II provides a brief overview of the study design and methodology. Chapter III describes the CBOs that conducted SNAP interviews in each of the four demonstration States and the SNAP application, interview, and eligibility determination procedures for CBO clients. Chapter IV describes how the working relationships between State SNAP and CBO representatives evolved since the start of the demonstration, and describes the perceived successes and challenges of the demonstration from the viewpoint of SNAP staff and CBO workers and administrators. Chapter V presents the results of the CBO customer satisfaction survey, and Chapter VI presents findings on program outcomes, based on State provided administrative data and Quality Control (QC) data obtained from FNS. Chapter VII summarizes key findings, reviews the factors that contributed to the successes of the demonstration projects, and describes the lessons learned.

II. STUDY METHODOLOGY

CBOs have a long history of supporting SNAP through program outreach and education, and by providing clients with SNAP application assistance. With the launch of the CPI demonstration projects, FNS expanded the role that CBOs can play in the SNAP application process by authorizing CBO staff to conduct SNAP interviews and to collect verifications. One of the goals of this study was to assess if, and how, using CBOs in this capacity affects program performance and outcomes. Another goal was to describe the participating CBOs, the services they offer, and the nature of their partnerships with SNAP.

This chapter presents the research objectives for this study and the methods used to address each objective. Sections A and B describe the study methods and limitations, respectively. Appendix A includes detailed descriptions of the data collection and analysis methods.

A. STUDY METHODS

To address the research objectives, the study used four data collection methods:

1. Semi-structured telephone interviews with SNAP and CBO directors in States participating in the CPI demonstration
2. Site visits to CBO sites and SNAP offices
3. A customer satisfaction survey
4. Collection of extant administrative data on program outputs and outcomes (e.g., raw administrative data, tabulated data from SNAP QC reports, and estimated error rates for CBO cases from State evaluation reports)

Table II.1 below presents the six study objectives and the data collection methods used to address each objective. Site visits to SNAP offices included interviews with local SNAP administrators and SNAP eligibility workers. Site visits to CBOs typically included interviews with local site directors and SNAP outreach workers who conducted the SNAP interviews (referred to as “SNAP outreach workers” or simply “outreach workers” for the remainder of this report). Table II.1 below presents the study’s six research objectives and the associated data collection methods for each objective.

**Table II.1.
Crosswalk of Research Objectives and Data Collection Methods**

Research Objective	Data Collection Methodology
1. Describe the CBOs conducting SNAP interviews and the nature of their partnerships with State and local agencies.	<ul style="list-style-type: none"> • Semi-structured interviews with State agencies and CBO representatives • Site visits to SNAP offices and CBO sites
2. Describe the response of State SNAP staff to the involvement of CBOs in conducting applicant interviews.	<ul style="list-style-type: none"> • Site visits to SNAP offices
3. Describe the response of CBO interviewers to their involvement with SNAP.	<ul style="list-style-type: none"> • Site visits to CBO sites
4. Describe the response of SNAP applicants who are interviewed by CBO staff for SNAP benefits to the involvement of CBOs in SNAP.	<ul style="list-style-type: none"> • SNAP client satisfaction survey
5. Describe the services that the CBOs offer.	<ul style="list-style-type: none"> • Semi-structured interviews with CBO representatives • Site visits to CBO sites

Research Objective	Data Collection Methodology
6. Document the impacts of CBOs conducting SNAP interviews on program outcomes.	<ul style="list-style-type: none">• SNAP administrative data from State agencies• Extant data from SNAP QC reports and State CPI evaluation reports

1. Recruitment of States

At the start of the study, the study team sent an advance letter to the SNAP director in each State explaining the study objectives and requesting the State’s participation. Researchers followed up with each State SNAP director by phone to answer any questions about the study and to confirm the State’s agreement to participate. Oregon had withdrawn from the demonstration, but the other States agreed to participate and attended a subsequent orientation via teleconference. During this orientation, the study team explained what kinds of data they would request from the States in order to address the study’s key research questions. Researchers also followed up with each State by phone to gather information about its capacity to provide administrative data covering the study period. In follow-up calls with Minnesota’s Department of Human Services (MDHS), State SNAP representatives indicated that they had considered withdrawing from the demonstration because the reporting requirements proved too burdensome in light of the project’s small scope. In Minnesota, the demonstration included six volunteer agencies that provided application assistance to and conducted SNAP interviews with refugee populations, who represented a relatively small proportion of the State’s SNAP applicants. MDHS ultimately continued to allow the volunteer organizations to conduct SNAP interviews, but the State did not participate in this study.

2. Semi-Structured Telephone Interviews

Between June and July 2013, researchers conducted semi-structured telephone interviews with the SNAP director in each of the participating CPI demonstration States, and with one or more representatives of the CBOs authorized to conduct SNAP interviews in each State. The purpose of these interviews was to gather information about the partnerships between SNAP and the CBOs that were conducting SNAP interviews, and to learn about the range of services that the CBOs provide to their clients.

Members of the study team contacted each State SNAP director via email to request a telephone interview and followed up by phone within a week to schedule the interview. During that call, the researcher reviewed the interview topics and encouraged the SNAP director to invite other staff members who were most knowledgeable about those topics to participate. At the conclusion of each interview, the research team requested contact information for CBO directors involved with the demonstration project.

Researchers next contacted each CBO director via email and telephone to schedule an interview. Nine semi-structured telephone interviews were conducted with CBO directors. These interviews focused on the services offered by each CBO and the CBO’s history of providing SNAP outreach. Interviewers also asked CBO representatives to share their views on the successes and challenges of the demonstration.

Interviews with SNAP and CBO directors lasted about an hour. With permission, each interview was recorded for transcription purposes. Verbatim transcripts were coded and analyzed using NVivo10, a software tool for coding qualitative data.

3. Site Visits

Between September and November 2013, the study team conducted site visits in each of the four demonstration States. The purpose of the site visits to SNAP offices was to assess the perceptions of State SNAP staff regarding the demonstration and, more specifically, the performance of the CBOs. The purpose of the site visits to CBO offices was to assess the perceptions and opinions of CBO staff regarding the demonstration, their relationship with SNAP personnel, and their level of preparedness for conducting SNAP interviews. Additionally, the site visits provided an opportunity to observe actual operations at the CBO sites and to speak with SNAP office administrators and eligibility workers.

The study team selected site visit locations based on discussions with SNAP and CBO directors and a review of the States' administrative data. SNAP and CBO directors recommended cities or towns in at least two demonstration counties that they felt would provide the team with a comprehensive picture of the CPI project's implementation. The study team also reviewed the administrative data provided by each State in order to identify the volume of applications submitted by CBOs in each demonstration county. The selection process prioritized counties with very active community partners (in terms of SNAP interviews conducted) over those with less active community partners. Table II.2 below lists the offices and sites visited in each State.

**Table II.2.
Site Visit Locations**

Location	SNAP Sites	CBO Sites
Florida		
Orlando	<ul style="list-style-type: none"> • Greater Orlando Processing Center • Virtual Intake Unit 	<ul style="list-style-type: none"> • Titusville Public Library (Second Harvest Food Bank (Second Harvest)) local site) • Central Brevard Sharing Center (Second Harvest local site) • Goodwill Self-Sufficiency Center (Second Harvest local site) • Hispanic Office for Local Assistance (HOLA) Office (Second Harvest local site)
Michigan		
Detroit	<ul style="list-style-type: none"> • Michigan Division of Health Services (DHS) Conner Service Center 	<ul style="list-style-type: none"> • Carman Ainsworth Senior Center (local ELM partner) • Luella Hannan Foundation (local ELM partner)
Flint	<ul style="list-style-type: none"> • DHS Macomb County Office • DHS Madison Heights Office 	<ul style="list-style-type: none"> • Burton Senior Center (local ELM partner)
Nevada		
Reno	<ul style="list-style-type: none"> • Nevada Division of Welfare and Support Services (DWSS) Reno Office 	<ul style="list-style-type: none"> • St. Paul's Episcopal Church (local DWSS partner) • Catholic Charities (local Food Bank of Northern Nevada (FBNN) partner)
Las Vegas	<ul style="list-style-type: none"> • DWSS Cambridge Office 	<ul style="list-style-type: none"> • HELP Main Office • Nevada Job Connect (local HELP partner)
Texas		
San Antonio	<ul style="list-style-type: none"> • Texas Health and Human Services Commission (HHSC) San Antonio Office • HHSC San Antonio Office Community Partner Interviewing Unit 	<ul style="list-style-type: none"> • San Antonio Food Bank

Location	SNAP Sites	CBO Sites
Houston		<ul style="list-style-type: none"> • Houston Food Bank • Lord of the Streets

4. Customer Satisfaction Survey

The customer satisfaction survey gathered information on the experiences, perceptions, and satisfaction of SNAP participants who had applied recently for SNAP benefits and who had been interviewed either by a CBO worker or by a State SNAP worker. The purpose of the survey was to assess how the experiences and satisfaction of CBO-interviewed applicants compared to those of the SNAP worker-interviewed applicants. The survey data were collected using computer-assisted telephone interviewing (CATI). Data collection began in September 2013 and ended nine weeks later. Respondents received a \$10 gift card in the mail after participating in the survey.

To develop the sampling frame, the study team requested two data files from each State: one with SNAP participants who were interviewed by a CBO worker and the other with SNAP participants who were interviewed by a State SNAP worker. The reference periods differed for the two groups, as shown in Table II.3 below. Generally, the reference period for selecting CBO-interviewed participants was longer than that for SNAP-interviewed participants to ensure that the study team obtained a sufficient sample size for CBO-interviewed participants.

Table II.3.
Reference Periods for Customer Satisfaction Survey Sample, by State and Stratum

	Florida	Michigan	Nevada	Texas
Participants interviewed by a CBO	January– June 2013	January– September 2013	January– June 2013	January– June 2013
Participants interviewed by SNAP	February– June 2013	February– June 2013		February– June 2013

Nevada’s Division of Welfare and Support Services (DWSS) was unable to provide the requested files for sampling purposes because State policy prohibits DWSS from releasing the names and phone numbers of SNAP applicants without the applicants’ consent. As an alternative to providing the requested files, DWSS developed a flyer for distribution to SNAP applicants asking if they would be interested in participating in a customer satisfaction survey. Interested applicants provided their names and telephone numbers and allowed the State to share that information with members of the study team who would be conducting the survey. DWSS submitted lists with the names and phone numbers of interested applicants between September and October 2013.

The field period was approximately 10 weeks, from September to December 2013. The number of respondents in each stratum is presented in Table II.4 below.

Table II.4.
Number of Respondents per Stratum for the Client Satisfaction Survey

	Florida	Michigan	Texas	Nevada	Total
SNAP participants interviewed by a CBO	337	121	229	75	762
SNAP participants interviewed by SNAP	235	250	261	NA ^a	746
Total	572	371	490	75	1,508

^a Results for SNAP-interviewed applicants in Nevada are not included because the number of respondents in this category was too small.

Appendix A.1 provides more details on the survey methods, including a discussion of the sample design, response rates, weighting procedures, and levels of sampling error. The survey instrument is included in Appendix B.

5. Administrative Data

The study team requested SNAP administrative data from each of the four States to examine any associations between the SNAP interview sources and outcomes of interest. Each State provided two separate files. The first file included SNAP applicants who were interviewed by participating CBOs during a designated reference period, and the second file included SNAP applicants from demonstration counties who were interviewed by SNAP workers during the same time period. The requested files included variables for assessing program outcomes, such as volume, disposition, and timeliness of applications, and the characteristics of the applicant households.

The timeframe examined for each State varied depending on the demonstration period and the number of interviews conducted by CBOs within the State each month. The study team requested data from the start of the demonstration period in each State through the most recently available data at the time of data collection. Table II.5 summarizes this information, including the number of records obtained in each file. Florida, Nevada, and Texas provided data from the demonstration start date (or within two months of the start date) through late 2012. Michigan, whose demonstration began in October 2009, was not able to provide data for the period prior to November 2011 because the amount of information retained prior to this time was very limited; this State provided data through March 2013.

**Table II.5.
Time Period and Number of Months Covered by Applicant Data and Number of Records**

	Florida	Michigan	Nevada	Texas
CPI demonstration period	July 2009– June 2014	October 2009– September 2014	August 2009– July 2014	February 2010– January 2015
Data period covered	September 2009– December 2012	November 2011– March 2013	August 2009– August 2012	February 2010– September 2012
Number of months in data period	40 months	17 months	37 months	32 months
Number of records	CBO: 5,947 SNAP: 400,594	CBO: 728 SNAP: 20,004	CBO: 16,133 SNAP: 188,671	CBO: 43,907 SNAP: 563,336 ^a

^a Due to the high volume of SNAP cases processed through the Texas SNAP offices, their cases were limited to those individuals interviewed during the first five business days of each month.

The study team also reviewed extant data provided by FNS to compare active case error rates and negative case error rates for CBO versus SNAP cases. Active case error rates refer to the percentage of approved households for whom benefits were calculated incorrectly. Negative case error rates refer to the percentage of households for whom benefits were denied or terminated incorrectly.

Data on CBO error rates came from evaluation reports that States were required to submit to FNS on a regular basis under the terms and conditions of the CPI demonstration projects. To calculate the error rates, each State was required to randomly sample and review for payment accuracy 200 approved CBO-interviewed SNAP applications (100 applications for the first six months) and 150 CBO-interviewed denied or terminated applications (75 applications for the first six months) submitted over the period covered by each CPI evaluation report.

Statewide error rates were derived from FNS's SNAP QC Annual Reports. These reports present State results from SNAP QC reviews. Because it was not feasible to extract from the statewide error rates only those applicants who were interviewed by a SNAP worker in a demonstration county, our analysis compares CBO-based error rates for the specified demonstration counties with statewide SNAP QC-based error rates.

To compare error rates by interview source (i.e., CBO versus SNAP), we calculated weighted average CBO error rates over the periods covered by the evaluation reports submitted by each State, and then calculated weighted average statewide error rates over the same time periods.

Appendix A.3 describes in further detail the analytic approach used to generate the findings, the data editing and cleaning procedures used prior to conducting those analyses, and the limitations associated with the administrative data and extant payment accuracy data.

B. STUDY LIMITATIONS AND CONSIDERATIONS

The findings presented in this report are descriptive in nature, and several factors merit consideration when drawing any conclusions based on those findings. Below, specific limitations related to the research design, the customer satisfaction survey, and the analysis of program outcomes are described.

Research Design. One goal of the current study was to assess whether, and to what extent, the use of CBOs to conduct SNAP interviews impacts program outcomes. One limitation of the study design is that it does not allow any causal inferences to be made based on the study findings. Although the study team considered using a matched comparison design, it was not possible to find true matched comparison groups in some States. For example, in Texas, the demonstration covered each of the State's major metropolitan areas, leaving no counties that could serve as an appropriate comparison group. Thus, the results do not speak to the impact of the demonstration project on program outcomes, but rather, point to associations between the demonstration projects and observed program outcomes. In each State, the CPI demonstration projects were implemented in the context of other procedural changes and economic conditions, which also might have contributed to the observed program outcomes. Despite these caveats, the analysis of differences in outcomes for applicants interviewed by a SNAP worker versus a CBO worker within the same county can provide useful information about the ways in which CBOs potentially can influence the SNAP certification process.

Customer Satisfaction Survey. The study team identified some discrepancies in each State between the application/interview sources indicated in the State files (i.e., SNAP versus CBO) and the survey respondent reports of where they applied and were interviewed for SNAP. For example, Nevada's DWSS submitted the names of applicants that were interviewed by outreach workers at the Food Bank of Northern Nevada (FBNN) or HELP² of Southern Nevada, and 75 of those applicants completed the telephone survey. Thirty-three of those 75 respondents reported that they applied through, and completed their interviews at, local SNAP offices. These discrepancies suggest that applicants may not understand the distinctions between State offices and CBO sites, and may not accurately recall where they applied. Based on discussions with States, when discrepancies were found, the study team used the interview source identified in the State files rather than the respondent's

² HELP = Housing, Emergency Services, Life Skills, and Prevention.

report. One way to prevent such confusion in the future would be to survey applicants immediately following their experiences at a State SNAP office or a CBO site, although this option may preclude sampling.

Another limitation of the customer satisfaction survey stems from the fact that it was not possible to select sample members in Nevada. The number of SNAP applicants who agreed to provide their names and phone numbers was small, and very few of those applicants were interviewed by State SNAP workers. As a result, the responses of applicants interviewed by SNAP workers are not reported, and the results for CBO-interviewed applicants represent the universe of survey respondents.

Analysis of Program Outcomes. States have limitations in the type and amount of administrative data they collect and store, and these limitations affect both their ability to provide all the data requested and the consistency of the data received. Although the study team worked with States to address problems such as missing data, out-of-range data, or duplicate records, some problems remained. Based on input from States, we made minor edits to ensure consistency of the final data files, including removing duplicate records and setting out-of-range values to missing. However, the biggest limitation was that States were unable to provide information on certain variables or for certain subgroups, making it impossible to compare some outcomes across all States. For example, no State could provide income data for denied cases, and Texas and Nevada did not provide demographic data for CBO-interviewed applicants or for the SNAP worker-interviewed applicants. It was not feasible to calculate with accuracy the application processing times using the data provided by Michigan, and Michigan could not provide data for the other requested variables for the first two years of the demonstration. Nevada was only able to provide data by expedited status for approved cases (not for denied cases). Finally, because Michigan's data systems do not indicate which applicants received assistance from a CBO, the State's analysts identified highly probable CBO cases by comparing a list of CBO clients to the list of SNAP applicants in the State system.

States also had limitations in the payment accuracy measures reported for their CPI demonstration partners. For example, when calculating error rates for a CBO, Michigan used a different error-tolerance level from the one that QC reviewers use; therefore, we dropped Michigan from the error rate analysis because of concerns over whether their CBO error rates were calculated consistently with SNAP QC error rates. In addition, whereas CBO error rates are for CPI demonstration counties only, SNAP error rates are not available at the county level. Therefore, the payment accuracy analysis compares CBO office error rates in CPI demonstration counties with statewide error rates.

III. SNAP'S CBO PARTNERS AND THE IMPLEMENTATION OF THE DEMONSTRATION PROJECTS: A STATE-BY-STATE REVIEW

This chapter describes the CBOs that conducted SNAP interviews as part of the CPI demonstration projects, the nature of their partnerships with State and local SNAP offices, and the circumstances that gave rise to their partnerships with SNAP. The research objectives addressed in this chapter are as follows:

OBJECTIVES:

- Describe the CBOs conducting SNAP interviews and the nature of their partnerships with State and local SNAP agencies.
 - Describe the services that the CBOs offer.
-

The findings presented in this chapter are organized by State, with five subsections for each State. Subsection 1 describes the historical context for the demonstration project. Subsection 2 provides a profile of the CBOs participating in the demonstration. Subsection 3 reviews how the CBOs in each State handled the SNAP application and interview process. Subsection 4 discusses each State's eligibility determination process, and Subsection 5 describes the State's training and quality assurance procedures.

A. FLORIDA

1. History and Context of the CPI Demonstration

In Florida, SNAP is administered by the State's Department of Children and Families (DCF). Following a 2003 State legislative mandate requiring DCF to reduce administrative costs and staffing for SNAP, the department developed a comprehensive plan to streamline program operations. Under this plan, DCF reduced the size of its workforce, closed local offices, and implemented several modernization initiatives. One of those initiatives involved the development of a robust online system for client self-service, called Automated Community Connection to Economic Self-Sufficiency (ACCESS) Florida. Using ACCESS Florida, clients could apply for SNAP or check the status of their accounts anywhere and anytime as long as they had Internet access.

In addition to moving toward the self-service model embodied by the ACCESS Florida system, DCF improved efficiency by restructuring tasks and workflow processes. For example, with the closing of local offices, DCF established specialized call centers. Some call centers were established to serve clients who needed to report changes or have questions, whereas other call centers were dedicated to conducting SNAP interviews. DCF also restructured workflow processes, replacing the caseworker model with a process model wherein SNAP workers specialized in one aspect of the certification process (e.g., conducting eligibility interviews, determining eligibility, or monitoring cases). Finally, in an effort to go paperless, DCF adopted document-imaging technology that would enable each SNAP worker involved in the certification process to access all the contents of a client's case file electronically.

These changes ushered in a new approach to applying for SNAP that depended on the use of an online application system and access to a telephone to complete the interview. For clients without

access to a computer or phone, DCF maintained one storefront location in each county that was equipped with computers and scanners, but these locations had minimal staff.

Recognizing that some segments of the population may have difficulty navigating this self-service system, DCF formed partnerships with food banks and other CBOs that could provide the kinds of hands-on attention that some applicants required. Partner sites offered varied degrees of assistance. Some CBOs simply distributed information on SNAP or provided access to computers that applicants could use to submit their SNAP applications. Other CBOs served as “assisted-service” sites that employed staff who were knowledgeable about SNAP and could help clients complete and submit SNAP applications. With the launch of the CPI demonstration, FNS authorized seven of these assisted-service sites to start conducting face-to-face SNAP interviews.

As one community partner representative noted, Florida’s online application system is “a very efficient process for people who have access to those things and the skills to do it. It’s 24 hours a day, and so for some people it’s perfect, but those aren’t the people that come to see us. The people that form these lines are the people that have tried that, can’t figure it out, have any number of barriers, and they come to us for a lot of help.”

One of DCF’s goals for the demonstration was to relieve some of the demand on the call centers that were conducting eligibility interviews following the closure of local offices. According to one CBO representative, prior to the CPI demonstration, up to 50 percent of the applications submitted by partner sites were denied because clients could not get through to a call center for their interviews. A second goal of the demonstration was to help to address some of the barriers that the new online application system introduced for clients with limited computer literacy or Internet access.

2. Profile of Community Partners

When DCF launched the CPI demonstration project in 2009, Second Harvest Food Bank (Second Harvest) of Central Florida was the only CBO in the State authorized to conduct SNAP interviews. In 2011, FNS approved DCF’s request to expand the project to include six additional partners that had previous experience providing SNAP application assistance.³ Altogether, these seven CBOs provided services throughout 21 of Florida’s 67 counties. Figure III.1 below shows the counties where the demonstration operated in Florida.

³ One of the initially approved partners (Catalyst of Miami) never submitted a signed memorandum of understanding, so with FNS’s approval, DCF replaced Catalyst with Sant La Haitian Neighborhood Center. A second site approved under the expansion (CROS Ministries) dropped out, after which DCF requested and received approval to work with the Palm Beach County Food Bank.

Figure III.1.
CPI Demonstration Counties in Florida

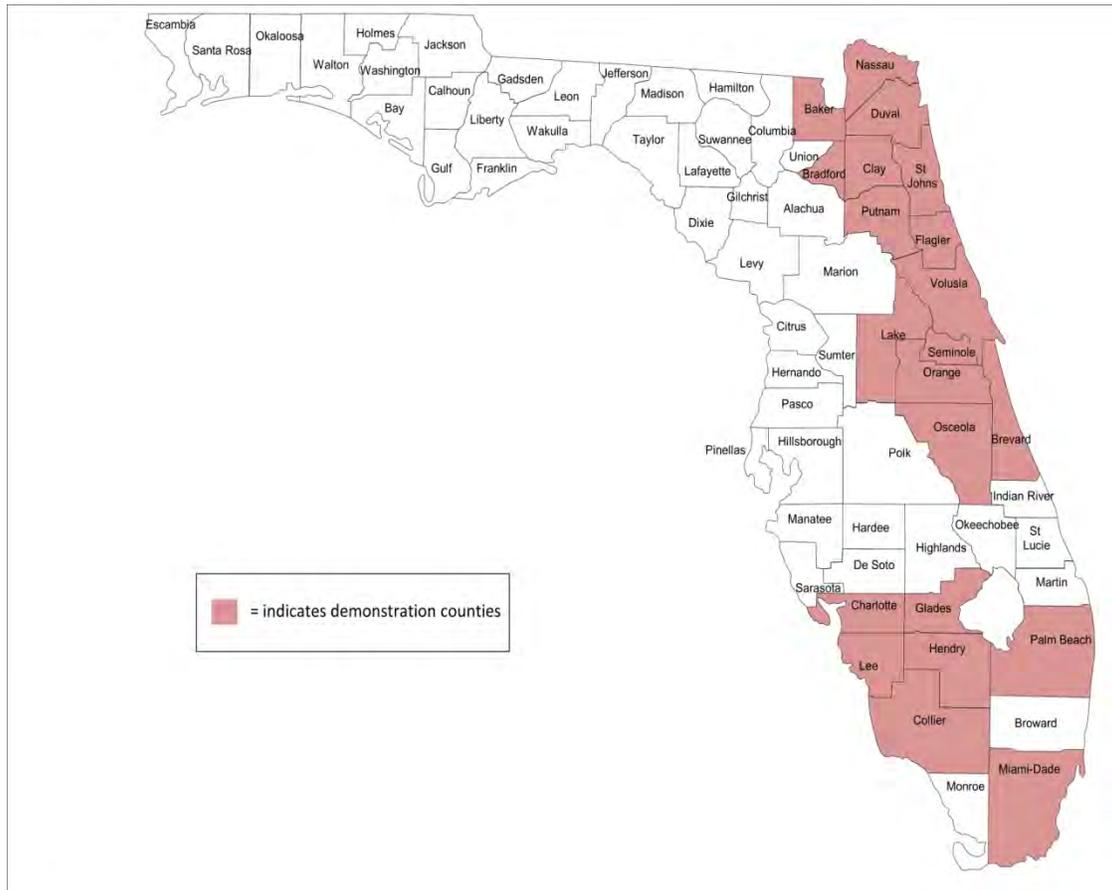


Table III.1 identifies each of Florida’s community partners and the scope of the services they provided in relation to SNAP application assistance and eligibility interviews (referred to hereafter in the report as “SNAP outreach.”). In addition to providing SNAP application assistance, outreach workers from Florida’s CBOs were authorized to recertify SNAP participants. Three of the seven CBOs participating in Florida’s demonstration project (Second Harvest of Central Florida, Second Harvest of North Florida, and the Harry Chapin Food Bank) were part of the Feeding America national network. The other four sites operated independently.

Table III.1.
Overview of Florida’s Community Partners

Community Partner	Counties Served	Interview Sites	SNAP Interviewers
Second Harvest Food Bank of Central Florida	6	50	8
Second Harvest Food Bank of North Florida	17	10	3
Harry Chapin Food Bank	5	16	2
Palm Beach County Food Bank	1	6	1
Mental Health Resource Center	1	1	5
Sant La Haitian Neighborhood Center	3	1	1
United Way of Lee, Hendry and Glade Counties	3	5	10

Second Harvest Food Bank of Central Florida serves six counties and has more than 80 paid employees and approximately 10,000 volunteers. This CBO operates multiple programs aimed at fighting hunger in central Florida. For example, the Second Helpings program works with local hotels, resorts, and restaurants to pick up food that has been prepared but never served and distributes it to more than 60 local nonprofit agencies that serve meals at their locations. The Hi-Five Kids Backpack program provides nutritious weekend meals to elementary school children during the school year. The food bank also participates in FNS's Summer Food Service Program (SFSP). Its primary sources of funding are private donations and government grants and contracts.

Eight full-time employees of Second Harvest of Central Florida were dedicated fully to conducting SNAP interviews and providing application assistance. These outreach workers provided these services at 50 sites throughout central Florida. In addition to traveling to their assigned sites, the SNAP outreach workers occasionally offered their services at community events targeted to low-income populations who were likely eligible for SNAP.

Second Harvest Food Bank of North Florida serves 17 counties, with more than 30 paid employees and thousands of volunteers. Programs that are operated by this food bank include the Nourishment Network, which collects and distributes food to more than 450 member agencies (e.g., soup kitchens, food pantries, senior citizen groups); the After-School and Summer Youth Feeding Program; a mobile pantry; and a community garden initiative. Funding for Second Harvest of North Florida comes primarily from private donations and government grants and contracts.

This organization had three dedicated SNAP outreach workers who provided SNAP application assistance and conducted eligibility interviews at participating sites, which included libraries, church offices, food pantries, community centers, and schools. Two of the outreach workers were part time and the third was full time. These outreach workers also recruited local sites that were willing to provide office space where the interviews could take place.

Harry Chapin Food Bank distributes food to more than 150 nonprofit partner agencies (e.g., church food pantries, soup kitchens, and emergency shelters) throughout southwest Florida's five counties: Charlotte, Collier, Glades, Hendry, and Lee. The organization has approximately 40 paid employees and close to 3,000 volunteers. Most of Harry Chapin Food Bank's funding comes from private donations.

This food bank had one full-time employee and one volunteer who provided SNAP application assistance and conducted eligibility interviews. These outreach workers provided these services at eight sites, including the food bank itself.

Palm Beach County Food Bank is an independent food bank that collects and distributes food to agencies throughout Palm Beach. This food bank has 13 employees and between 15 and 20 volunteers. The organization also operates a mobile food pantry and a weekend nutrition program, where children participating in the SFSP receive backpacks with food for the weekend. Palm Beach County Food Bank is funded by private foundations, as well as individual and corporate support.

One full-time employee of the food bank conducted SNAP eligibility interviews for the CPI demonstration project. Interviews were conducted at six different sites throughout the community.

Mental Health Resources Center (MHRC) is a local nonprofit organization that provides comprehensive mental health services, case management, social rehabilitation, and outpatient services for Duval County residents. The center operates multiple programs, two of which specifically target the homeless. Because of its focus on mental illness and housing, MHRC receives some of its funding from the U.S. Department of Health and Human Services (HHS) Substance Abuse and Mental Health Services Administration (SAMHSA) and the U.S. Department of Housing and Urban Development (HUD). The facility that provided SNAP application assistance has 14 paid staff, five of whom conducted SNAP interviews. In addition to SNAP-related assistance, MHRC also helped clients apply for Medicaid, subsidized housing, or other benefits for which they might be eligible. DCF invited MHRC to become a CPI site based on the high volume of SNAP applications received from the site.

Sant La Haitian Neighborhood Center serves the Haitian community of southern Florida, including Miami-Dade, Broward, and Palm Beach counties. The center assists clients with applying for U.S. citizenship, obtaining college scholarships, and accessing health care, housing, and other social services. The center also offers employment services, financial literacy workshops, parenting skills training, and refugee services. Funding for the center comes primarily from foundations and philanthropic funds. Sant La Haitian Neighborhood Center had one employee who provided SNAP application assistance and conducted SNAP eligibility interviews onsite.

United Way of Lee, Henry, and Glades Counties is a volunteer organization—run separately from United Way of America—whose mission is to improve the quality of life for people in the community. United Way fundraises and distributes money to 70 agencies that provide services to assist those in need. There are four sites affiliated with United Way that provided SNAP application assistance and conducting eligibility interviews. Each site dedicated two of its employees to conducting SNAP eligibility interviews.

3. SNAP Application and Interview Procedures for Community Partner Clients

The study team visited four sites affiliated with Second Harvest of Central Florida to gather information about their operations and SNAP outreach procedures. DCF recommended that the team focus on this CBO because it has the most extensive network of local partners, and the longest history with DCF, and therefore was likely to provide the most comprehensive perspective on the demonstration's implementation within the time allotted for the site visit.

Working with approximately 50 partner sites across six counties, Second Harvest of Central Florida employed various strategies to raise awareness of their SNAP outreach activities and to facilitate the application process. For example, Second Harvest distributed flyers and calendars that indicated when one of the food bank's outreach workers would be at a partner site to help clients apply and interview for SNAP. Second Harvest also ensured that the county toll-free call line for social services included information about where clients could get SNAP application assistance. Finally, DCF's Web site included a list of the partner sites that offered application assistance. Each of these sources also provided information about required verifications that clients should bring when applying.

The eight dedicated SNAP outreach workers employed by Second Harvest visited the partner sites on a weekly or biweekly basis to provide SNAP outreach services. Some partner sites had an individual on staff that scheduled appointments with clients, managed the sign-in sheet, and/or maintained an office or other private area for conducting SNAP eligibility interviews. Other sites offered space for SNAP outreach workers to meet with clients, but did not have someone who could help with

scheduling appointments. At these sites, outreach workers met with clients on a first-come, first-served basis. One Second Harvest worker noted that the walk-in/no appointment sites were better suited to the needs of some clients who were in crisis and needed immediate help, or who lacked a reliable means of transportation.

Second Harvest outreach workers created a unique account for each of their clients in DCF's ACCESS system and entered their application information. When creating these accounts, SNAP outreach workers would ask their clients to sign a consent form that permitted outreach workers to access their accounts for a period of 90 days through a customized online portal developed specifically for the demonstration project. The portal was intended both to support and to protect clients; it not only enabled outreach workers to check the status of client applications, it also provided them with an opportunity to teach their clients how to manage their accounts after the 90-day access period ended.

Because the SNAP outreach worker used the information collected through the interview to populate the online application, it was difficult to distinguish the SNAP eligibility interview from the actual process of completing the application. Second Harvest workers reported that the entire SNAP interview and application process could take anywhere from 15 minutes to more than an hour, depending on various circumstances such as applicants' assets and number of family members. Once the application and interview were complete, the interviewer scanned the verification documents and submitted them along with the application to the DCF server. If any required documents were missing, the interviewer submitted the application anyway and instructed the client to return with the necessary documents.

Before clients left the site, their interviewers would provide each of them with a unique ACCESS identification number, a handout with information on accessing their accounts electronically, and phone numbers for reaching Second Harvest and DCF offices. If clients had questions, needed additional assistance, or wanted to check the status of their applications following their interviews, they had the option of contacting DCF directly or contacting their Second Harvest interviewers, provided they contacted the interviewers within 90 days.

Incoming CBO applications were flagged so that DCF eligibility specialists could identify those cases that did not need an interview. Once the State received the application, the eligibility determination process typically took 7–10 days for nonexpedited cases.

DCF's procedure for processing incoming CBO applications evolved over time. When the demonstration began, DCF assigned each application to a single caseworker who was responsible for managing that case from the time the application reached the caseworker until the case was closed or

The Central Brevard Sharing Center is one of the 50 sites served by Second Harvest Food Bank of Central Florida. This center operates a community kitchen, an emergency food pantry, a children's backpack feeding program and a cold night shelter. Second Harvest workers visit the center once a week to assist and interview clients wishing to apply for SNAP. SNAP clients are referred to the center by other agencies in the area, such as the U.S. Department of Veterans Affairs (VA), the Brevard Health Alliance, and the Brevard Work Alliance. Because of the widespread awareness of Second Harvest's presence at the center, community outreach has become virtually unnecessary. As one Second Harvest worker noted, "These are the centers that we love to be in, because that's where everyone's going (to sign up for benefits)."

the household exited SNAP. Initially, DCF formed a specialized unit of caseworkers to process incoming CBO applications. In 2012, DCF replaced the caseworker-based approach with a process-based model where each SNAP worker specialized in a single step of the certification and case management process; a case would pass from one worker to the next as each component task was completed. Once DCF implemented this change, CBO applications were no longer assigned to a specialized caseworker unit, but were instead assigned to eligibility specialists by ZIP Code.

4. Training and Quality Assurance Procedures

Prior to conducting any SNAP interviews, outreach workers from the participating CBOs attended a one-week in-person training that included two days at a DCF SNAP office. During those two days, a benefits specialist provided information about SNAP policies and eligibility; how to complete the SNAP application forms; criteria and requirements for application submission; and background on the ACCESS system. After the two-day DCF training, each CBO provided an additional three days of training on its organization's operations and the role and responsibilities of its SNAP outreach workers. To supplement this in-person training, outreach workers were also required to complete an annual online training course that covered information on security, civil rights, HIPAA, and working with deaf or hard-of-hearing clients.

At Second Harvest Central Florida, each SNAP outreach worker who completed the training was shadowed by a supervisor for approximately two weeks or until the supervisor was satisfied with the outreach worker's performance. Second Harvest supervisors also had an online training manual that their staff could reference at any time.

Each CBO had a contract in place with DCF that detailed its roles and responsibilities in performing SNAP interviews. The contract required the CBO to provide monthly or quarterly data on specific outputs, such as the number of clients served at each location, the number who received SNAP application assistance, and the number of completed SNAP interviews. These outputs served as the performance indicators that the State used to track each CBO's performance. The CBOs also had their own internal indicators; for example, Second Harvest of Central Florida also submitted the number of recertifications completed each month, the number of pending cases and reasons they were pending, the number of denied cases and reasons for denial, and the amount of SNAP benefits approved each month. Some CBOs also tracked the demographic characteristics of their clients (e.g., number of children, housing status).

B. MICHIGAN

1. History and Context of the CPI Demonstration

Michigan's Department of Human Services (DHS), the State agency responsible for administering SNAP, launched the CPI demonstration project in October 2009 with the goal of improving access to SNAP among eligible adults age 60 and older. DHS's partner for the CPI demonstration, Elder Law of Michigan (ELM), is a charitable organization that provides information, advocacy, legal advice, and professional services to older adults and people with disabilities. DHS and ELM have been working together for more than a decade to help seniors age 60 and older apply for food assistance. In 2001, ELM and DHS implemented the Michigan's Coordinated Access to Food for the Elderly (MiCAFE) pilot program. The MiCAFE program provides SNAP application assistance to Michigan's low-income senior citizens in an effort to address the low SNAP participation rates among this population.

At the start of the pilot program, ELM identified local nonprofits that could serve as partner sites where clients could receive SNAP application assistance. These organizations varied in size from small, neighborhood community centers for seniors to a private foundation serving the Detroit metropolitan area. The MiCAFE program currently includes approximately 130 host sites across 34 counties.

Several aspects of ELM make it unique among the CBOs that partnered with State SNAP agencies for the CPI demonstration projects. First, ELM remains the only CBO that specifically focuses on serving adults age 60 and older. Second, ELM takes a holistic approach with its clients by assessing their health, financial, housing, and legal needs in addition to their nutrition assistance needs. Because of this broad focus, ELM works closely with both the State’s Office of Services to the Aging as well as the State’s Food Assistance Program. Both ELM’s holistic approach to assisting seniors and its alliances with two independent State agencies influenced the demonstration’s implementation. For example, to support the SNAP outreach workers who would be assessing a client’s needs and helping that client apply for various benefit programs, ELM developed—in partnership with Michigan’s Office of Services to the Aging—a software program designed to collect benefit application information such as income, assets, and expenses. This software program includes questions that correspond to the SNAP application, but because it was designed for other purposes as well, it was not compatible with Michigan’s online SNAP application system. As a result, data could not be transferred to the State, so all incoming applications from MiCAFE were paper based.

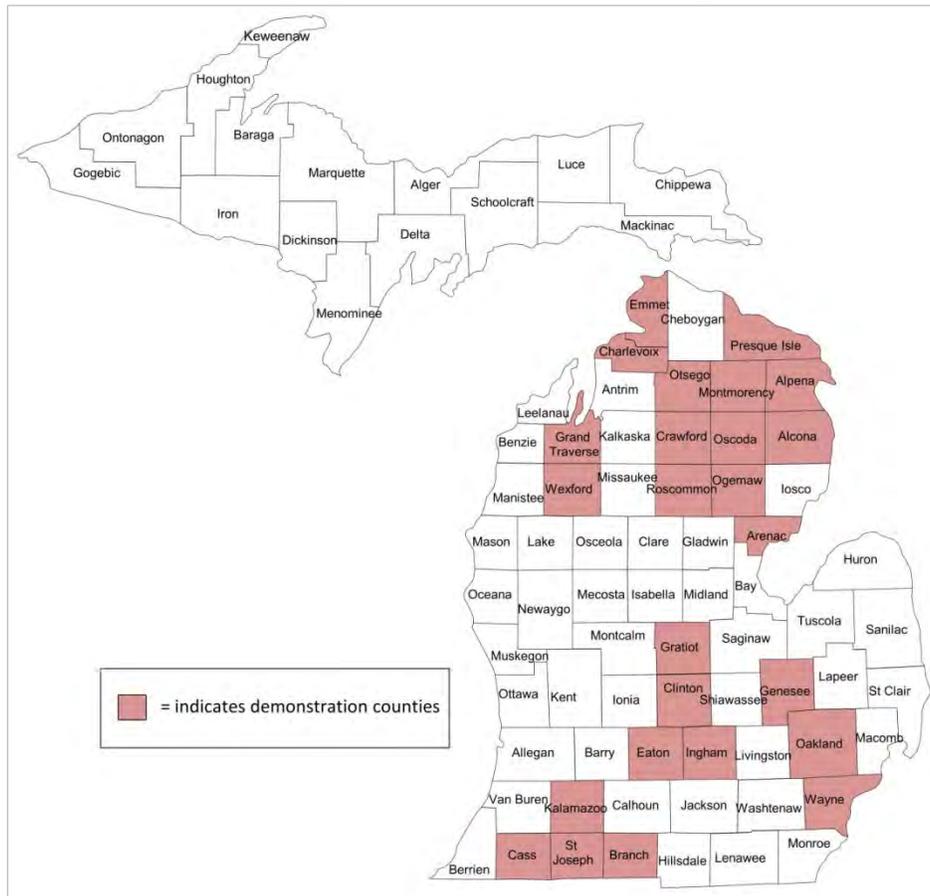
2. Profile of Community Partners

ELM provides low-income elderly adults with free legal services, housing counseling, and assistance with food, benefits, and health care. ELM has a strong commitment to addressing barriers to SNAP participation among Michigan’s older population. Its primary source of funding is Federal and State grants; it also receives financial contributions from individuals and corporations. Most of ELM’s clients are adults older than age 60, although the organization also serves veterans and people with disabilities. To help individuals and their caregivers access its comprehensive array of services, ELM has a toll-free number that individuals can call to obtain information and assistance.

ELM employs more than 30 full-time staff members, including attorneys, HUD-certified counselors, social workers, benefits specialists, health experts, and nutrition educators. The organization has approximately 130 volunteers at any given time. Whereas ELM oversees the administration of the MiCAFE program, local CBOs serve as the MiCAFE partner sites where clients receive direct, one-on-one assistance. The MiCAFE sites are independent organizations with their own staff and volunteers who are trained on the MiCAFE program. The exact number of active sites varies, but at any given time, there are more than 100 sites offering MiCAFE program services.

The MiCAFE workers who conducted SNAP interviews included employees and volunteers. Figure III.2 below shows the geographic coverage of the demonstration held in Michigan.

Figure III.2.
CPI Demonstration Counties in Michigan



Members of the study team visited three MiCARE partner sites of varying size, as described below.

Burton Senior Center is one of 16 senior centers in Genesee County where seniors can access nutrition programs, recreational activities, volunteer opportunities, legal help, and social services. Located outside of Flint, the center had three part-time MiCARE SNAP outreach workers on staff who conducted approximately six SNAP interviews per week. The interviewers were volunteers and not full-time employees of the center.

Carman Ainsworth Senior Center is another of the 16 senior centers located in Genesee County. Located in Flint, the center provides a wide variety of activities and services to senior residents, including but not limited to daily lunch, fitness classes, a food pantry program, in-home chore services, and adult daycare. At any given time, this site had up to three MiCARE workers that conducted SNAP outreach. One of the workers was the center's director.

Luella Hannan Foundation is a multiservice charitable organization serving those age 60 and older. The foundation's headquarters are located in downtown Detroit, but its service coordinators offer services to seniors throughout Wayne, Oakland, and Macomb counties. Overall, the foundation had approximately 30 MiCARE workers who provided SNAP outreach across 29 interview sites, although

the number of outreach workers and interview sites fluctuated. One of the foundation’s main sites was the Hannan House, a residential facility for seniors, which had six trained MiCAFE workers who conducted SNAP outreach interviews onsite.

Table III.2 provides an overview of ELM and three of its community partner sites. Because of the large number of partner sites that offer MiCAFE services, the table highlights only the three where the site visits took place.

**Table III.2.
Overview of Michigan’s Community Partner and Three Local Sites**

Community Partner	Counties Served	Interview Sites ^a	SNAP Interviewers ^a
Elder Law of Michigan	34	Approximately 130	
Local MiCAFE Partners:			
Burton Senior Center	1	1	3
Carman Ainsworth Senior Center	1	1	3
Luella Hannan Foundation	3	30	Approximately 30

^a Number of interview sites and interviewers fluctuated; as some sites dropped out, new ones joined, and new interviewers were trained to replace others who left.

3. SNAP Application and Interview Procedures for Community Partner Clients

MiCAFE SNAP outreach workers typically assisted clients by appointment only. Prior to the interview, an outreach worker prescreened the client to review the individual’s specific needs. The prescreening process also served to reduce the number of applicants who were likely to be denied, because, according to an ELM representative, DHS evaluated the CBO based on the rate of approved versus denied applications. During the prescreening process, the outreach worker also prepared the client for the interview by reviewing all the verification documents that needed to be submitted with the application. As a reminder, the worker typically mailed a checklist identifying all the paperwork that the client should bring to the appointment.

ELM relied on both regular staff and volunteers at each local partner site to provide SNAP application assistance and to conduct SNAP interviews. When a client arrived for his or her appointment, the client met with an outreach worker to begin the application process. As noted previously, outreach workers used the software program developed by ELM, which may have collected more information than was needed for the SNAP application alone. Once the interview was completed, the outreach worker printed a hard copy of the application and mailed it to DHS with all supporting documents. CBO directors described stamping “MiCAFE” onto the hard copies so that eligibility workers would know that the client had been interviewed through MiCAFE.

The eligibility determination process for incoming MiCAFE applications varied by county. Some counties assigned incoming MiCAFE applications to a State caseworker based on the applicant’s residential ZIP Code. Other local DHS offices designated one or two caseworkers who only handled MiCAFE applications. According to MiCAFE workers, having designated caseworkers in charge of processing their MiCAFE applications was preferable because those caseworkers were familiar with the MiCAFE program and application process.

4. Training and Quality Assurance Procedures

ELM provided all the training to the MiCAFE workers who provided SNAP outreach and conducted SNAP interviews. An ELM representative reported that DHS did not provide training to ELM CBOs, nor did the State agency oversee the training that ELM provided to community partner staff. However, DHS did review the curriculum materials that ELM used to train its interviewers, and a representative from DHS attended an ELM training on an annual basis for quality-control purposes.

ELM held an initial one-day in-person training session for SNAP interviewers across the State. According to one CBO director, this full-day class included working directly with the online MiCAFE software program. After the training, ELM encouraged SNAP outreach workers to participate in supplemental online courses, but did not require them to participate in any additional training. The supplemental online courses addressed topics such as changes in State policy.

For quality-assurance purposes, DHS conducted intermittent audits on applications submitted by ELM. In compliance with the terms and conditions of the waiver agreement with FNS, DHS also agreed to submit performance reports within eight, 26, 44, and 56 months of the project's start date. These reports indicated the number of applications submitted by MiCAFE partners during the reporting period and the percent of those applications determined eligible. The reports also included data on case accuracy rates, payment accuracy rates, completeness of applications, and completeness of verifications based on DHS's review of sampled applications received from MiCAFE partners during that same period. DHS provided ELM with information on the proportion of submitted MiCAFE applications that were determined to be eligible. In an effort to ensure ongoing quality improvement, a representative from ELM contacted the local offices to obtain feedback on the quality and completeness of applications submitted from MiCAFE.

C. NEVADA

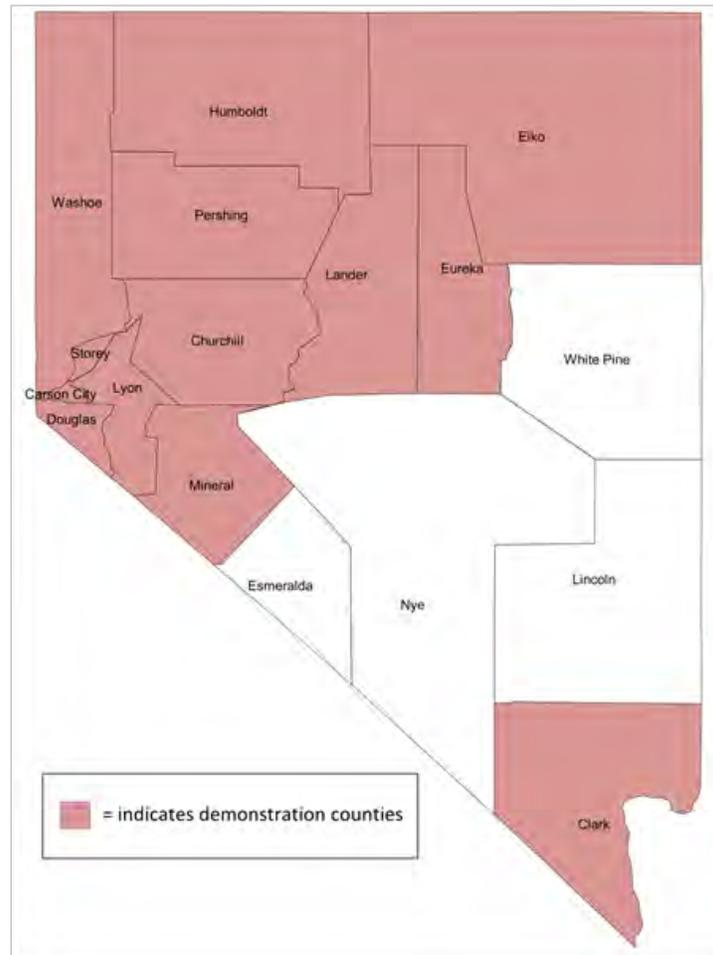
1. History and Context of the CPI Demonstration

Nevada's DWSS, the State agency that administers SNAP, had two partners that conducted SNAP interviews as part of the CPI demonstration: The Food Bank of Northern Nevada (FBNN) and HELP of Southern Nevada.⁴ In 2007, FNS granted DWSS an administrative waiver that permitted two CBOs to conduct SNAP outreach with seniors age 60 and older to improve participation rates among this underrepresented segment of the population. FBNN served parts of northern Nevada, and the Association of Community Organizations for Reform Now (ACORN) served Clark County in southern Nevada. Although ACORN halted its operations within six months, DWSS still considered the administrative waiver a success in terms of improving participation rates among the State's elderly population. As the State's economic conditions worsened, the number of needy households continued to rise. DWSS responded by applying for the CPI waiver in 2009, replacing ACORN with HELP. FNS approved DWSS's request, leading to implementation of the CPI demonstration in 12 of the 17 counties in Nevada.

FBNN conducted SNAP interviews in the Reno/Sparks area as well as in rural sites throughout Northern Nevada. HELP conducted SNAP interviews throughout Las Vegas and greater Clark County. Figure III.3 shows the geographic areas covered by the demonstration.

⁴ HELP = Housing, Emergency Services, Life Skills, and Prevention.

Figure III.3.
CPI Demonstration Counties in Nevada



2. Profile of Community Partners

Table III.3 provides an overview of Nevada’s two community partners, including the number of demonstration counties they each served, the number of SNAP interview sites in those counties, and the number of SNAP interviewers who traveled to those sites to assist clients.

Table III.3.
Overview of Nevada’s Community Partners

Community Partner	Counties Served	Interview Sites	SNAP Interviewers
FBNN	12 ^a	97	7
HELP of Southern Nevada	1	5	2

^a The number of counties served by FBNN is based on the 2012 Nevada SNAP Outreach Plan. Counties served by FBNN varied each month due to changes in rural sites.

FBNN, a member organization of Feeding America, is a large food bank network spanning most of Northern Nevada. FBNN has approximately 40 employees and works with more than 130 partner agencies, including emergency food pantries, churches, low-income daycare centers, and youth programs, among others. FBNN provides nutrition education and food distribution services and

operates child nutrition programs (including Kids Café, which offers free dinner at public schools and community centers for children up to 18 years of age, and Backpacks for Kids; it also participates in the SFSP). Funding for FBNN comes from Federal reimbursement programs, private donations, and Healthy Nevada, a trust fund for public health endowed with monies from the national tobacco settlement.

FBNN had five full-time and two part-time employees who were authorized to conduct SNAP interviews, several of whom are bilingual in Spanish. Two of FBNN's SNAP outreach workers served rural communities that lacked local social service offices, while the other five were located centrally around Reno/Sparks at locations that were accessible by public transportation. Altogether, these seven individuals provided SNAP outreach in 97 locations across the 12 counties served.

HELP provides services to families and individuals in crisis who need assistance accessing necessities such as housing, food, and energy assistance. Other services available through HELP include employment training and community alternative sentencing, which enables court-appointed individuals to provide community service in lieu of serving prison time. HELP also operates a resource and community information hotline and conducts outreach to Las Vegas's homeless population. With more than 100 employees, HELP covers all of Clark County, which includes the city of Las Vegas, North Las Vegas, Henderson, and some rural areas. Funding for HELP primarily comes from charitable contributions and government grants and contracts.

During the course of the study, HELP employed two full-time SNAP outreach workers who provided SNAP application assistance and conducted SNAP interviews. In addition to these dedicated outreach workers, HELP employees as a whole were trained and certified to conduct SNAP interviews, including one staff member who conducted interviews in HELP's satellite offices in rural Clark County.

3. SNAP Application and Interview Procedures for Community Partner Clients

FBNN and HELP both posted fliers in the communities they served to generate awareness about their services. Fliers contained information on SNAP eligibility criteria and the documents needed to complete a SNAP application. When clients came in for services (whether with the intention to apply for SNAP or to receive other forms of assistance), both FBNN and HELP prescreened individuals for food insecurity and referred them to one of the interviewers if they were likely to be eligible for SNAP.

HELP and FBNN workers used paper-based SNAP applications, rather than the online application system the State had developed (Access Nevada), for two reasons. First, although the Access Nevada system included a flag to identify cases initiated at a CBO, the flag was never activated in the system, and as a result, eligibility workers had no means of identifying the CBO-interviewed applicants. Secondly, SNAP outreach workers found that the paper-based application was less time consuming to complete than the electronic form was.

As in other States' CBO SNAP application processes, interview and application assistance was rendered simultaneously. The entire process took 20–90 minutes depending on the complexity of the case.

HELP provided application assistance and SNAP interviews at its headquarters in Las Vegas, at partner sites located throughout the community, and at community events. The majority of SNAP interviews took place at HELP's headquarters, where appointments were preferred and scheduled, but walk-ins were accommodated if there were no conflicting appointments. At the partner sites and

community events, HELP's SNAP outreach workers conducted SNAP interviews on a first-come, first-served basis.

HELP's headquarters are located centrally off bus lines in Las Vegas. Staff attempted to schedule interviews as quickly as possible, with most being scheduled the next day. Interviews took place in a private office. To avoid unnecessary delays in getting the application process started, the interviewer would interview the applicant regardless of whether the applicant had brought all the necessary verification documents. Clients who did not have verification documents with them were advised that they could bring their documents directly to DWSS, or they could bring them back to HELP, and their case worker would deliver them to DWSS on the client's behalf.

FBNN outreach workers provided SNAP application assistance and conducted SNAP interviews at designated sites in the Reno/Sparks area as well as in surrounding rural areas on a weekly, biweekly, or monthly basis, depending on demand. The application process varied by site, depending on the electronic equipment available. For example, at mobile food pantry sites, FBNN SNAP outreach workers helped clients complete a shortened paper-based version of the SNAP application while they were waiting in line for food, and advised clients to bring the necessary verification documents to a nearby site or mail them directly to DWSS. At other sites such as a church or Catholic Charities office where FBNN might have had access to a scanner, SNAP outreach workers both helped clients fill out paper-based applications and scanned any verification documents.

Because FBNN clients were recruited onsite, interviews were mostly on a first-come, first-serve basis. A small number of sites in Reno/Sparks required clients to make appointments. To help clients coordinate their visits to partner sites, FBNN posted a calendar of the days and times that staff would be available to provide SNAP application assistance and conduct interviews. Interview wait times ranged from 0–10 minutes at less-busy sites to 45 minutes at the busiest sites. If clients lacked supporting documentation, FBNN outreach workers instructed them to collect it and return as soon as possible, or alternatively, anticipated that the State would request the additional information.

At the end of each interview, HELP or FBNN SNAP outreach workers explained the next steps to ensure that clients understood what to expect, and were of aware of anything else they needed to do, such as provide additional verification documents. Additionally, clients were given a toll-free number for contacting their outreach workers in case they had follow-up questions or wanted to check on the status of their applications. Although outreach workers could not access clients' accounts online, they could contact the regional coordinator at DWSS on the clients' behalf and request updates. Often, clients would visit FBNN or HELP with the express purpose of checking the status of their cases.

Both HELP and FBNN outreach workers attached a cover sheet to each completed SNAP application that summarized information collected through the interview and highlighted any issues that could have affected eligibility decisions. Together, the cover sheet and customized paper-based SNAP application allowed DWSS to identify the cases that needed no interview. At the end of each day, completed applications were hand-delivered to DWSS for processing. HELP operated Monday through Thursday and delivered applications at the end of the day on Tuesdays and Thursdays. FBNN typically delivered applications to DWSS daily, although outreach workers who covered rural areas sometimes submitted applications the next business day, depending on when they returned from the field.

In the early stages of the demonstration, DWSS created a team of workers to focus exclusively on processing the incoming applications from FBNN. That team was later disbanded because the

volume of applications arriving from the food bank varied from day to day, whereas the volume of applications submitted directly to SNAP offices was consistently high, making it necessary for DWSS workers to process both types of applications.

4. Training and Quality Assurance Procedures

In an effort to ensure that FBNN and HELP outreach workers were conducting SNAP interviews correctly, Nevada required them to complete a 4–5 hour training session, after which they had to pass a test. The training included an overview of SNAP at both the national and State levels and an in-depth walkthrough of the application, interview questions, and materials needed for a complete application. The training also provided instruction on how to conduct investigative interviews to ensure that interviewers asked appropriate follow-up questions after applicant responses. Outreach workers had to score 80 percent or higher on the State’s test to be certified as SNAP interviewers. Those who passed the test also had to shadow an experienced interviewer before they could interview clients themselves.

HELP had one of its managers review all SNAP applications completed at HELP before submitting the applications to the local SNAP office. If the HELP manager identified an application that was missing information, the outreach worker was instructed to follow up with the client to collect the missing information. FBNN completed a much larger number of applications than HELP did, but did not subject them to a secondary review prior to submission to the local SNAP office.

D. TEXAS

1. History and Context of the CPI Demonstration

The Texas Health and Human Services Commission (HHSC), the State agency responsible for administering SNAP, launched the CPI demonstration in March 2010. HHSC applied for the waiver in an effort to improve SNAP application processing timeliness, which had declined following a steep increase in SNAP enrollment, turnover among SNAP eligibility workers, and the continued economic recession.

HHSC has partnered with the Texas Food Bank Network (TFBN) and its member food banks since 2006 to educate clients about SNAP and offer application assistance. When it became clear that certain regions of the State were struggling to keep up with the increase in applications, HHSC saw an opportunity to leverage its existing relationship with TFBN and requested a waiver from FNS to allow TFBN to conduct SNAP eligibility interviews.

FNS authorized the demonstration in 2010 in four metropolitan areas that had the greatest need: Fort Worth, Dallas, Houston, and San Antonio. In March 2011, FNS approved HHSC’s request to expand the project to include six underserved rural counties in the Lubbock area (Figure III.4).

TFBN, a member organization of Feeding America, comprises 21 member food banks that share the common mission of ending hunger throughout Texas. Each TFBN food bank works with local hunger relief agencies that distribute food and provide services to members of their respective communities. Five of the 21 food banks participated in the CPI demonstration, as described below.

The Houston Food Bank is the largest member of TFBN. It operates multiple programs for children (including Backpack Buddy and Kids Café; it also participates in the SFSP), families (e.g., job-training programs), and seniors. TFBN had approximately 18 full-time field workers who conducted SNAP interviews at various partner sites in and around Houston. Each outreach worker from Houston Food Bank had a regular schedule for visiting his or her designated partner sites—such as churches, food pantries, and other charity organizations—so that the partner sites could let clients know when someone from the food bank would be onsite.

The North Texas Food Bank is a Dallas-based hunger relief organization that distributes donated, purchased, and prepared foods through a network of more than 250 partner agencies in 13 counties. Support and revenues mainly come from public contributions of donated foods and funds. Contributors include companies, foundations, organizations, and individuals. The organization also receives government grants and cost reimbursements. North Texas Food Bank takes part in 14 feeding programs including Food for Families, Food for Kids, and Nourishing Neighbors (grocery delivery). The organization has more than 150 paid employees and about 24,000 volunteers each year. The food bank had 18 dedicated SNAP outreach workers that visited 40 different sites including churches, partner agencies (e.g., food pantries), and local Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) offices.

Tarrant Area Food Bank is a private nonprofit serving 13 counties. The organization receives donated foods and groceries and distributes them to 300 partner agencies. Tarrant Area Food Bank also takes part in nutrition programs including Backpacks for Kids and The Mobile Pantry, and provides free job training in culinary skills. The organization has 60 full-time employees and has had more than 5,000 volunteers every year to date. The food bank is funded by individuals, foundations, corporations, and community groups. The only government funding are reimbursements for handling and distributing USDA commodities and matching funds to provide SNAP nutrition education to low-income families. The food bank had seven SNAP outreach workers that provided SNAP outreach at more than 40 sites including partner agencies, libraries, churches, and food pantries.

South Plains Food Bank partners with more than 220 nonprofit agencies and churches serving 21 counties. South Plains Food Bank's programs include Kids Café and GRUB (Growing Recruits for Urban Business). The majority of its funding comes from fundraisers and donations from individuals, foundations, and companies. The food bank has 35 paid employees and more than 5,250 volunteers. The food bank had three dedicated SNAP outreach workers that conducted SNAP interviews at 45 sites. These sites included partner agencies, pantries, and churches.

The San Antonio Food Bank was the only demonstration site in Texas that conducted most of its SNAP interviews onsite. This food bank was easily accessible by public transportation and had 13 staff who were specifically trained to provide SNAP application assistance and to conduct SNAP interviews. In addition to these dedicated outreach workers, San Antonio Food Bank also cross-trained other staff on the SNAP application process so that they could assist with interviewing on a rotating basis as needed. Although San Antonio Food Bank did not send caseworkers to partner sites on a weekly basis like the other food banks did, its workers occasionally attended outreach events where they could provide

application assistance and conduct SNAP interviews. For example, at the time of the study team's visit, a team of caseworkers was scheduled to provide application assistance to former employees of a local large business that had laid off most of its workforce.

3. SNAP Application and Interview Procedures for Community Partner Clients

Texas State regulations required that HHSC workers and its community partners saw SNAP applicants on a first-come, first-served basis, so TFBN's outreach workers could not schedule SNAP appointments in advance. To help clients plan their visits, however, the partner sites posted the days and times that a TFBN outreach worker would be onsite to provide SNAP application assistance and conduct interviews. According to TFBN staff, the combined application/interview process took 20–90 minutes, depending on the complexity of the case.

During the application process, the SNAP outreach worker completed a Web-based application with the client through a TFBN online portal created specifically for this demonstration project. Simultaneously, the worker conducted the interview to collect any supplemental information that might help determine eligibility and scanned any necessary supporting documents. Once the application and the interview were completed, the caseworker submitted all the paperwork to HHSC through the online portal. To prevent any delays, interviewers submitted applications the same day they were completed, even if clients were missing some documents needed to verify eligibility. In those cases, the interviewer informed the client he or she had 10 days to return with the necessary documents, which the caseworker would then submit to HHSC. Those clients that did not provide the documents within 10 days would need to initiate new applications.

In some cases, TFBN workers in rural areas had weak or nonexistent Internet connections when they were out in the field. In these instances, the worker collected the client's information with a paper-based application and used a portable scanner to collect verification documents. Upon returning to the office or establishing an Internet connection, the worker entered the client's information into the online application and submitted the application and all verifications to HHSC through the online portal.

Early in the demonstration project, TFBN workers submitted all applications to local SNAP offices for eligibility determination. However, when this approach proved too difficult to manage, HHSC created a centralized Community Partner Interviewer Unit in the State SNAP office with tenured eligibility workers who exclusively processed TFBN applications. Since that change, all TFBN applications were submitted to this unit, where workers processed applications on the same day that they were received. In addition to reviewing the information provided on clients' applications, eligibility workers had access to a database that enabled them to gather information relevant to applicants' eligibility (e.g., tax information, birth records, etc.), thereby bypassing and avoiding any delays associated with the process of requesting additional information from applicants.

4. Training and Quality Assurance Procedures

To ensure the demonstration project's success, HHSC provided training and technical assistance to participating TFBN sites, and local food bank directors provide direct oversight of TFBN's SNAP outreach workers. SNAP outreach workers participated in a 5-day interactive training followed by an additional 5 days of on-the-job training. A State HHSC employee conducted the interactive training at each participating TFBN site; this training covered ethics, privacy and confidentiality, screening procedures, instructions on using the online portal, effective interviewing skills, and information on

which cases should be expedited. The on-the-job training that followed typically involved HHSC staff members shadowing, observing, and providing feedback to interviewers-in-training as they began working with clients. HHSC also provided ongoing training to inform SNAP outreach workers about policy updates and amendments. According to a TFBN staff member, this ongoing training happened at least every two or three months.

Each food bank participating in the demonstration conducted its own quality assurance process, and TFBN provided technical assistance as needed. TFBN management described a process by which the State could alert them to any recurring problems with incoming applications (e.g., an interviewer consistently leaving a certain field blank in the application); this feedback mechanism allowed TFBN to take corrective action on an individual and case-by-case basis. According to an HHSC manager, at the time of our site visit, the State was working on establishing an *"interview review instrument,"* which would allow them to audit cases submitted through the TFBN portal regularly. This new review tool did not appear to have been developed in response to problems; rather, it pointed to a proactive approach to ensuring accuracy and preventing errors.

IV. SUCCESSES AND CHALLENGES OF THE CPI DEMONSTRATION PROJECTS

This chapter describes several aspects of the CPI demonstration projects' implementation in the four States. Section A describes the working relationships between State SNAP personnel and CBO staff, including how they addressed start-up challenges and how they maintained communication with one another. Section B describes the reported successes of the demonstration, based on interviews with SNAP administrators, SNAP eligibility workers, and CBO staff. Section C highlights some of the challenges encountered during implementation as reported by both SNAP and CBO workers.

OBJECTIVES:

- Describe the response of State SNAP staff to the involvement of CBOs in conducting applicant interviews.
 - Describe the response of CBO interviewers to their involvement with SNAP.
-

A. ESTABLISHING COLLABORATIVE WORKING RELATIONSHIPS, ADDRESSING START-UP CHALLENGES, AND DEVELOPING EFFECTIVE COMMUNICATIONS

Overall, both State SNAP personnel and CBO employees spoke favorably of their partnerships with one another and described many benefits of working together. Reaching that point of effective collaboration, however, required both parties to invest time in resolving start-up challenges and working through any problems that arose during the project's implementation or expansion. This section reviews each State's process for building successful relationships, addressing challenges, and establishing effective lines of communication between State SNAP personnel and CBO staff.

Florida entered into the demonstration project with its longstanding community partner, Second Harvest of Central Florida. Both entities had collaborated from the start on the design and planning of the demonstration project, so they shared a common commitment to its success. Additionally, some of the people that worked for Second Harvest had previously worked for DCF, so they had deep institutional knowledge of the department and a firm understanding of SNAP. The history between DCF and Second Harvest of Central Florida provided a solid foundation for the demonstration project, which helped DCF to expand the demonstration to other counties and to replicate with other CBOs the successful partnership it had established with Second Harvest.

Despite this strong foundation, Florida encountered difficulties in establishing efficient methods for transmitting client verifications (e.g., identification, proof of income) to DCF. At the start of the demonstration, SNAP outreach workers would submit client applications electronically, but they had to submit verification documents separately via fax because there was no mechanism for attaching the verifications to the electronic application. Transmitting verifications via fax was time-consuming and unreliable, as documents sometimes failed to transmit or failed to be matched with the correct client's application. Second Harvest then started sending its clients' verification documents to DCF via email, but this approach also proved inefficient. Second Harvest and DCF discussed possible strategies for streamlining the process, and DCF ultimately decided to build a virtual private network (VPN) for Second Harvest and other partner CBOs to allow them to upload documents directly to the DCF server. According to Second Harvest representatives, DCF was *"very, very open and cooperative with us"* throughout this troubleshooting process.

DCF and Second Harvest also worked diligently at the project's start to make sure that no application was lost in transmission. Initially, Second Harvest sent DCF a list of all applications submitted each day, and the two entities reviewed the list together by phone, to make sure every submitted application had reached DCF. These daily calls continued until both parties were confident in the procedures they had established.

Over time, less-frequent communication was needed between DCF and its CBOs to ensure that procedures were running smoothly. As the demonstration evolved, most communications between CBO workers and DCF staff occurred via email. This approach reportedly worked well, as indicated by CBO staff who described DCF as supportive, responsive, and helpful.

Nevada had been working with FBNN since 2007, when, under an administrative waiver, the food bank started conducting SNAP outreach with seniors age 60 and older. Despite this prior history, CBO workers initially encountered mistrust among DWSS eligibility workers, who were concerned that allowing CBOs to conduct SNAP interviews, especially during a time when their State was facing budget cuts, would mean that their jobs were at risk. Additionally, some DWSS eligibility workers felt that the CBO outreach workers were not gathering sufficiently detailed information from applicants; those eligibility workers objected to having to make a determination on cases for which they did not conduct the eligibility interviews. As one SNAP worker noted, *"It's hard getting staff to trust somebody else's interview."* Many of these workers would then follow up with clients directly to verify the information or to ask additional questions, which defeated the purpose of having CBOs conduct the interviews and raised concerns among applicants.

DWSS employed multiple strategies to address these start-up challenges. For one, they convened meetings with eligibility workers and CBO staff to discuss questions, problems, and procedures for facilitating eligibility determination. To further improve relations and increase efficiency, DWSS appointed two coordinators to serve as liaisons between SNAP offices and CBOs. These liaisons were DWSS employees who worked directly with CBOs to answer their questions or to check the status of their clients' cases. Because they focused solely on the CBOs, they were readily available to answer calls from outreach workers who had questions. According to both DWSS and CBO representatives, these changes were instrumental in developing a more effective collaboration between DWSS and its CBO partners. As one CBO representative stated, *"I've seen a lot more collaboration. The relationship with [DWSS] has definitely improved...They see us more as an agency that helps them now.... I think they also realize that we sort of fill that gap with outreach. They can't be doing outreach and we can, so we definitely fill that gap."* Similarly, a representative from DWSS described the CBOs as *"great partners,"* and added, *"We have developed a good working relationship of mutual trust."*

Texas also reported initial challenges in forming alliances between HHSC eligibility workers and CBO partners. Although most CBO workers reported very positive relationships with the State SNAP offices, CBO site directors noted some persistent doubts among some State employees about CBO

"DCF has been providing assistance with training constantly. If there are any questions or concerns, they'll provide us with any assistance if we need [it]—just by making a phone call. If we need any assistance, they will be there for us."

—CBO outreach worker

"They do a great job with doing their interviews. They have the client there, they're asking the questions we need...They do a very thorough job."

—DCF representative at one of Florida's CBOs

workers' knowledge of SNAP policies and application procedures and their ability to conduct sufficiently detailed interviews. By contrast, some of TFBN's outreach workers felt that clients could get better service through the food bank as compared to the local SNAP offices, where they said clients had to wait longer and typically felt less comfortable. These attitudes suggest that, although the CBOs and HHSC had managed to establish generally efficient procedures for working together, their perceptions of one another were not uniformly positive.

Another start-up challenge in Texas stemmed from its initial procedures for processing CBO applications. When the demonstration was first implemented, each TFBN member food bank would send its completed SNAP applications to the local SNAP office for processing. This approach proved cumbersome for HHSC to oversee, so HHSC eliminated this step and created the Community Partner Interviewer Unit, which was staffed with tenured eligibility workers who exclusively processed TFBN applications. Although HHSC did not establish this centralized unit to improve relations between TFBN and SNAP staff, having a limited number of experienced SNAP employees who specialized in processing the TFBN applications may have facilitated more-effective communications between the two entities.

Michigan had a longstanding working relationship with its community partner, ELM, and the two entities communicated frequently. However, DHS did not interact directly with ELM local partners that provide the hands-on application assistance and conduct the SNAP eligibility interviews. Instead, ELM provided direct training and technical assistance to its local partners. Representatives from DHS suggested that ELM was very proactive in terms of disseminating information about policy changes, or ways that their local partners could facilitate the eligibility determination process. One DHS representative noted, *"They want to do it correctly. They want to be very supportive and helping the people that they serve, which are ultimately the same people that we serve as well... they don't drop the ball."* Other DHS workers, however, reported having very limited contact with ELM, suggesting that the communications between DHS and ELM primarily occur at the upper management levels.

Whereas ELM local partners did not communicate directly with DHS, they received frequent communications and technical assistance from ELM. Speaking about the level of support available through ELM, one outreach worker from a senior center said, *"ELM has been excellent. They really have their act together. They have kept me well informed...You can pick up the phone and call them. You can usually—without being even put on hold—talk to somebody."*

Michigan's model of limiting communication to DHS and ELM (as opposed to direct, ongoing communication between DHS and the local sites providing SNAP assistance) might have provided a means of saving scarce State resources in the midst of excessive demands on DHS offices. As one outreach worker explained, *"DHS workers, they get 500 cases, 600 cases. Serving 1,200 people, there's just no way you can expect to talk to them."* An ELM representative expressed a similar sentiment when she stated, *"We're filling a niche that they [DHS offices] don't have the money or time to do."* One drawback of this approach, however, seems to be limited awareness or understanding of the MiCAFE program among some DHS workers. For example, the same individual who described the overwhelming workload of the DHS workers noted, *"They don't traditionally know about MiCAFE anyway."* Such lack of awareness sometimes contributed to redundancies (e.g., clients being interviewed twice) and application processing delays.

B. SNAP STAFF'S PERCEPTIONS OF CBO PERFORMANCE

In addition to gathering information about the working relationships between SNAP staff and their partner CBOs, the study team asked SNAP administrators and eligibility workers to describe the quality, accuracy, and completeness of SNAP applications submitted by CBOs, and the extent to which the demonstrations affected their workloads and the nature of their work. Generally, any changes in the nature of tasks performed by SNAP workers resulted from the State's broader efforts to redesign workflow processes and modernize their case management systems. Some of these changes—such as Florida's transition from a caseworker-based system to a process-based system—likely would have occurred regardless of the demonstration.

SNAP workers' perceptions about the quality of CBO applications and the demonstration's impact on their workloads varied by State, as summarized below.

Perceived Quality of Applications from CBOs. In Florida, SNAP eligibility workers noted that the incoming CBO applications were generally complete and accurate, making eligibility determination straightforward. State SNAP personnel in Texas also were pleased with the work of the CBOs, noting that the interviews they complete and the applications they submit are *“on par with what State staff do.”*

By contrast, although some DHS workers in Michigan spoke highly of ELM, some felt that outreach workers from ELM local community partners did not always probe as deeply as they should have with respect to identifying assets or people living in the household. As a result, many DHS workers would follow up with applicants to gather additional information. As one worker described, *“There were various periods where, for MiCAFE, even though the volunteers are supposed to interview [the applicants], we ended up having to re-interview all of them because [the volunteers] didn't have notes and they weren't actually asking them things that we needed.”*

In Nevada, one SNAP office director felt that the quality of information on applications coming in from CBOs had improved a great deal since the demonstration's start because of additional training provided to CBO interviewers. A few eligibility workers, however, noted that some of the more complicated cases required additional follow-up with the applicants because of missing information. For example, one worker noted, *“If a client is working or anything, then we have to have proof of all of their income. A client may bring in one paycheck and we can't use that one paycheck. We'll need a full 30-day history...some of the CBO interviewers, they have the client submit appropriate documentation or appropriate verifications that we need, but we usually have to ask the clients to bring in more information.”* It is important to note, however, that if the client did not have the appropriate verifications with him or her at the time of the interview, the outreach worker would submit the client's application anyway in order to initiate the process. This practice could hasten the determination process effectively when client submitted the needed verifications immediately following the interview, but if the client required follow-up by SNAP, delays were likely to occur.

Perceived Impact on Workload. SNAP office directors and eligibility workers offered mixed responses when asked whether they thought the demonstration had an impact on their workloads. Multiple factors seemed to shape their opinions on this issue, such as how easy it was to make a determination based on the notes and verifications submitted with a CBO-assisted application, the volume of applications typically received from the CBO, and the length of time that they felt it would have taken to have a SNAP worker interview the client.

In Michigan, SNAP eligibility workers felt that the demonstration had little to no impact on their workloads because of the follow-up efforts required for clients who applied through MiCAFE. One worker explained, *“From my position, I would rather have my worker talking to [the applicant] to make sure we do have everything...We have to make sure that those cases are correct. As far as workload, I don’t think that’s changing, but maybe they’re increasing the [number of] seniors that wouldn’t have contacted us before.”* Another MiCAFE worker concurred, noting, *“I wouldn’t say that it’s really made more or even that much less work for the SNAP office because most of the outreach is to populations that tend to be fairly easy to process anyway.”*

In some respects, Michigan’s demonstration may actually have created an additional burden for DHS office staff, because they had to enter all the data manually from incoming applications into the Bridges system, which is the State’s online portal used for submitting SNAP applications directly to DHS. This extra step was an unintended consequence of the fact that ELM system was developed for a broader purpose, and was not compatible with BRIDGES. As one SNAP representative noted, *“At the end of the day, I don’t know if it’s saving our workers any time.”*

In Nevada, most SNAP personnel felt that it saved them time to have CBOs conduct the interviews. As one worker stated, the interviews can sometimes *“take five minutes; sometimes they could take 25 minutes depending on what’s going on with the client. It does save us a lot of time that those interviews are already done.”*

SNAP eligibility workers in the two largest States, Texas and Florida, also seemed to feel that it saved them time to have CBOs conduct the interviews. SNAP office staff and administrators in Texas’s central dedicated processing unit noted that CBOs submitted a large number of applications each month, thereby easing traffic in local offices, but local office workers remained quite busy simply because of the unrelenting level of need throughout the State. As one worker explained, *“As far as the workload in the local offices, the workload is still there. It’s just they’re able to manage it, versus working more hours.”* In Florida, a SNAP worker noted that having CBOs conduct SNAP interviews *“keeps the lobby traffic down. If they do the interview, that is less work for us.”* Other SNAP workers, however, noted that the increased number of incoming applications offset any reduction in workload resulting from the demonstration.

C. REPORTED SUCCESSES OF THE CPI DEMONSTRATION: SNAP STAFF AND CBO PERSPECTIVES

This section discusses the perceived successes of the CPI demonstration from the perspective of State SNAP personnel and their CBO partners. The two groups identified many of the same successes, and some of the same challenges.

Improved Program Access. SNAP office directors and workers across all four States cited improved access as one of the demonstration’s greatest successes. One SNAP director explained that CBO workers are *“out all over the community where our prospective clients are—they’re just way more geographically dispersed than we could ever put our staff.”* Similarly, a SNAP office director in Nevada noted that one of the project’s most significant successes were *“the ability to help people in the community that I’m afraid wouldn’t be helped otherwise.”*

CBO administrators and outreach workers described multiple ways in which they felt the demonstration projects improved access to SNAP. The migration from paper-based applications toward

Web-based application systems created new barriers for some segments of the population such as the elderly, individuals with limited computer literacy, rural populations without reliable access to Internet services, and homeless individuals. The CBOs provided these clients with an in-person alternative to the online self-service model, which was more widespread, but which they might not have been able to effectively access or navigate.

CBO workers also reported that the demonstration improved program access by eliminating the need to travel to a SNAP office, which represented a significant barrier for some eligible individuals in Michigan, Texas, and Nevada. In Michigan for example, where the demonstration targeted individuals age 60 and older, many CBO clients did not own a vehicle and the DHS offices were difficult to reach by public transportation. Transportation was also a barrier for applicants in rural parts of Texas and Nevada. As one CBO outreach worker noted, *“The clients usually have to go to another town that’s not really far, but if you don’t have a car it’s like thousands of miles away for them. If your transportation should break down or your neighbor can’t give you a ride it’s a really big problem.”* CBOs addressed these barriers by establishing a presence in communities where potential applicants lived, such as local churches, community centers, or food banks. They also operated mobile outreach units that traveled to remote, rural areas.

“The successes are that people are better served, we’re getting into the poorest of the communities, and that we have developed a good working relationship of mutual trust [with the CBOs].”

–Nevada DWSS representative

Michigan’s ELM partners described additional ways that the demonstration increased SNAP participation among eligible adults. In Michigan, many senior citizens who are eligible for SNAP are *“quite reluctant to go through the hassle of going to a DHS office”* because the benefits for seniors tend to be small, and many feel daunted by the application process. When those adults contact ELM in search of help with housing, taxes, or utility bills, an ELM worker will conduct a comprehensive assessment of the client’s needs to determine potential eligibility for various benefits. These workers take the time to explain the different programs to clients and to walk them through the application and interview process. One worker reported, *“Previously, there were so many eligible seniors who were not getting SNAP. Now I see so many fewer seniors that are not getting food assistance that qualify, so I can see we’re definitely impacting our population.”*

“They [the CBOs] were able to reach out to those potential customers that for some reason we weren’t getting in our doors. They have helped us with that. That’s a big function of our programs, access to those that really need it.”

–Michigan DCF representative

Finally, like the State SNAP representatives, CBO representatives felt that the demonstration projects helped increase participation among eligible clients who, on their own, would not have considered applying for SNAP for various reasons. In Nevada, for example, one CBO representative noted that they assisted some clients who are not U.S. citizens, but have children who are and who are therefore eligible for SNAP. Many of those clients would not have applied for their children, were it not for the assistance of the CBO, because they were reluctant to visit a government office. Other commonly reported barriers had to do with feelings of shame, embarrassment, or an individual’s concerns about how others might judge him or her. CBO outreach workers in Texas, for example, noted, *“There’s still a lot of stigma attached to getting benefits, even though people really, really need it.”* Similarly, a SNAP worker in Nevada stated, *“People are in denial for a long time that they need help, and then they realize that the food bank might be where they go first, especially when there is still some stigma to coming into our office.”*

The food banks and the mobile outreach workers had a long history of helping to eliminate the stigma that some individuals associate with SNAP participation, but prior to the demonstration, they were limited to providing information and, in some cases, application assistance. By giving CBO outreach workers the authority to offer clients application assistance and a chance to complete their eligibility interviews with someone they trust, both States and CBOs indicated that the demonstration effectively connected many more families with the benefits they needed.

Efficiency. Many CBO representatives believed that clients who applied through a CBO received their benefits more quickly than clients who applied through a SNAP office did; in just one visit, the client could complete the SNAP application and interview and see that the worker submitted all necessary application materials to the SNAP office right away. At the time of the site visits, CBOs in Texas, Florida, and Nevada were scanning all verification documents and submitting them along with the applications. To help clients to avoid making multiple trips, CBOs that offered appointments typically would tell clients in advance what supporting documents to bring to their appointments.

“We pretty much bridge the gap of those hard-to-reach groups. I think we’ve been really successful with it. I’ve personally observed that more local partners are wanting to get involved because they’ve seen the success of the services we’re providing.”

—CBO outreach worker in Texas

DCF representatives in Florida described some specific factors that contributed to timelier processing of CBO-submitted applications. Although Florida’s self-service system effectively transferred some work from DCF staff to its clients, the system also increased the volume of cases that are “pending” because of incomplete documentation. If applicants submitted applications online but failed to submit all the necessary verifications, such as pay stubs, they received letters or phone calls from DCF letting them know their applications could not be processed until the missing documents were submitted. Sometimes clients never received those notices because they moved or did not have working phones. One SNAP worker described the challenges that SNAP eligibility workers faced when they tried to conduct an interview with applicants who applied directly through DCF’s ACCESS system. As this worker explained, *“It’s harder for the processors to reach out to get the interview completed... sometimes the [applicant’s] phone number is not listed, or the phone number’s disconnected, or the voice mail is full so you can’t leave a message, or they’re working.”* By contrast, eligibility workers typically could process applications received from the CBO more quickly because the CBO outreach worker already had completed the interview and understood what verifications were required. If the client did not have those documents at the time of the interview, the outreach worker advised the client to submit them as soon as possible, giving the client the option of submitting them directly to the SNAP office or bringing them to the CBO and providing them to the outreach worker to submit.

In Texas, SNAP representatives felt that having a dedicated central processing unit make determinations on all incoming CBO applications resulted in faster processing times and improved capacity to manage large volumes of incoming applications. Noting how overburdened its SNAP office workers were, a SNAP representative in Nevada stated, *“It frees up a lot of our interview time because otherwise all those people would obviously be here getting interviews, which would put us way more backlogged than we already are.”*

Better Customer Service. As local SNAP offices closed or reduced staff, CBO offices offered clients one-on-one assistance in an environment where they felt welcome and at ease talking with someone about their needs. As one CBO outreach worker described, clients who come to the food

bank *“feel comfortable in asking a question that they may not at the department of welfare...We can get them information about their case without them having to sit on the phone for two hours.”* Another CBO worker who previously worked for the State SNAP office explained, *“The State workers who do our job are paid less, and they have a much higher caseload...We can spend more time with each client. We go to them, so we’re in a familiar location.”*

In addition to offering services in a familiar and convenient location, CBOs ensured that clients easily could access outreach workers who assisted them if they had questions about the status of their applications or other issues requiring resolution. For instance, workers at one CBO in Florida would routinely check the status of applications they had submitted on behalf of clients until the SNAP office determined the clients’ eligibility. This level of personal attention is not generally available through SNAP offices. One CBO worker in Florida explained, *“They feel we care. The people believe we care about them. They keep on coming back.”*

Increased Client Satisfaction. SNAP staff all agreed that CBO clients were very satisfied with their experiences of applying through CBOs. They noted that many clients simply found it easier to go to CBOs, where the wait times were typically short and outreach workers offered hands-on assistance that was increasingly limited or unavailable through local SNAP offices. In Texas, for example, wait times at SNAP offices tended to be much longer than wait times at TFBN partner sites were. One TFBN worker reported that clients could wait in a SNAP office for an entire day without meeting with an eligibility worker; additionally, because the wait list did not carry over to the next day, the applicant might have repeated the same experience the following day. With respect to customer service, another representative from Texas’s HHSC stated, *“Clients love going to the food banks just because they already have that relationship with their food bank workers. The food bank workers have a little bit of the luxury of sitting with the client...and taking their time with the interview process and submission.”* State SNAP personnel in Florida and Texas pointed to the CBOs’ *“repeat customers”* as evidence of their clients’ satisfaction. They also noted that many clients appreciated the *“one-stop shopping”* that was available through CBOs. Most CBOs offered a wide range of support services in addition to assistance in applying for SNAP. A representative from one of ELM’s local partners explained how providing clients with such a comprehensive array of services had *“made it easier to hook them [up] with other organizations that fill the additional gaps.”*

D. REPORTED CHALLENGES OF THE CPI DEMONSTRATION: SNAP STAFF AND CBO PERSPECTIVES

In addition to the start-up challenges reported above, State SNAP personnel and CBO staff also described some ongoing challenges associated with the demonstration projects.

Technology. CBO workers in the different States commonly reported technology-related problems that sometimes interfered with their productivity or created processing delays. For example, CBO staff in Michigan described having occasional difficulty logging into the ELM MiCAFE computer software. Additionally, the fact that data from the MiCAFE software could not be imported directly into the State’s BRIDGES system created some challenges for DHS workers, who were tasked with entering data from the paper-based MiCAFE applications.

In Florida, CBO workers reported that the IT system that they used to submit applications frequently shut down or operated very slowly. DCF also encountered problems with document imaging. When the State first transitioned to electronic records, document imaging for incoming verifications

from CBOs was done through local SNAP offices, where there was widespread awareness of the CPI demonstration, so CBO cases were clearly marked as such. Later, DCF contracted with a document-imaging vendor that handled paperwork for the entire State. The transition created problems whereby CBO applications were erroneously pended for interviews because some piece of critical information was lost in transmission (e.g., the document-imaging vendor failed to capture all the interview notes, or did not identify the set of records as one completed interview). These applications were then delayed, which negatively impacted the application processing timeliness for CBO cases.

Changing Policies and Procedures. CBOs reported challenges related to keeping their outreach workers up to date on frequent policy and procedural changes at the State level. In Florida, CBO workers described recurrent changes to the forms and State systems for identity verification. CBO workers in Nevada reported that the State made numerous changes to the forms for recording applicant income levels, which created confusion. One food bank worker in Texas noted, *“The rules are constantly changing. You have to be flexible. You have to be a quick study.”*

Another CBO worker in Texas described a *“murky line”* regarding what that State required in terms of supporting documentation for applicants participating in other State programs. For example, eligibility workers in the central processing unit could access State databases that had information about other benefits applicants might be receiving, such as Unemployment Insurance (UI). Knowing this, some TFBN outreach workers felt uncertain about the official policy with respect to collecting paperwork on such income sources.

Ensuring Adequate Training. State SNAP workers noted challenges with ensuring adequate training for all CBO workers who would be conducting SNAP interviews. For the most part, CBO outreach workers across the four States felt well prepared to conduct SNAP eligibility interviews, and several workers noted that the training they received was very comprehensive, but as previously mentioned, staying up to date on procedure and policy changes sometimes proved challenging.

Several outreach workers noted that no amount of training could replace the actual experience of conducting an interview because of the vast range of possible circumstances that clients may report, the complexities of determining assets, and changes in rules and policies. As one worker noted, *“For food stamps, because you’re dealing with households and there’s so many variables, it’s hard for them to adequately train you for that.”*

To help address these types of challenges, several CBOs employed people who previously worked for the State and therefore were already quite familiar with SNAP eligibility requirements and the application procedures. CBOs that did not employ people with previous SNAP experience tended to build close relationships with their local SNAP offices or SNAP liaisons to ensure that workers had a point of contact to call when questions arose during an interview. Having that kind of backup available was particularly essential for workers who did not do interviews on a daily basis. For example, in Texas, some of the TFBN workers were cross-trained to conduct SNAP interviews in order to prevent delays during times of high demand, but because these workers did not conduct a large volume of interviews, they sometimes needed the support of an expert. Although workers generally felt confident in their ability to conduct a comprehensive SNAP interview following training, one TFBN worker suggested that workers would benefit from *“more structured, supervised interviewing at a slow pace before you’re out in the field”* and another worker recommended additional training on rules regarding income.

Lack of Awareness of the CPI Demonstration Among State Workers. CBO staff in Florida and Michigan noted limited awareness of the demonstration among State eligibility workers. In Florida, this problem surfaced after DCF transitioned from having a centralized unit within DCF process incoming applications from CBOs to a “round robin” approach where CBO applications are assigned to eligibility workers based on the applicant’s ZIP Code. According to one CBO, some eligibility specialists at the local DCF offices were not familiar with the CBOs or the demonstration project, leading them to re-interview the applicants. After acknowledging that DCF was taking steps to fix the problem, this worker added, *“It is improving, definitely, but there’s still a few [eligibility workers] that don’t know and so initially they’ll get the application and send the letter straight out to the client saying you need to complete an interview.”*

At the various DHS offices, awareness of ELM and the MiCAFE program was low and communication surrounding the demonstration project was conflicting. Some DHS staff described always doing telephone verification interviews; these staff viewed it as their personal responsibility to verify the information clients entered in their applications, regardless of whether it came from ELM. One DHS office received a copy of a training slide on MiCAFE that said, *“The MiCAFE interview is considered the application/recertification interview. The specialist does not need to interview the client again.”* Another DHS office worker, however, stated, *“Two years ago there was a memo that came out briefly saying...‘Just give them a call and double check. It doesn’t have to be extensive.’ I do not know if that is still in effect or not though.”* It was clear that awareness of MiCAFE varied across SNAP local offices and among SNAP eligibility workers.

V. CUSTOMER SATISFACTION WITH CBOS

This chapter describes the comparative experiences and satisfaction of SNAP applicants who were interviewed by a CBO worker as compared to those who were interviewed by a State SNAP worker. Survey topics included the quality of services received, the reasons for applying for benefits through a CBO, and satisfaction with the length of time to receive benefits.

OBJECTIVE:

- Describe the response of SNAP applicants who are interviewed by CBO staff for SNAP benefits to the involvement of CBOs in SNAP.
-

Sections A and B describe SNAP participants' reported experiences with the SNAP application process and the eligibility interview, respectively, for individuals who applied and were interviewed at a CBO as compared to those who were interviewed at a State SNAP office. Section C describes respondents' overall satisfaction with their application and interview experiences. Tables with full results are shown in Appendix B.

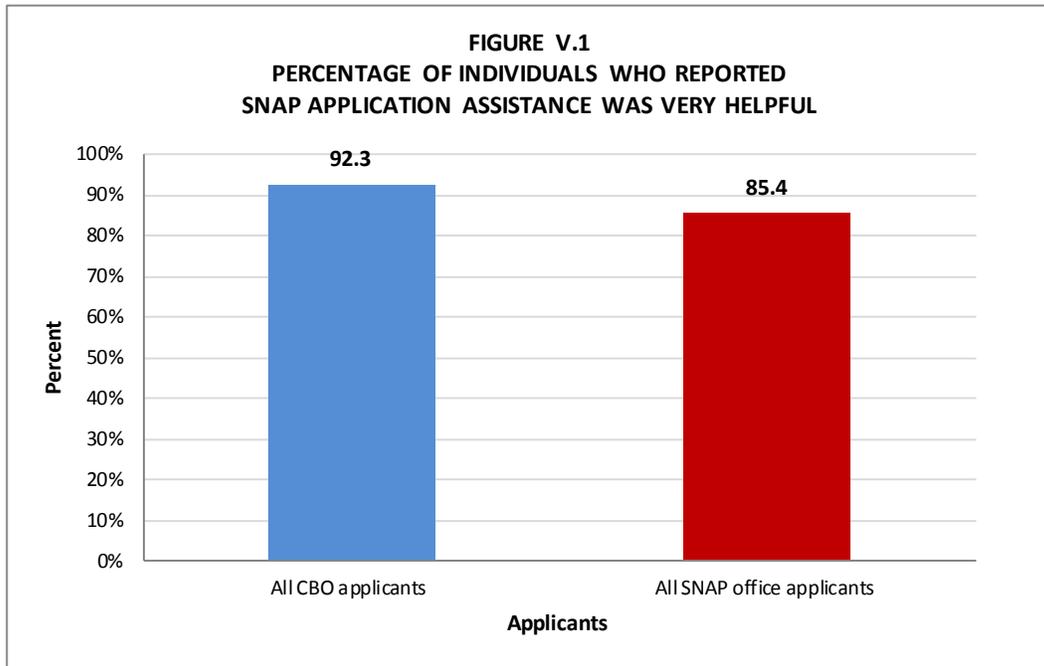
Note that, due to policy and procedural reasons, Nevada could not provide the study team with a data file for individuals that were interviewed by a State SNAP worker. As such, only SNAP participants who were interviewed through Nevada's CBOs are included in the results provided below. In addition, the survey frame for Michigan SNAP office applicants was limited to applicants age 60 and older to maintain comparability with the population served by the Michigan CBO (ELM).

A. CLIENT EXPERIENCES WITH THE SNAP APPLICATION PROCESS

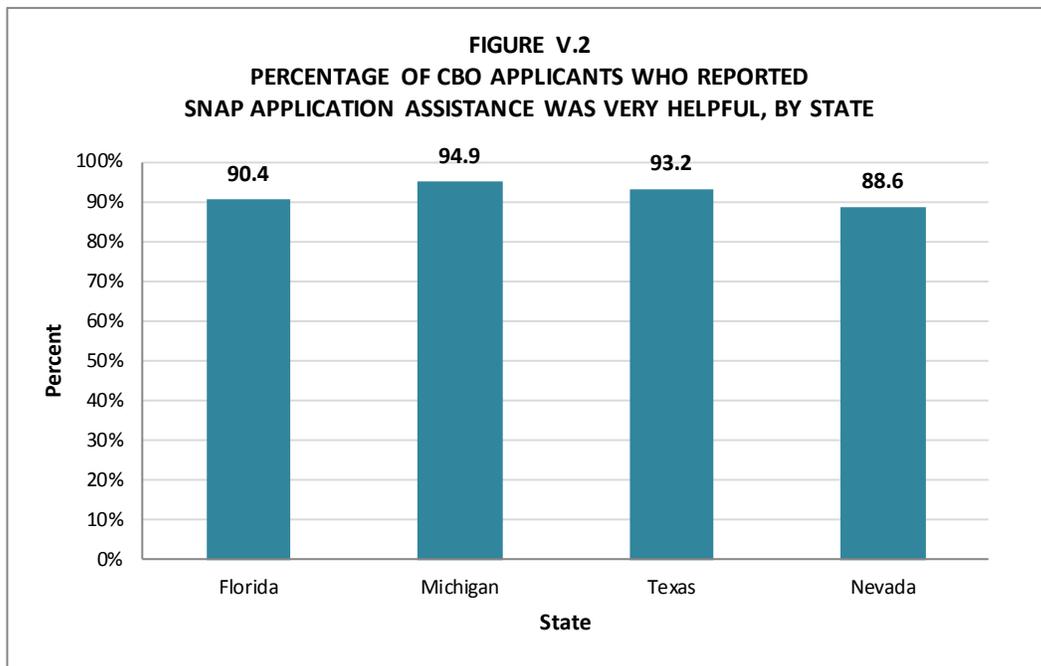
This section describes SNAP participants' experiences with the SNAP application process for those who applied through CBOs versus those who applied through their local SNAP offices.

1. Experiences with SNAP Application Assistance

Survey respondents who completed their applications at a CBO site or SNAP office were asked if they received assistance from anyone at that location and, if so, how helpful that assistance was. Although ratings on the quality of the assistance provided were very high for both groups, CBO applicants were slightly more likely than were SNAP office applicants to rate the SNAP application assistance as very helpful. Across the four States, 92.3 percent of CBO applicants reported that the assistance received was very helpful, as compared to 85.4 percent of applicants at SNAP offices (Figure V.1).



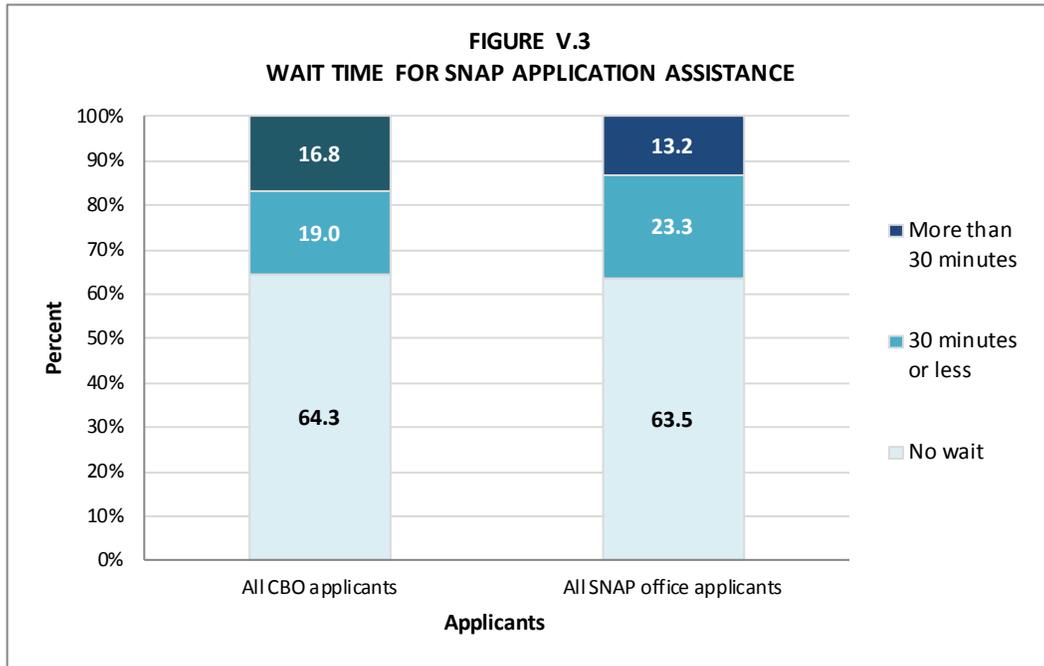
The percentage of CBO applicants reporting that the SNAP application assistance was very helpful was similar across States; percentages ranged from 88.6 percent in Nevada to 94.9 percent in Michigan (Figure V.2).



Notes: Respondents do not include those who applied online. Sample sizes were too small to report State-level results for SNAP office applicants.

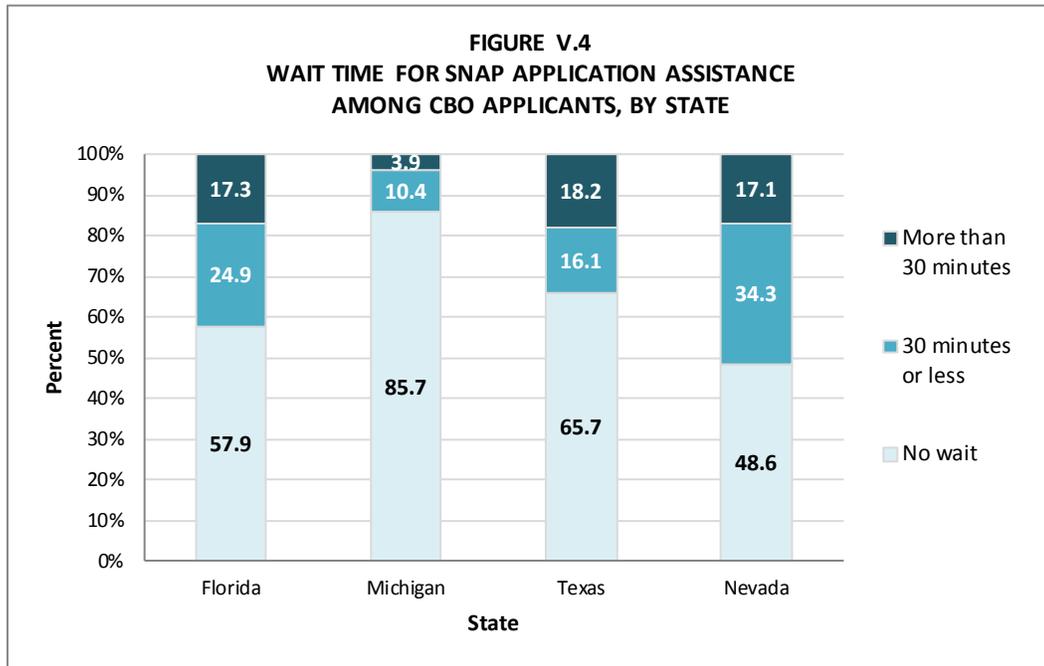
2. Wait Times for Application Assistance

The wait times to receive SNAP application assistance were similar for both CBO and SNAP office applicants. Nearly two-thirds of both groups received assistance immediately (Figure V.3). An additional 19.0 percent of CBO applicants and 23.3 percent of SNAP office applicants waited a half hour or less, with 16.8 percent of CBO applicants and 13.2 percent of SNAP office applicants waiting longer than a half hour for assistance.



Note: State-level results are not shown separately due to small sample sizes.

Among CBO applicants, wait times to receive application assistance varied across States. CBO applicants in Michigan were least likely to wait for assistance. More than 85 percent reported no wait and only 3.9 percent waited more than 30 minutes (Figure V.4). The timely service experienced by MiCAFE clients may be because ELM community partners provide application assistance by appointment only. Wait times were relatively longer in other States, where it was more common for clients to get help on a first-come, first-served basis. In Nevada, for example, more than half (51.4 percent) had to wait for application assistance, including 17.1 percent who waited more than 30 minutes.



Note: Sample sizes were too small to report State-level results for SNAP office applicants.

Once a participant had applied, the wait times to receive SNAP benefits were similar for both CBO and SNAP office applicants. Approximately 65 percent of respondents in both groups received their benefits within three weeks of applying (Figure V.5).

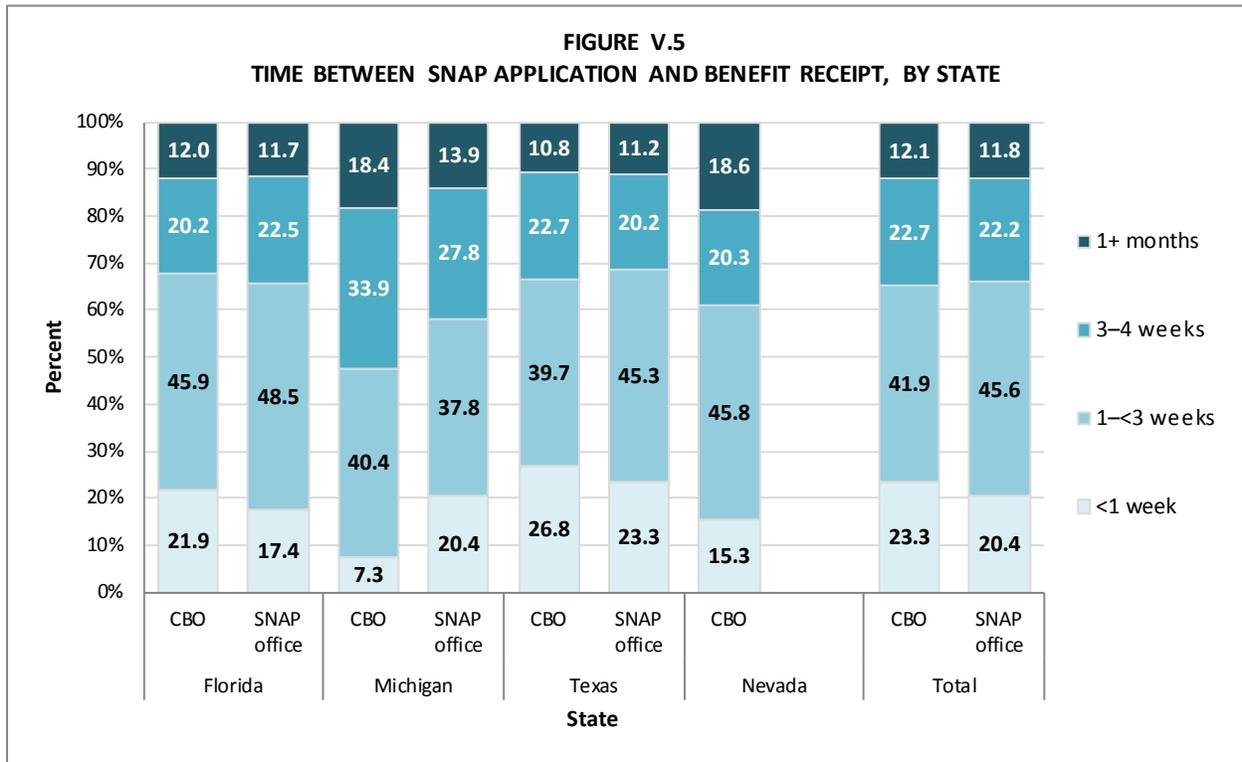
Within-State comparisons, however, showed greater differences between the two groups with respect to the length of time that it took to receive benefits. The greatest differences occurred in Michigan, where 7.3 percent of CBO applicants received their benefits in less than one week, as compared to 20.4 percent of SNAP office applicants (Figure V.6). There could be several explanations for these slower processing times for Michigan’s CBO applications. As noted earlier, ELM partners used a system that was not compatible with Michigan’s BRIDGES system, so outreach workers printed hard copies of each completed application and mailed those copies to DHS. Once DHS received the hard-copy application, a worker needed to create an account for the applicant in BRIDGES and to enter the data. Additionally, DHS workers would sometimes contact CBO applicants for interviews because they were unaware of the CPI demonstration or they did not feel that outreach workers had gathered sufficient information to make determinations. Altogether, these practices likely contributed to delays at several different points in the certification process.

As compared to the other demonstration States, Texas had the greatest proportion of CBO applicants who received their benefits within one week (26.8 percent), and the smallest proportion of CBO applicants who waited more than a month for benefits (10.8 percent). Of the four States, Nevada and Michigan had the highest proportion of CBO applicants (18.6 percent and 18.4 percent, respectively) that waited a month or longer for their benefits.

Because Nevada was not able to provide comparative data for SNAP office applications, it is not possible to assess whether CBO applicants waited longer for their benefits than did SNAP office applicants. Nonetheless, as compared to the other demonstration States, Nevada had the highest proportion of CBO applicants who waited longer than a month to receive their benefits. Discussions

with SNAP representatives suggested that the slow processing times in Nevada stemmed from staffing shortages in the Reno office, coupled with a consistently high volume of incoming applications, leading to a considerable backlog of applications that required processing.

In Michigan, the use of paper-based applications by the CBO and the need for SNAP office workers to enter the data from those applications into the MI BRIDGES system likely contributed to the delayed processing times among CBO applications.



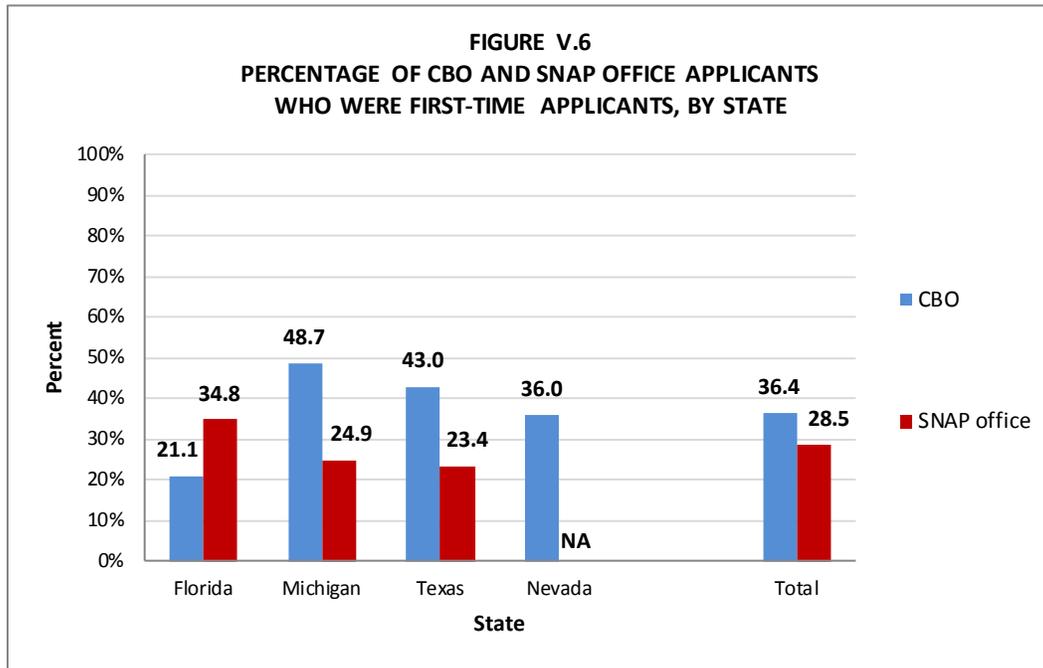
3. Comparison to Previous SNAP Application Experiences

Overall, CBO applicants were more likely to be applying for SNAP for the first time as compared to SNAP office applicants; 36.4 percent of CBO applicants in the four States were first-time applicants, compared to 28.5 percent of SNAP office applicants in Florida, Michigan, and Texas (Figure V.6).

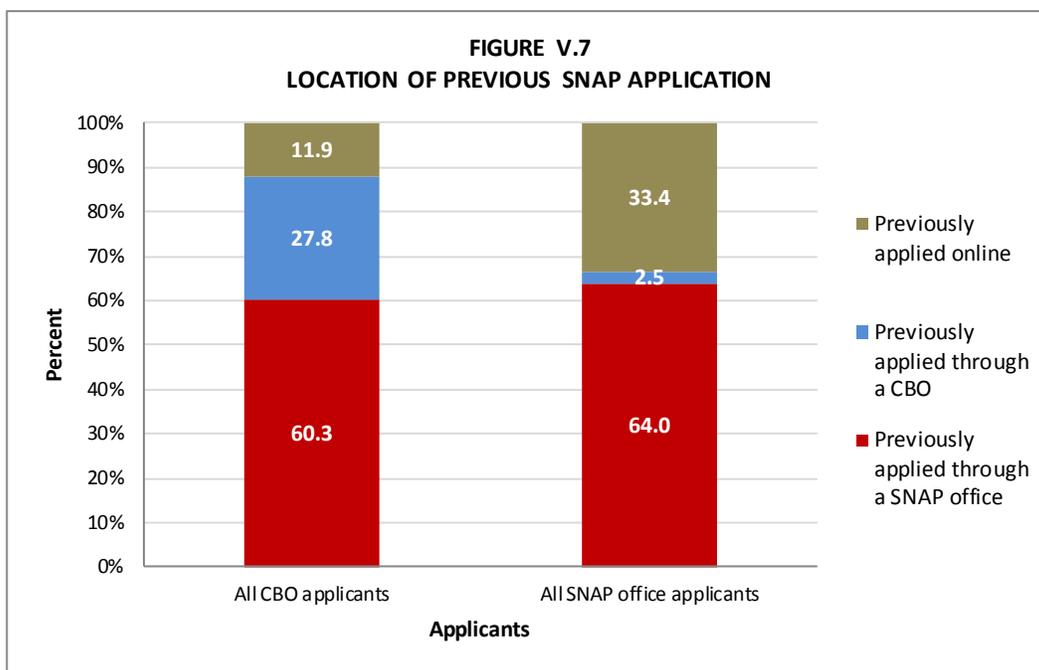
Within-State comparisons showed the opposite trend in Florida, where 21.1 percent of CBO applicants were applying for the first time, as compared to more than one-third of SNAP office applicants. This finding might have something to do with Florida’s long history of partnering with CBOs, which tend to attract repeat clients and typically serve the State’s neediest populations. Additionally, individuals who never before needed SNAP might have been in a better position to apply on their own using Florida’s ACCESS system.

In Michigan and Texas, more than 40 percent of CBO applicants were applying for SNAP for the first time: 48.7 percent in Michigan and 43.0 percent in Texas. By comparison, less than a quarter of SNAP office applicants in these States were applying for the first time. These findings lend support to the idea that CBOs in fact did reach a segment of the population that was eligible for SNAP, but that might not have applied were it not for the CBOs. Anecdotal interview data from both States helps to

explain some of the reasons why these households were not inclined to apply on their own. CBO workers in Michigan reported that many seniors tended not to apply because they felt the benefit amount they were likely to receive was not worth “the hassle of going to a DHS office.” Workers in both States also mentioned common perceptions of stigma surrounding SNAP participation. These beliefs and perceptions can prevent eligible households from considering SNAP until they visit a local community center, church, library, or pantry where they encounter outreach workers who educate them about the program and offer application assistance.



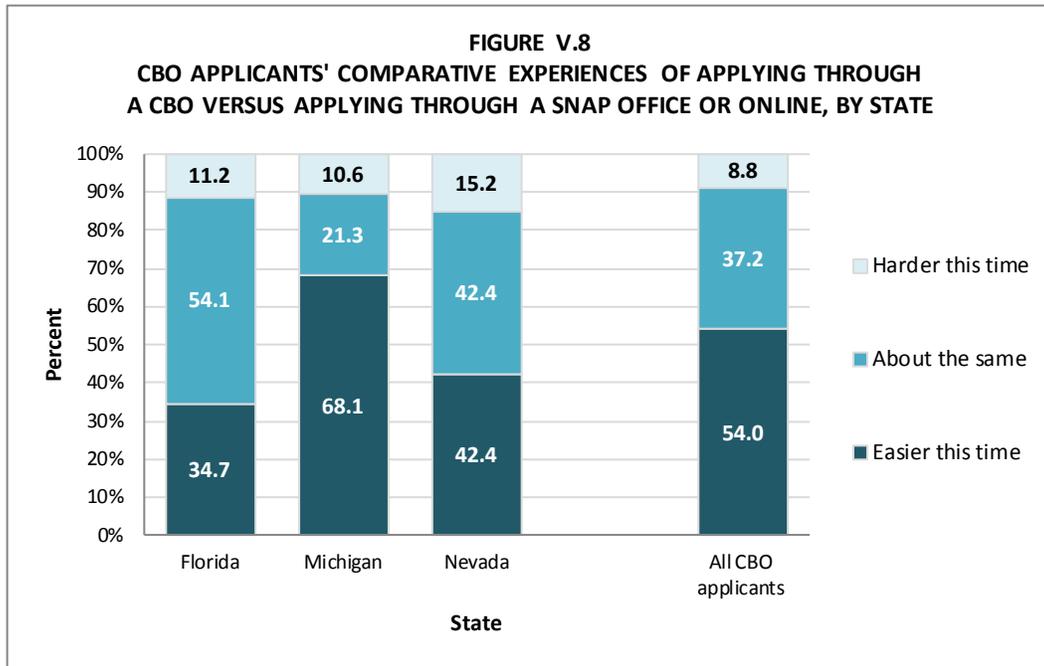
Respondents who were not first-time SNAP applicants were asked where they had applied the last time (i.e., through a CBO, through a State SNAP office, or online), and how their most recent experiences compared to their prior experiences applying for SNAP. Most previously applied through a SNAP office; more than half of both CBO applicants (60.3 percent) and SNAP office applicants (64.0 percent) applied through a SNAP office the previous time they applied (Figure V.7). Approximately one-third (33.4 percent) of SNAP office applicants previously applied online, as compared to 11.9 percent of CBO applicants. Very few SNAP office applicants applied through a CBO the previous time (2.5 percent). Among CBO applicants, 27.8 percent previously applied through a CBO.



Note: State-level results are not shown separately due to small sample sizes.

Among CBO applicants who previously applied through a SNAP office or online, more than half (54.0 percent) reported that it was easier to apply through the CBO, as compared to 8.8 percent who reported it was harder to apply through the CBO and 37.2 percent who reported that their experience was about the same (Figure V.8).

Results varied by State, however. Across the States examined, CBO applicants in Michigan were most likely to report that it was easier to apply through a CBO than it was through a SNAP office or online—more than two-thirds of CBO applicants in Michigan (68.1 percent) reported that applying through the CBO was easier, while only 10.6 percent reported that it was harder. By comparison, 34.7 percent of Florida CBO applicants who previously applied through a SNAP office or online reported that it was easier to apply through a CBO; more than half (54.1 percent) reported that it was about the same, and 11.2 percent reported that it was harder to apply through a CBO. In Nevada, 42.4 percent of CBO applicants who previously applied through a SNAP office felt that it was easier to apply through the CBO, as compared to 15.2 percent who felt that it was harder.



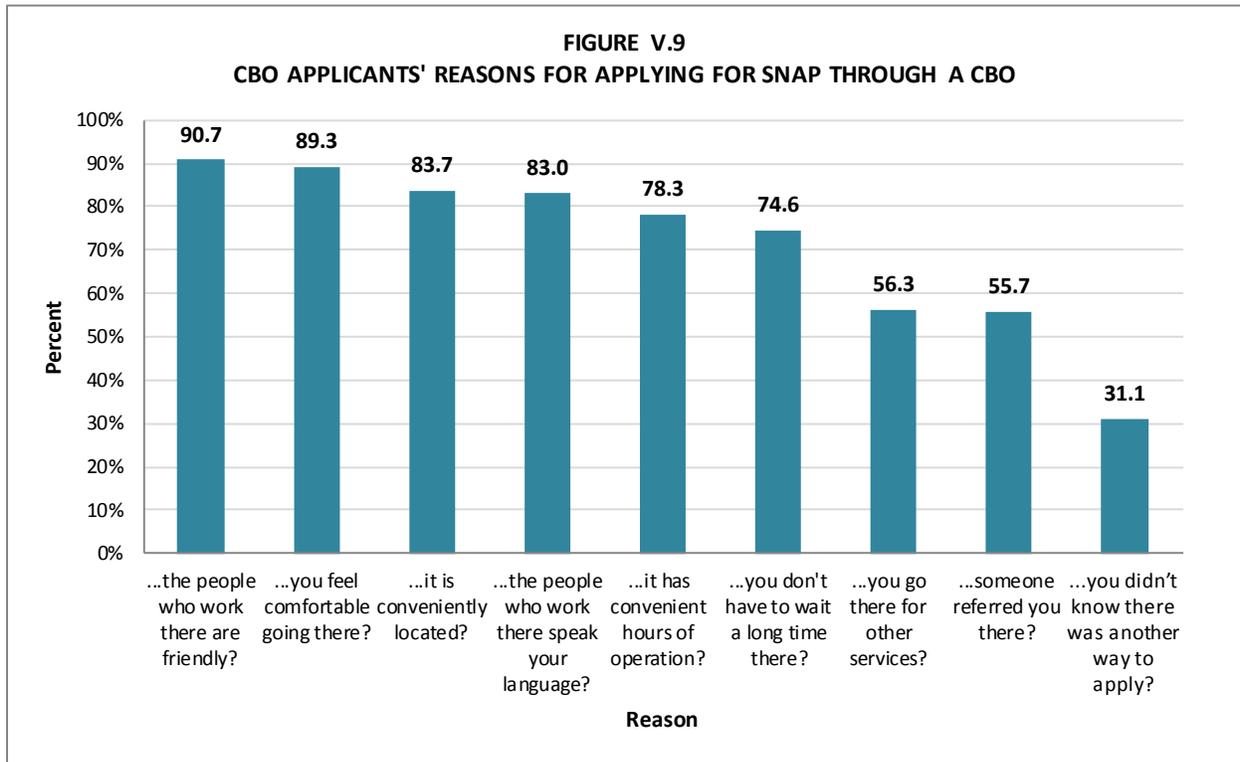
Note: Texas results are not shown separately due to small sample sizes.

4. Reasons for Applying Through a CBO

CBO applicants reported a variety of reasons for applying for SNAP through a CBO (Figure V.9). The most commonly reported reason was friendliness of the staff who worked there (90.7 percent). Three-quarters or more of respondents reported the following reasons:

- You feel comfortable going there (89.3 percent)
- It is conveniently located (83.7 percent)
- The people who work there speak your language (83.0 percent)
- It has convenient hours of operation (78.3 percent)
- You don't have to wait a long time (74.6 percent)

More than half of respondents reported applying for SNAP through a CBO because they go there for other services (56.3 percent) or because someone referred them there (55.7 percent).



Reported reasons for applying for SNAP through a CBO generally followed a similar pattern across the four States (Table V.1). A commonly reported reason in Florida, Michigan, and Texas, for example, was the friendliness of CBO staff. Convenience of the CBO location commonly was reported in Michigan, Florida, and Nevada. Applying through the CBO because they felt comfortable going there commonly was reported in all four States.

Table V.1.
Reported Reasons for Applying for SNAP Through a CBO, by State

	Florida	Michigan	Texas	Nevada	Total
The people who work there are friendly	94.1	95.5	89.8	79.4	90.7
Feel comfortable going there	91.1	84.9	89.1	91.2	89.3
Conveniently located	89.6	97.0	79.6	91.2	83.7
The people who work there speak your language	84.4	89.4	81.8	82.4	83.0
Has convenient hours of operation	84.4	90.9	75.2	70.6	78.3
Don't have to wait a long time	72.6	84.9	74.5	70.6	74.6
Go there for other services	51.9	60.6	56.9	61.8	56.3
Someone referred you there	51.9	62.1	56.9	47.1	55.7
Didn't know there was another way to apply	39.3	30.3	29.2	17.7	31.1

B. CLIENT EXPERIENCES WITH THE SNAP ELIGIBILITY INTERVIEW

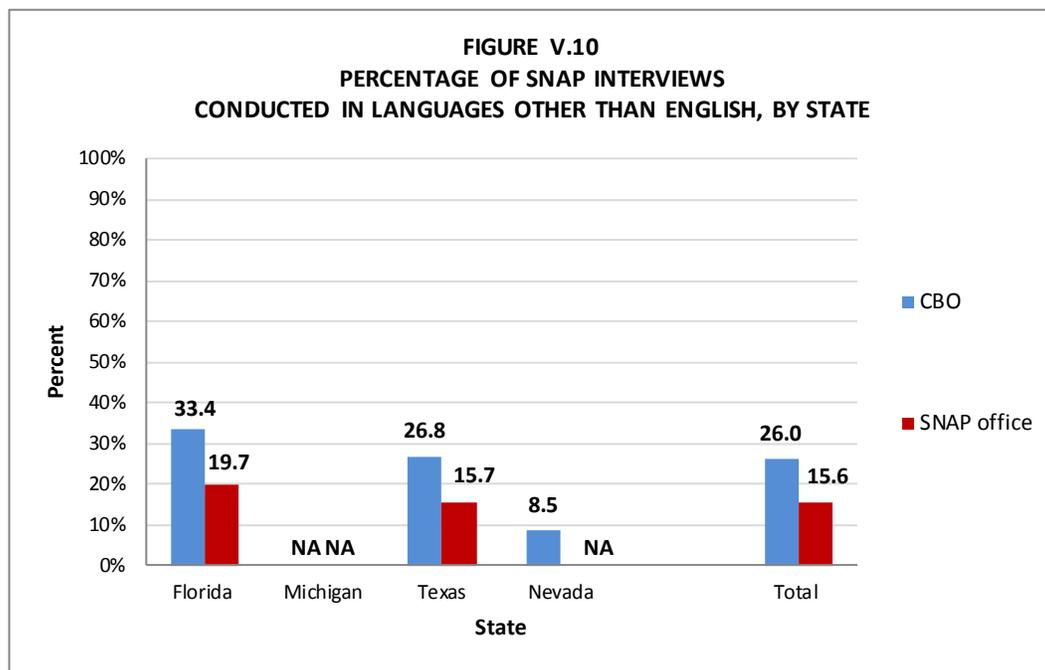
This section examines SNAP participants' experiences with the SNAP eligibility interview process, including the mode, language, timing, and location of the interview.

1. Mode of Interview

An in-person interview is an integral component of the SNAP application service that CBOs provided in each of the demonstration States. On the other hand, the survey findings indicated that only 17.0 percent of SNAP office applicants across all four States were interviewed in person. Some State SNAP offices offered the option to complete SNAP eligibility interviews over the phone. In Florida, applicants were encouraged to apply online with phone interviews, and most local SNAP offices had closed, with the exception of one storefront location per county for applicants unable to complete the process online or over the phone.

2. Language of Interview

The proportion of interviews conducted in languages other than English was slightly higher among CBO applicants (26.0 percent) than it was among SNAP office applicants (15.6 percent) (Figure V.10). The proportion of interviews conducted in other languages was highest among Florida's CBO applicants (33.4 percent), and lowest in both applicant groups in Michigan, where 100 percent of the respondents reported that their interviews were in English. Spanish was the most common language used other than English; too few other languages were reported to show each separately.

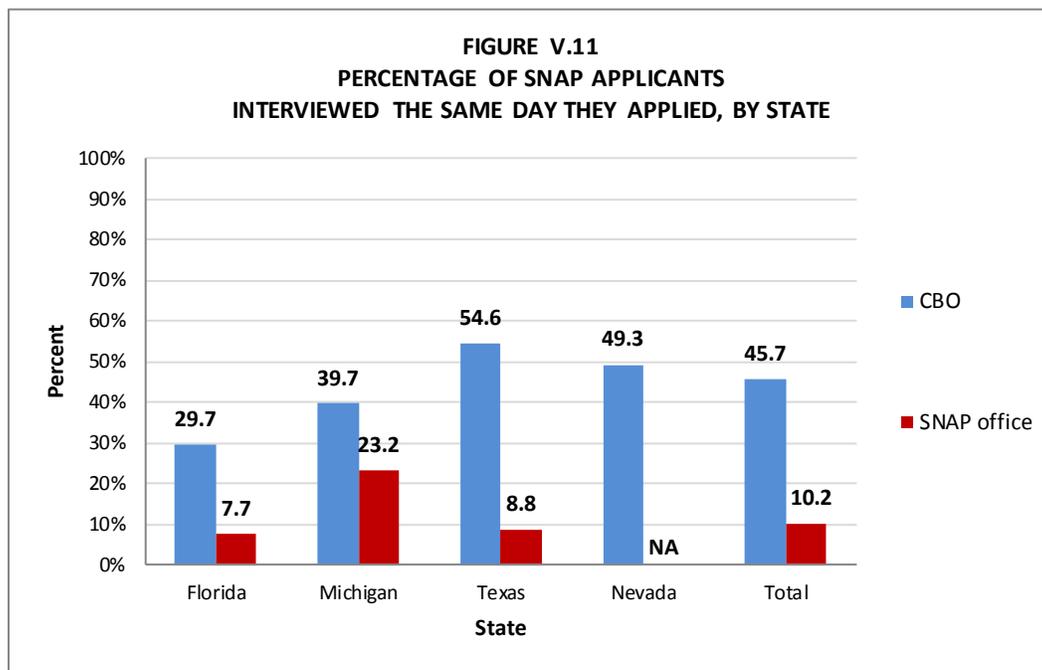


Note: The customer satisfaction survey was conducted in English and Spanish.

3. Wait Times for Interviews

CBO applicants were less likely to report having to wait for an interview than SNAP office applicants were. While 45.7 percent of CBO applicants were interviewed the same day they applied, only 10.2 percent of SNAP office applicants were interviewed the same day (Figure V.11). Overall, 75.1 percent of CBO applicants were interviewed within two weeks, as compared to 68.5 percent of SNAP office applicants (data not shown).

Wait times varied across the States, but CBO applicants in every State reported shorter wait times for an interview than their SNAP office counterparts did (Figure V.11). Of the three States with data on both groups, the differences between groups were greatest in Texas, where more than half of CBO applicants (54.6 percent) were interviewed the same day that they submitted their applications, as compared to only 8.8 percent of SNAP office applicants. In Michigan, nearly 40 percent of CBO applicants were interviewed the same day, as compared to less than one-quarter (23.2 percent) of SNAP office applicants. Florida CBO applicant respondents were more than three times as likely as Florida’s SNAP applicants were to be interviewed the same day. Similarly, larger proportions of SNAP office applicants in each of these States waited two weeks or more for an interview as compared to their CBO applicant counterparts (data not shown).



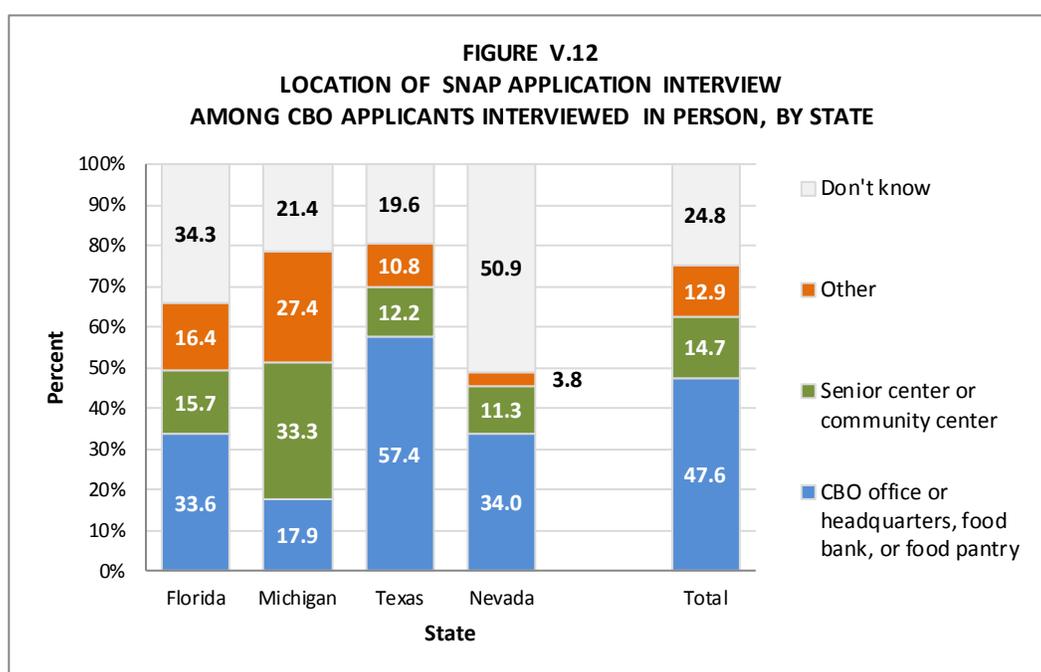
4. Location of Interviews

In-person SNAP eligibility interviews took place in a variety of locations, including SNAP offices, CBO offices, senior centers, community centers, libraries, schools, churches, and in some cases, respondents’ homes. Survey respondents were asked where the interviews had taken place; as expected, the vast majority of SNAP office applicants (93.2 percent) reported that they were interviewed in a SNAP office. Among CBO applicants, almost half (47.6 percent) reported that the interviews took place at a CBO office, food bank, or food pantry (Figure V.12). Another 14.7 percent of CBOs reported that they were interviewed in a senior or community center, and 12.9 percent stated that they were interviewed in other locations.

The interview locations for CBO applicants varied by State. In Texas, for example, the most common interview locations were CBO offices, food banks, or food pantries, as reported by more than half of respondents (57.4 percent). In Michigan, where the demonstration focused on elderly clients, one-third of respondents (33.3 percent) were interviewed at senior centers or community centers. In addition, one-quarter of Michigan CBO applicants (25.3 percent) were interviewed in their homes (data not shown separately).

A relatively high percentage of CBO applicants did not recall where their interviews took place. Across the four States, close to one-quarter of the respondents did not recall where their interviews took place. These respondents include those who explicitly answered “Don’t Know” to the interview location question, as well as those who indicated that their interviews took place at a SNAP office, when the State data indicated that they were interviewed by a CBO. Nevada had the highest proportion of such discrepancies. In follow-up communications with DWSS, SNAP representatives confirmed that the applicants that had been identified in the State’s data file as interviewed by a CBO in fact had been interviewed by a CBO. Accordingly, when a respondent’s self-reported interview location differed from the interview location indicated by the State, analysts re-coded the responses to “Don’t Know.”

Information gathered during the site visits may shed some light on the discrepancies around interview location. As noted in the previous chapter, some of Nevada’s DWSS eligibility workers felt that CBO-conducted interviews did not provide sufficiently detailed information to make an eligibility determination, so they would “re-interview” applicants that had applied through a CBO. Such re-interviewing practices were also mentioned in the other States. Ambiguity surrounding what actually constitutes the SNAP interview could be another contributing factor; applicants who communicated with both SNAP personnel and CBO workers might have been unclear about which communications were, or were not, considered part of the interview.



Note: Other locations include the respondents’ homes, libraries, schools, churches, and “other” locations.

C. CUSTOMER SATISFACTION WITH CBOS

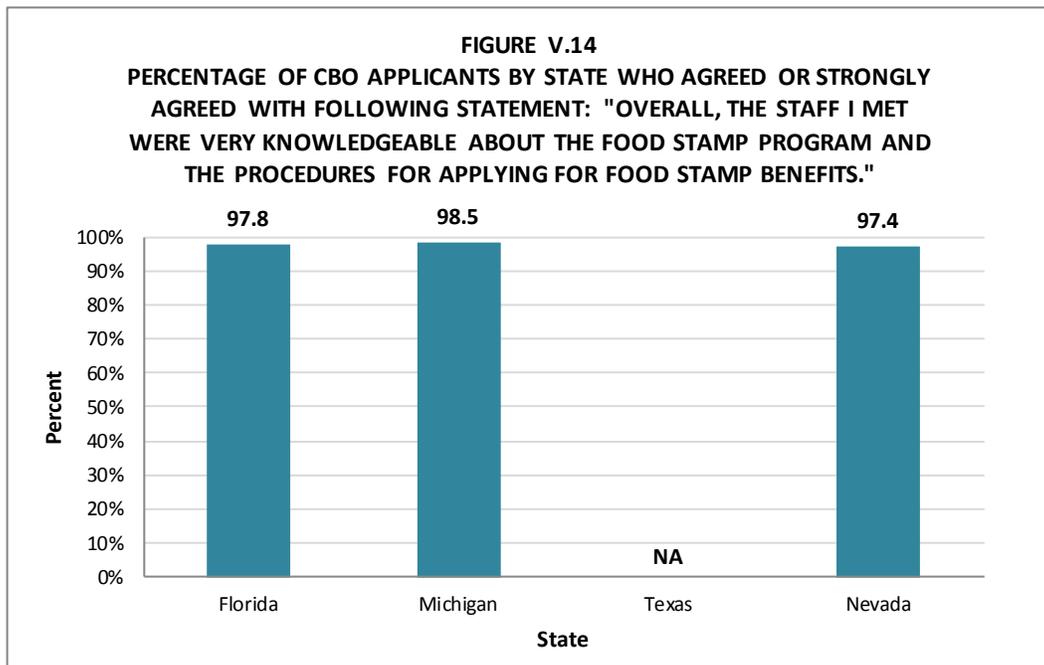
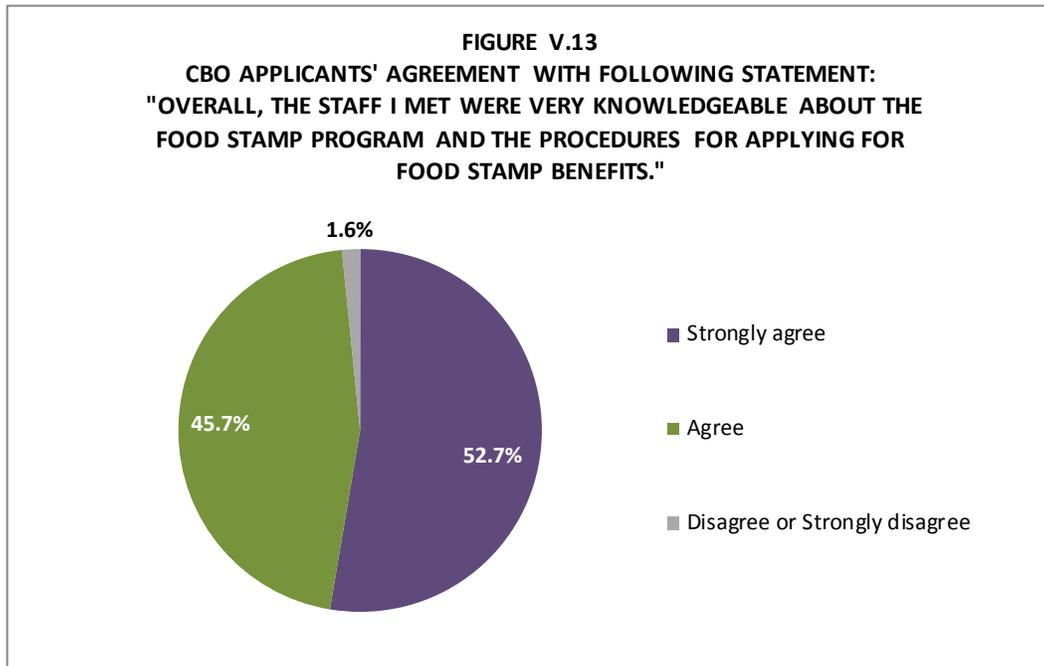
This section describes applicants’ overall satisfaction with the SNAP application process (Section 1) and the SNAP interview process (Section 2) at CBOs as compared to local SNAP offices.

1. Overall Satisfaction with Application Experiences

CBO applicants tended to report high levels of satisfaction with various aspects of their application experiences, including how knowledgeable the staff were, the clarity of the answers

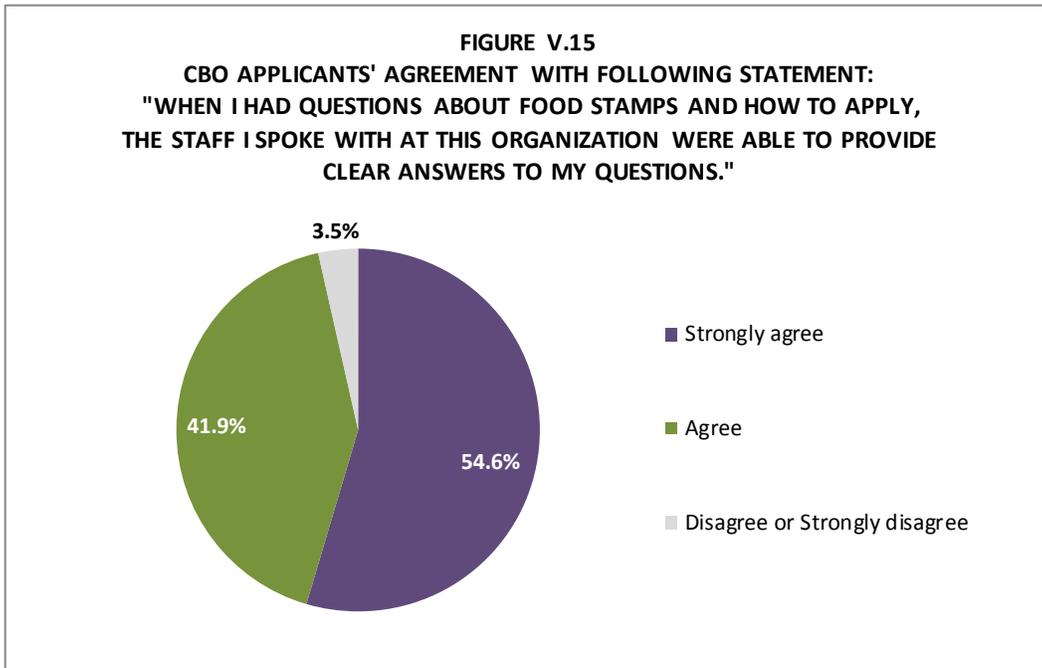
provided by the staff, and the ease of obtaining help, as well as the application process as a whole. Each of these is discussed briefly below. Note that these questions were not asked of participants who interviewed through State SNAP offices.

More than half of all CBO applicants (52.7 percent) strongly agreed with the statement, "Overall, the staff I met were very knowledgeable about the food stamp program and the procedures for applying for food stamp benefits" (Figure V.13). Responses were similar across all four States (Figure V.14).

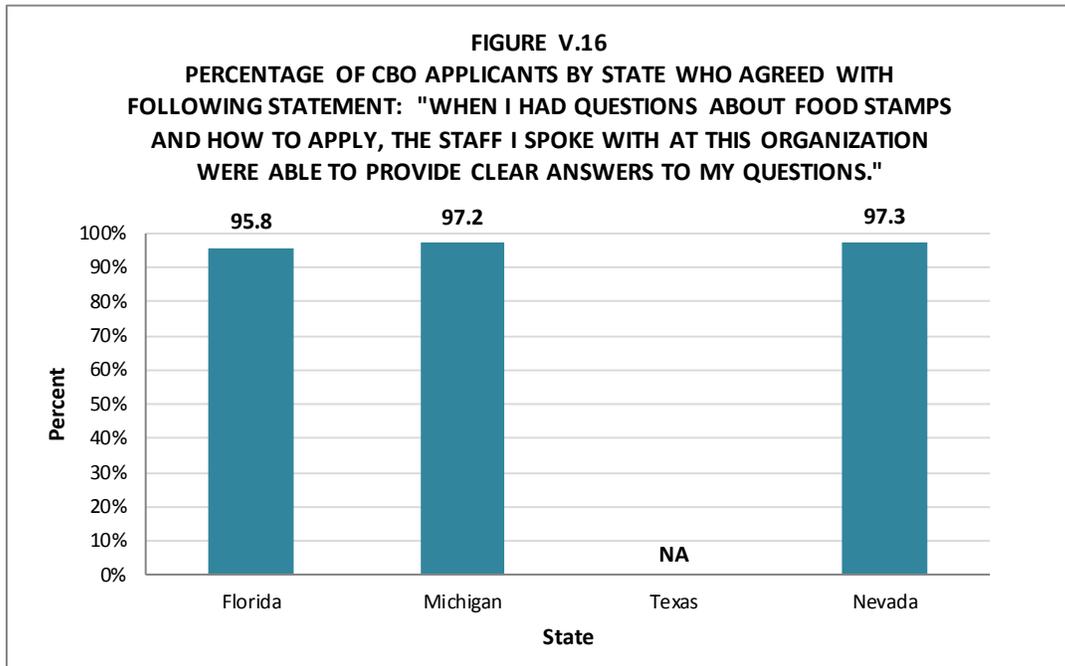


Note: Texas CBO results are not shown due to small sample sizes in some categories.

Nearly all CBO applicants (96.5 percent) agreed with the statement, “When I had questions about food stamps and how to apply, the staff I spoke with at this organization were able to provide clear answers to my questions” (Figure V.15). Only 3.5 percent of CBO applicants disagreed or strongly disagreed.

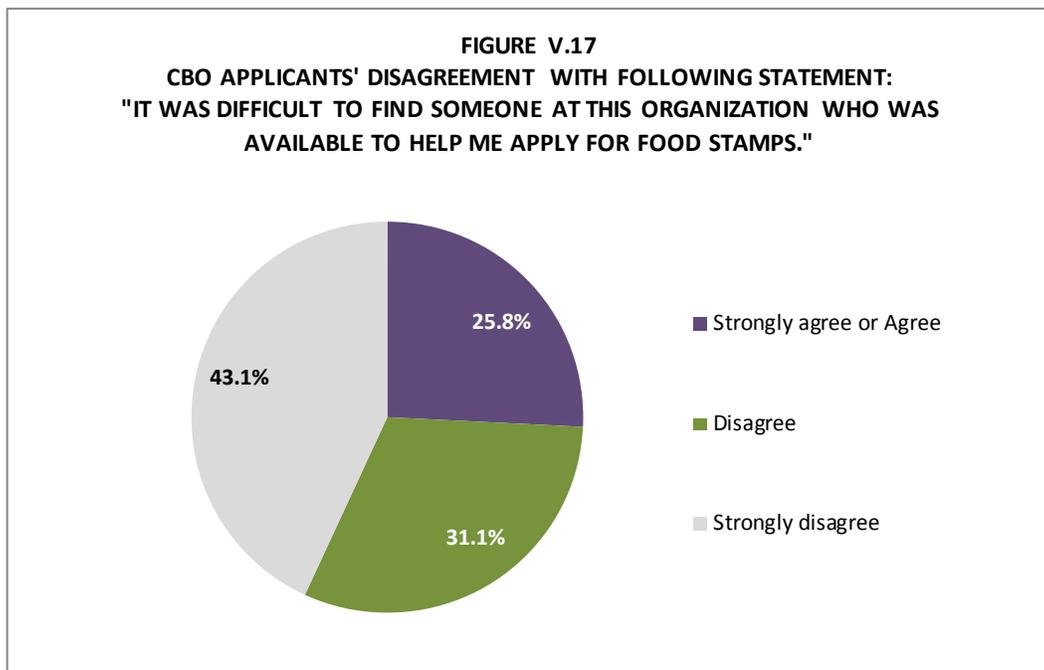


This very high level of agreement was similar across all four States (Figure V.16). The percent who agreed or strongly agreed ranged from 95.8 percent of CBO applicants in Florida to 97.3 percent of CBO applicants in Nevada.

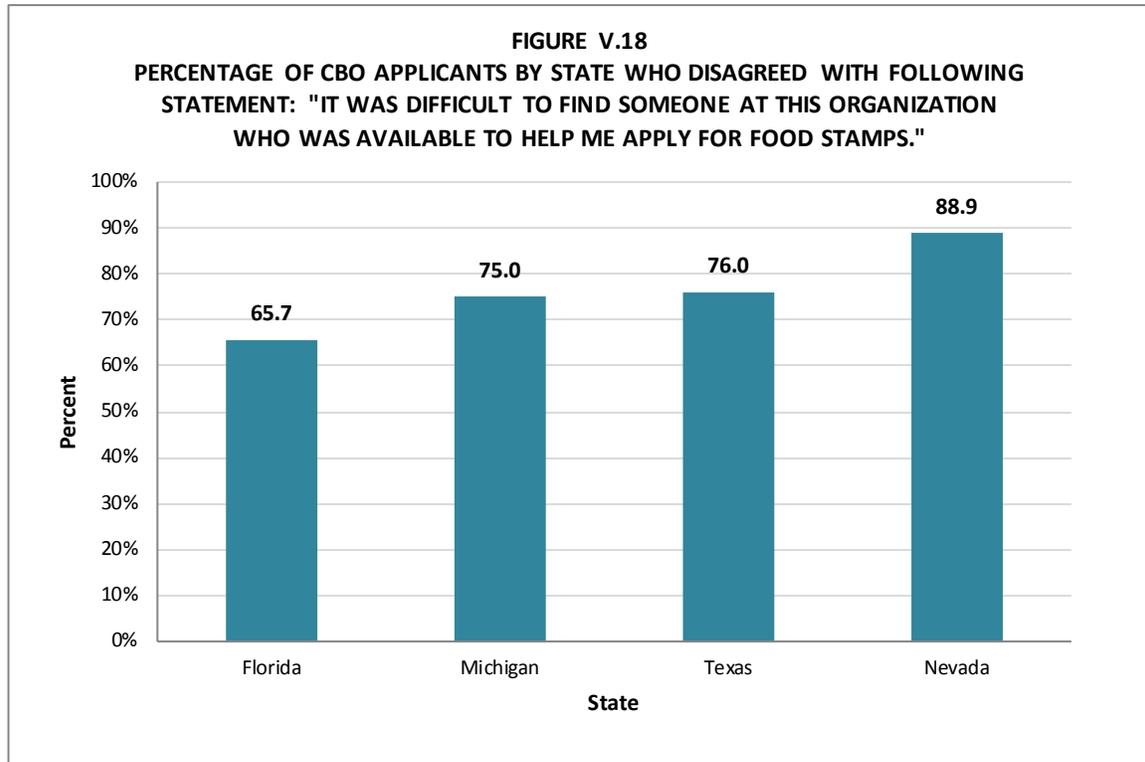


Note: Texas CBO results are not shown due to small sample sizes in some categories.

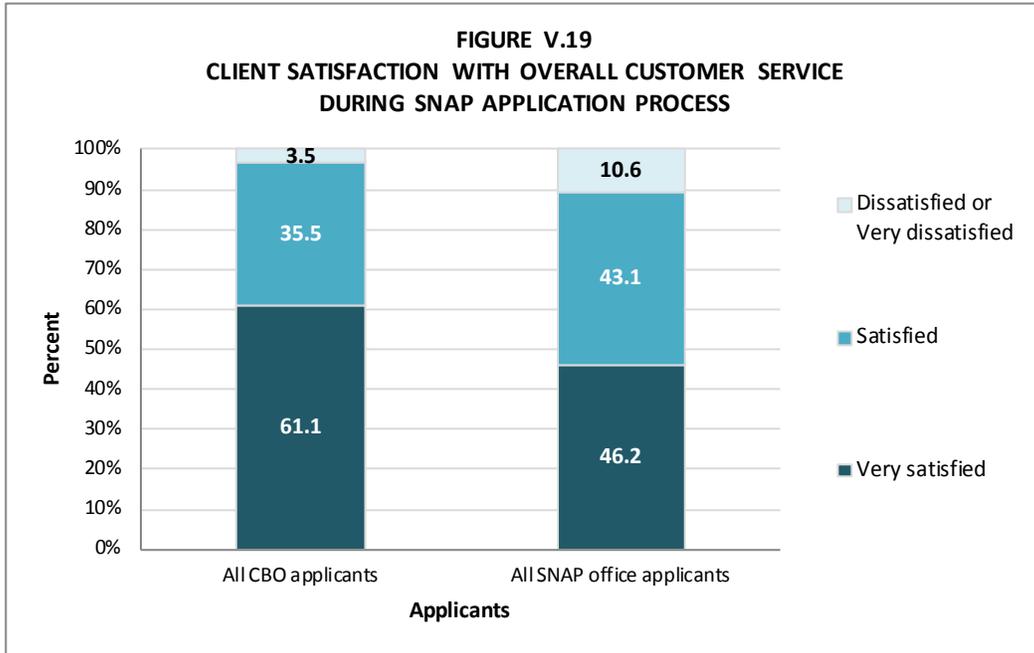
CBO applicants also found CBO staff to be readily available to provide assistance with the SNAP application. Nearly three-quarters (74.2 percent) of all CBO applicants disagreed with the statement, "It was difficult to find someone at this organization who was available to help me apply for food stamps" (Figure V.17).



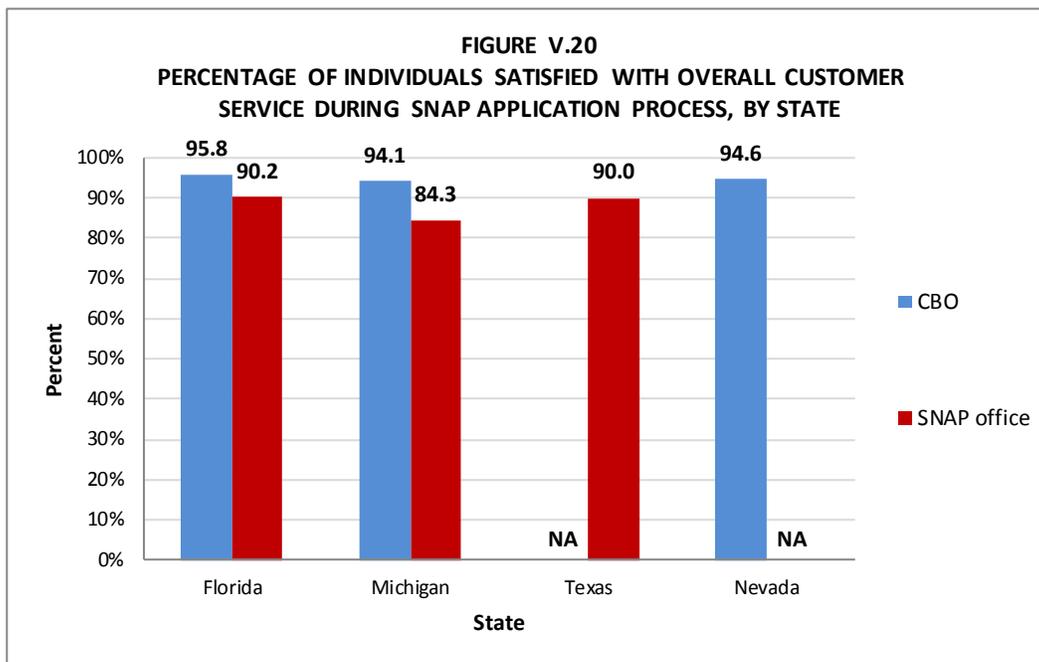
This high level of disagreement was similar across all four States (Figure V.18). The percent who disagreed or strongly disagreed ranged from 65.7 percent of CBO applicants in Florida to 88.9 percent of CBO applicants in Nevada.



Survey respondents were also asked to rate their overall satisfaction with the customer service they had received when applying for SNAP. Sixty-one percent of CBO applicants were very satisfied with the customer service they received, as compared to 46.2 percent of SNAP office applicants (Figure V.19). Relatively few respondents reported feeling dissatisfied or very dissatisfied, although SNAP office applicants were more likely to report dissatisfaction than were CBO applicants (10.6 percent versus 3.5 percent, respectively).



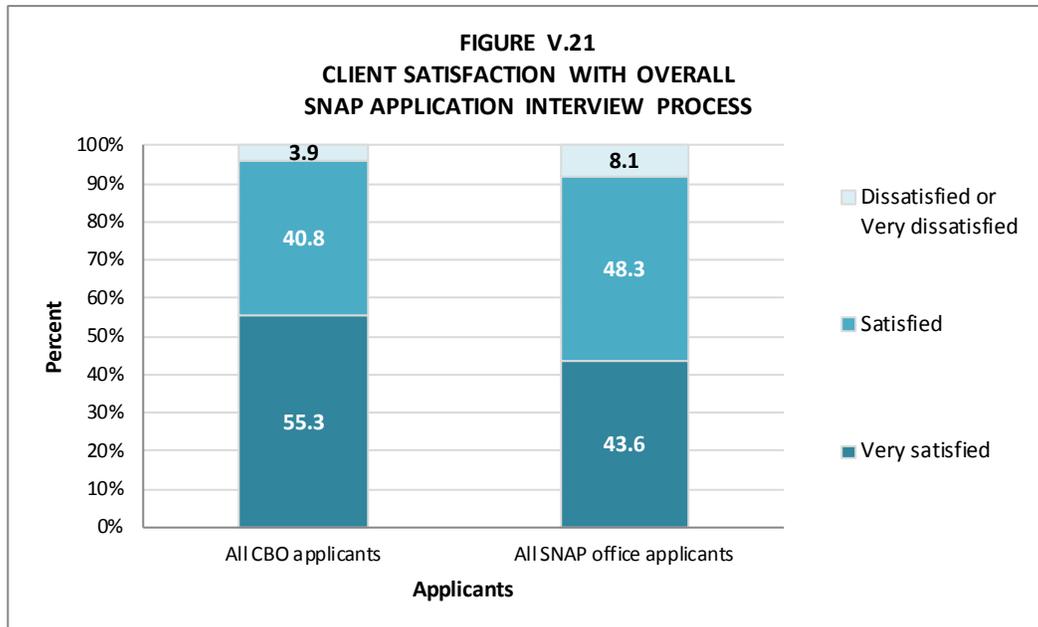
Comparisons across States showed little variation in the levels of reported satisfaction among CBO applicants (Figure V.20). The proportion who reported being either satisfied or very satisfied among CBO applicants ranged from 94.1 percent in Michigan to 95.8 percent in Florida. The majority of SNAP office applicants in each State also reported feeling satisfied or very satisfied with the customer service they received. The percent of satisfied or very satisfied SNAP office respondents ranged from 84.3 in Michigan to 90.2 in Florida.



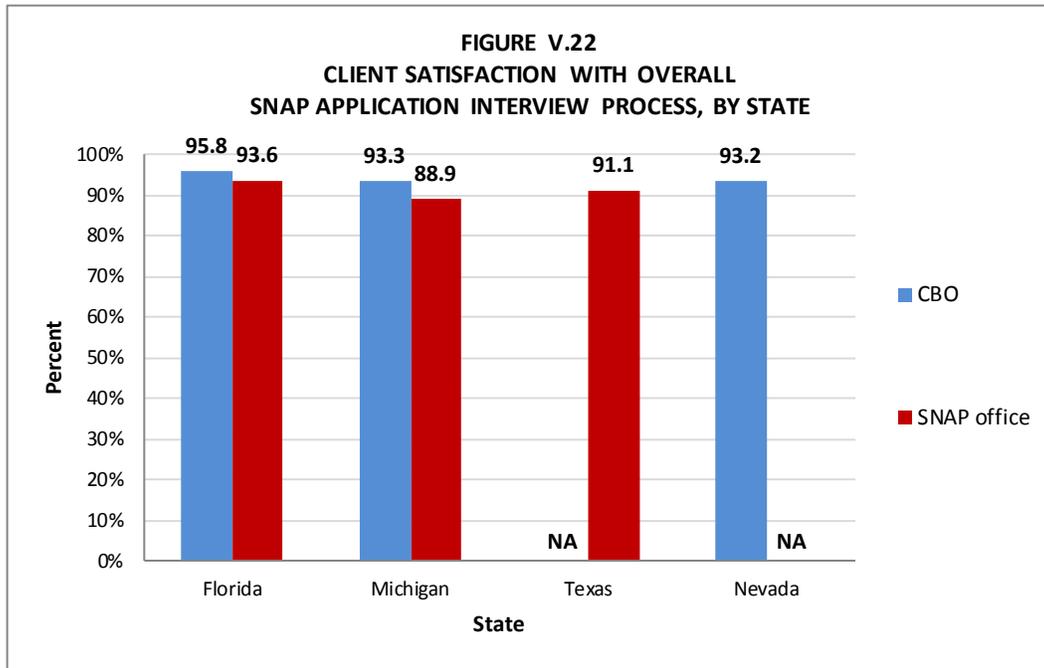
Note: Results for Texas CBO applicants are not shown due to small sample sizes in some categories.

2. Overall Satisfaction with SNAP Interview Process

Both CBO and SNAP office applicants reported high levels of satisfaction with the overall SNAP interview process (Figure V.21), although a higher proportion of CBO applicants than SNAP office applicants reported that they were very satisfied. Of CBO applicants, 55.3 percent reported being very satisfied, as compared to 43.6 percent of SNAP office applicants. Also, although the percent of SNAP office applicants who reported being dissatisfied or very dissatisfied with the process was relatively small (8.1 percent), it was double that of CBO applicants who reported feeling dissatisfied or very dissatisfied (3.9 percent).

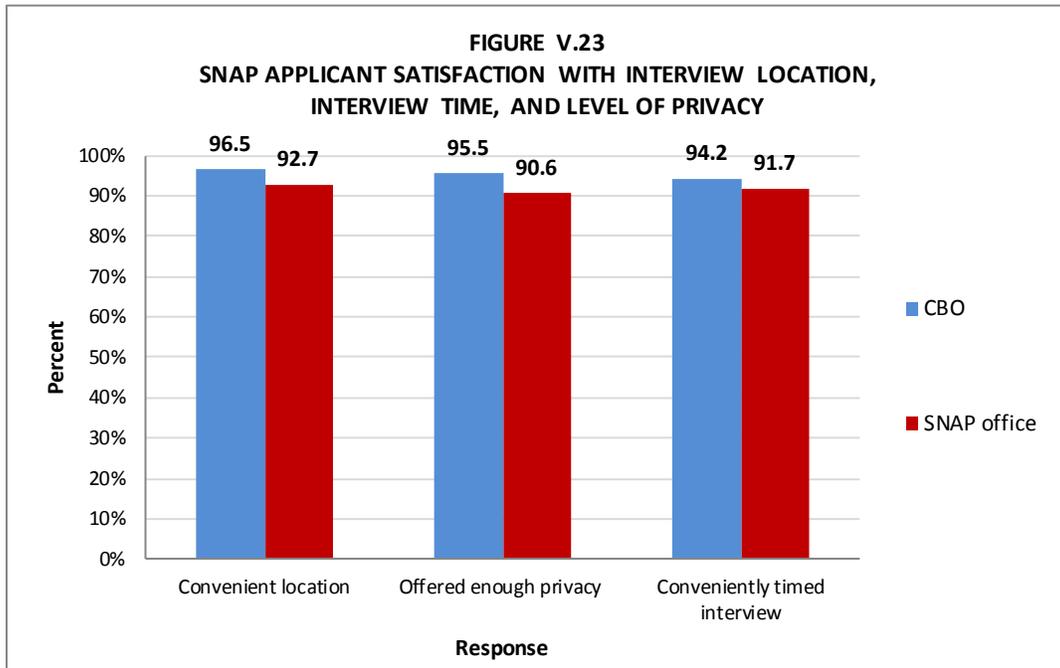


Satisfaction levels with the overall SNAP application and interview process were similar across States (Figure V.22). The proportion who were satisfied or very satisfied among CBO applicants ranged from 93.2 percent in Nevada to 95.8 percent in Florida, and satisfaction among SNAP office applicants ranged from 88.9 percent in Michigan to 93.6 percent in Florida.



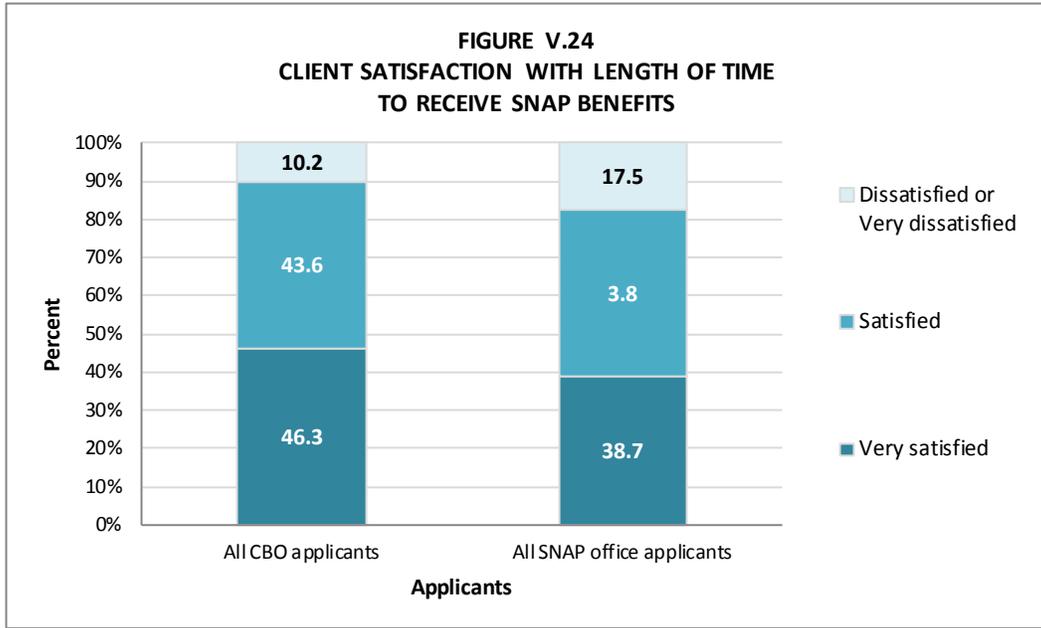
Note: Results for Texas CBO applicants are not shown due to small sample sizes in some categories.

The vast majority of respondents interviewed in person felt that the interview location and timing were convenient and that the interview location offered enough privacy. CBO applicants were slightly more likely to report each of these favorable aspects of their interview than were SNAP office applicants. Almost 97 percent of CBO applicants reported that the location was convenient (as compared to 92.7 percent of SNAP office applicants), and 95.5 percent reported that the location offered enough privacy (as compared to 90.6 percent of SNAP office applicants). In addition, among all SNAP applicants who were not interviewed right away, 94.2 percent reported the timing of the interview was convenient (as compared to 91.7 percent of SNAP office applicants; Figure V.23).

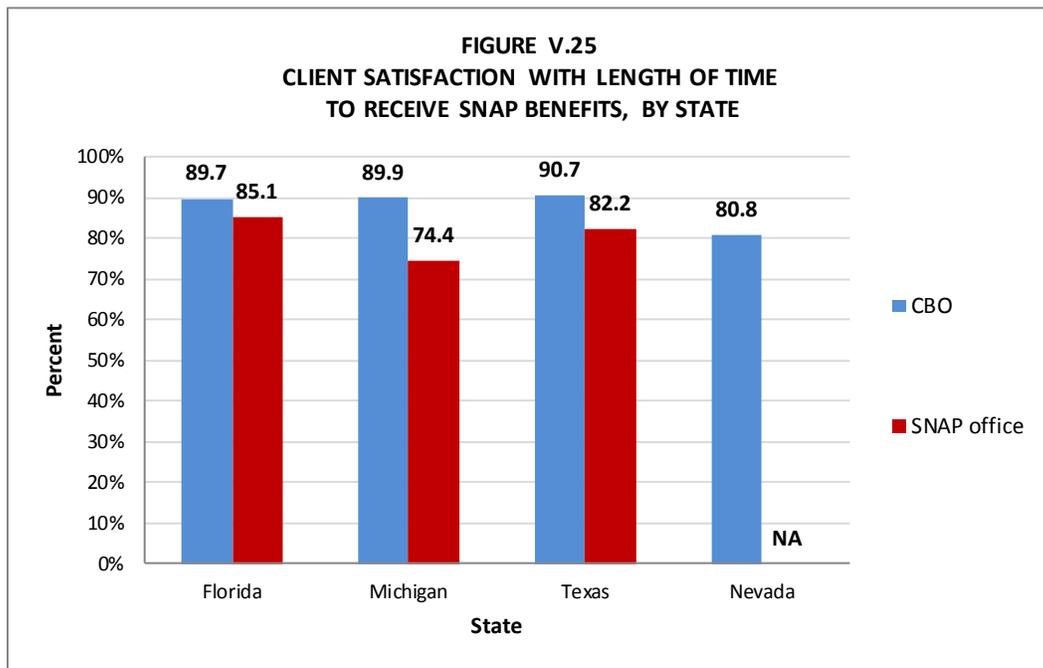


Notes: Questions about the satisfaction with the location and privacy of the interview were only asked of SNAP participants interviewed in person. Questions about the convenience of the interview timing were only asked of SNAP participants who were not interviewed right away. State-level results are not shown separately due to small sample sizes.

The majority of respondents were also satisfied with the length of time that it took to receive their SNAP benefits (Figure V.24). Similar to previous measures of satisfaction, levels were somewhat higher among CBO applicants than among SNAP office applicants; 46.3 percent of CBO applicants were very satisfied with the length of time that it took to receive their benefits, as compared to 38.7 percent of SNAP office applicants. Ten percent of CBO applicants and 17.5 percent of SNAP office applicants were dissatisfied or very dissatisfied with how long it took to receive their benefits.



Cross-State comparisons showed little variation in the proportion of respondents who were satisfied with how soon they received their benefits (Figure V.25). The proportion of CBO applicants who were satisfied or very satisfied ranged from 80.8 percent in Nevada to 90.7 percent in Texas. Differences between States were somewhat greater for SNAP office applicants; the percent of SNAP office applicants who were satisfied or very satisfied with how soon they received their benefits ranged from 74.4 percent in Michigan to 85.1 percent in Florida.



VI. PROGRAM OUTCOMES

Under the approved CPI demonstration projects, States were required to ensure that CBOs complied with application processing standards, such as providing applicants with timely, accurate, and fair service. To assess whether States and CBOs effectively met these requirements, this component of the study compares program outcomes for applicants interviewed by CBOs and SNAP offices.

OBJECTIVE:

- Document the impacts of CBOs conducting SNAP interviews on program outcomes.
-

Section A compares efficiency measures for applicants interviewed by CBOs and SNAP offices. Section B examines reported case error rates for CBOs conducting interviews compared with statewide error rates. Section C compares the demographic and income characteristics of applicants to assess whether CBOs serve different segments of the population, as this may help explain any observed differences in the outcome measures. Detailed tabulations of these results are presented in Appendix C. Note that we refer to applications from clients interviewed by a CBO as “CBO applications” and applications from clients interviewed by a local SNAP office or SNAP call center as “SNAP office applications” for the remainder of this report.

A. EFFICIENCY MEASURES FOR CBO AND SNAP CLIENTS

This section compares efficiency measures for CBO and SNAP office applications as measured by the volume of applications (Section 1), approval rates and reasons for denials (Section 2), and application processing timeliness (Section 3) for clients interviewed by a CBO versus a local SNAP office or a SNAP call center (used in Florida). The analysis also examines possible reasons for any differences observed.

1. Volume of Applications

Because the demonstration projects were not statewide, the data files for the two applicant groups excluded any applicants who applied for SNAP outside of the demonstration counties. The number of CBO applications submitted was relatively small as compared to the number of SNAP office applications submitted in each of the four States. For example, in Florida’s demonstration counties, the total number of CBO applications (5,947) was less than 2 percent of the total number of SNAP office applications (400,594) during the same period of time (Table C.1).⁵ Thus, for every 100 Florida SNAP office applications, there were only two CBO applications. In Texas, the ratio of CBO to SNAP office applications was also only 2 percent, but it was 4 percent in Michigan and 9 percent in Nevada. The overall number of CBO and SNAP office applications was largest in Texas and smallest in Michigan. Note that because Michigan’s CBO only serves those age 60 and older, Michigan’s SNAP office applicant data are also restricted to those age 60 and older for comparability purposes.

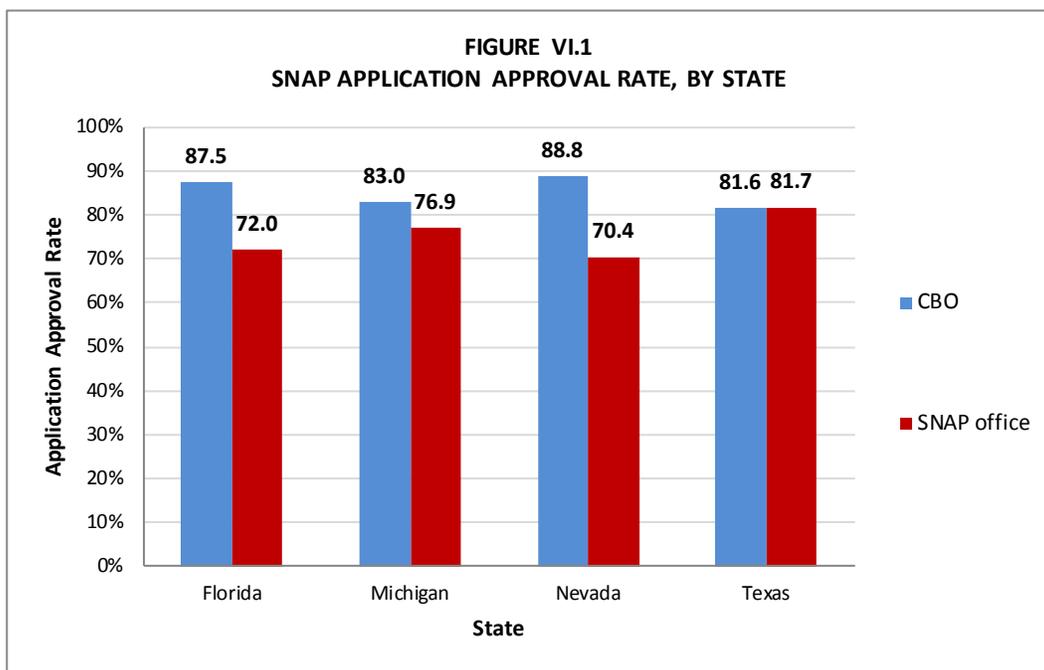
Data on whether CBO and SNAP office applications were processed under expedited service were only available for Florida and Texas. In Florida, a much larger proportion of CBO applications (45.5

⁵ The number of CBO applications in Florida may be underestimated because five Florida counties with demonstration projects had no CBO-interviewed cases included in the data files that they submitted. Florida indicated that CBOs in these counties may have provided assistance, but their data do not indicate that they conducted any interviews for SNAP applicants in the county.

percent) than SNAP office applications (32.7 percent) were processed under expedited service. In Texas, expedited service applications were equally prevalent for CBOs and SNAP offices (at about 27 percent). Applicants entitled to expedited service generally are more economically disadvantaged than are applicants receiving regular service.⁶ The larger proportion of CBO-interviewed applicants in Florida receiving expedited service may indicate that CBOs in Florida serve a needier population than do SNAP offices in the Florida demonstration counties.

2. Approval Rates

Approval Rates. CBO applications had higher approval rates than did SNAP office applications in Florida, Michigan, and Nevada, but the same approval rates in Texas (Figure VI.1). For example, in Florida, 87.5 percent of all CBO applications and 72.0 percent of all SNAP office applications were approved. In Texas, almost 82 percent of both CBO and SNAP office applications were approved.



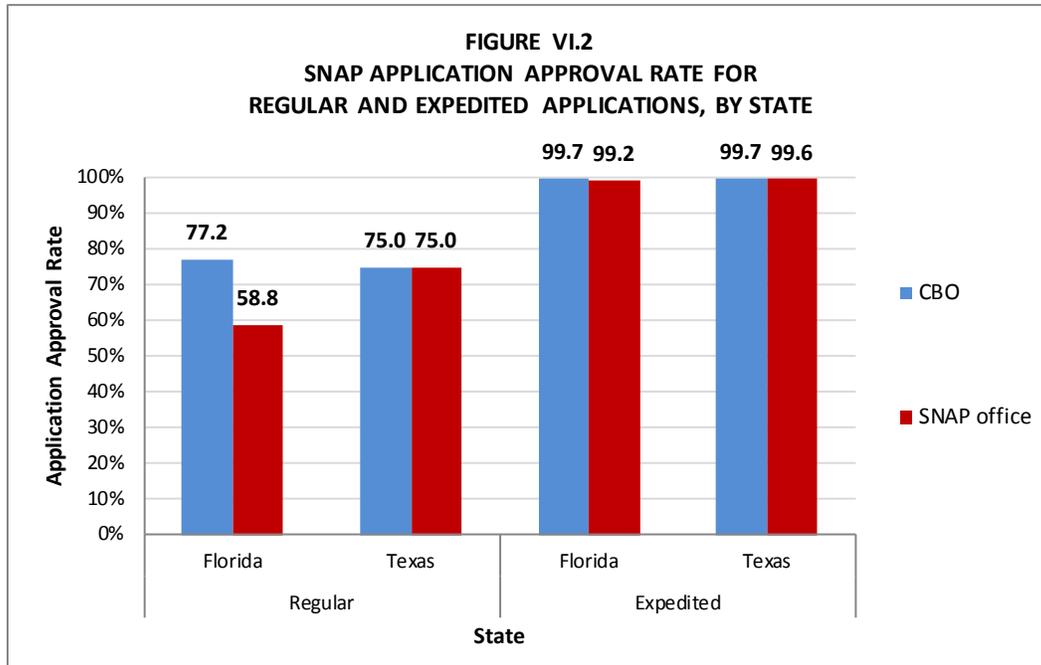
Source: Insight tabulations of data submitted by Florida's DCF, Michigan's DHS, Nevada's DWSS, and Texas's HHSC.

Higher approval rates for CBO applications could be due to several factors. First, more-efficient screening of potential applicants at CBOs may have resulted in a higher proportion meeting the income and asset eligibility criteria. For example, Michigan CBOs described how they screened their clients before they came in for assistance, including asking about income and expenses, to increase the likelihood that the visit would be worthwhile for all. Second, CBOs may have targeted individuals who faced greater need than those who visited SNAP offices did, and they provided more hands-on assistance with all steps of the application process. For example, in Florida, CBO interviewers often started with the interview questions and then used the information they gathered to populate the applications. Furthermore, if clients needed to submit additional documentation, CBOs provided

⁶ Households entitled to expedited service are those with 1) less than \$150 in monthly gross income and less than \$100 in liquid resources; or 2) migrant and seasonal farmworkers who are destitute and have less than \$100 in liquid resources; and/or 3) combined monthly income and liquid resources less than the household's monthly rent or mortgage, and utilities. Households eligible for expedited service are entitled to receive SNAP benefits within seven days of application (7 C.F.R. § 273.2(i)(1)).

supplemental support to clients after their applications had been submitted. By contrast, SNAP office applicants were advised to submit requested documentation by a specified date, and if they failed to do so, their applications were denied. In addition, due to less prescreening, ineligible SNAP office applicants uncertain of their eligibility might have been more likely to apply.

Figure VI.2 displays approval rates by expedited status for the two States (Florida and Texas) that were able to provide this information. After removing expedited cases, Florida still had higher approval rates for CBO applications than for SNAP office applications (Figure VI.2). In addition, approval rates remained the same for CBO and SNAP office applications in Texas after removing expedited cases.



Source: Insight tabulations of State administrative data.

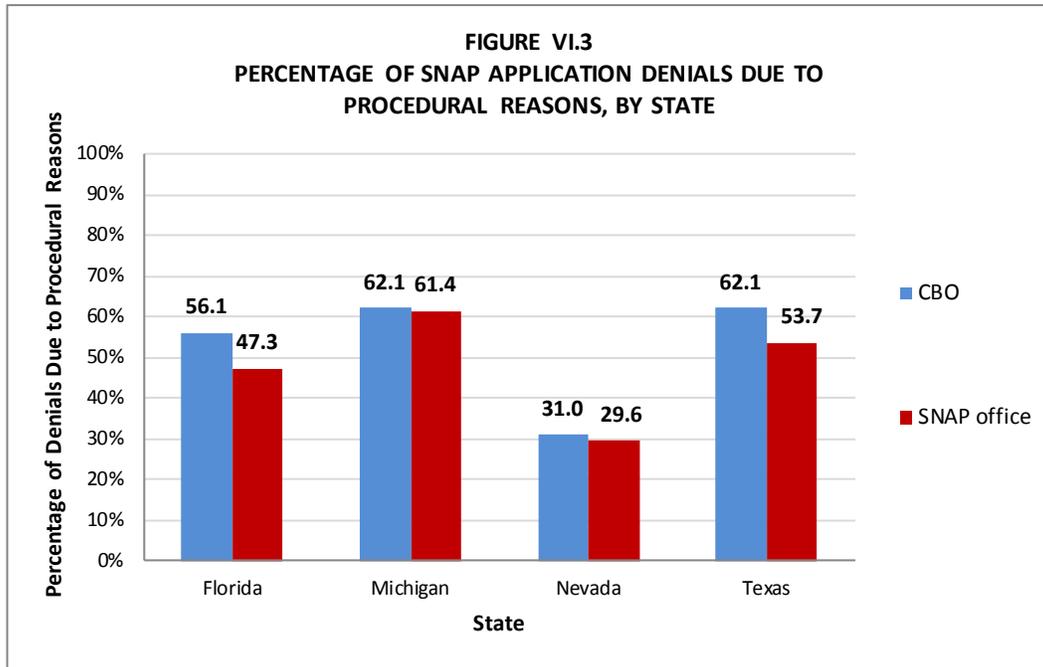
Notes: Michigan and Nevada are not included in the table. Michigan was not able to provide data by expedited versus nonexpedited status. Nevada was only able to provide data by expedited status for CBO applications.

The study team further examined whether CBOs in States with higher approval rates served a higher proportion of poor applicant households. As discussed in more detail in Section C, among the three States that provided income data by type of office (Florida, Michigan, and Texas), Florida was the only State where a higher percentage of CBO applicants than SNAP office applicants were in poverty (see Figure VI.11). These findings suggest that higher approval ratings among Florida CBOs may be related both to serving a poorer clientele and to increased screening activities.

Reasons for Application Denials. Applications can be denied for a variety of reasons (including ineligibility as well as procedural reasons). CBO applications were slightly more likely to be denied for procedural reasons than due to ineligibility of the applicant. Procedural denials include failure to provide verifications (e.g., for income, utilities, assets, citizenship, or residency) or failure to cooperate with some other aspect of the application process within the specified timeframe.

In two States (Florida and Texas), denied cases were more likely to be denied due to procedural reasons for CBO applications than they were for SNAP office applications. About 56 percent of denials were due to procedural reasons for Florida CBO applications compared with 47 percent for SNAP office

applications. In Texas, the rates were 62 percent and 54 percent, respectively (Figure VI.3). In Michigan and Nevada, the percentages of denials due to procedural reasons were similar for CBOs and SNAP office applications.



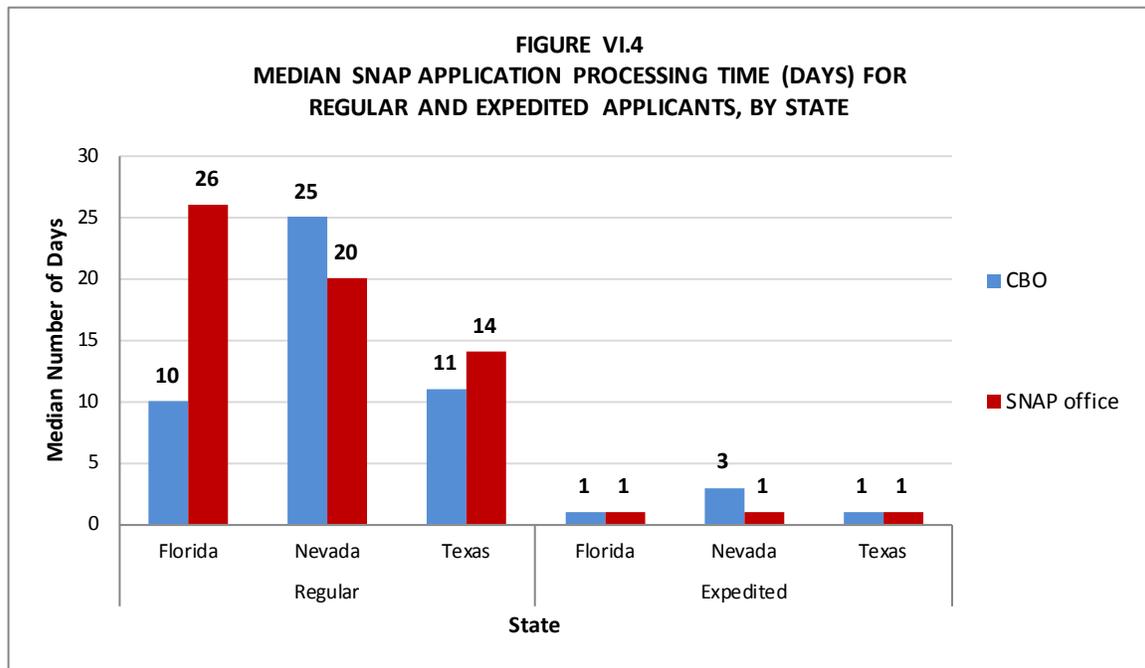
Source: *Insight tabulations of State administrative data.*

The slightly higher rates of procedural denials for CBO applications in Florida and Texas may suggest that—despite the additional assistance provided by CBOs compared with SNAP offices—in some cases, the population served may be less able to provide all the necessary verifications and documentation. This may also indicate that for Florida and Texas, there is room for improvement in overall approval rates for CBO applications by reducing the percentage of procedural denials, perhaps through additional training of CBO staff.

3. Application Processing Timeliness

Application Processing Time. In two of the three States examined (Florida and Texas), application processing time—defined as the median number of days between application submission and eligibility determination—was shorter for CBO applications than it was for SNAP office applications. In Florida, regular CBO applications were generally processed in 10 days compared with 26 days for regular SNAP office applications (Figure VI.4). In Texas, the processing times were 11 days for CBO applications and 14 days for SNAP office applications. In Nevada, however, application processing times were longer for CBO applications than they were for SNAP office applications: 25 days for CBO applications versus 20 days for SNAP office applications.

For expedited applications, processing times for both CBO and SNAP office applications were very short in all three States, but were slightly longer in Nevada for CBO applications (3 days) than they were for SNAP office applications (1 day).



Source: Insight tabulations of State administrative data.

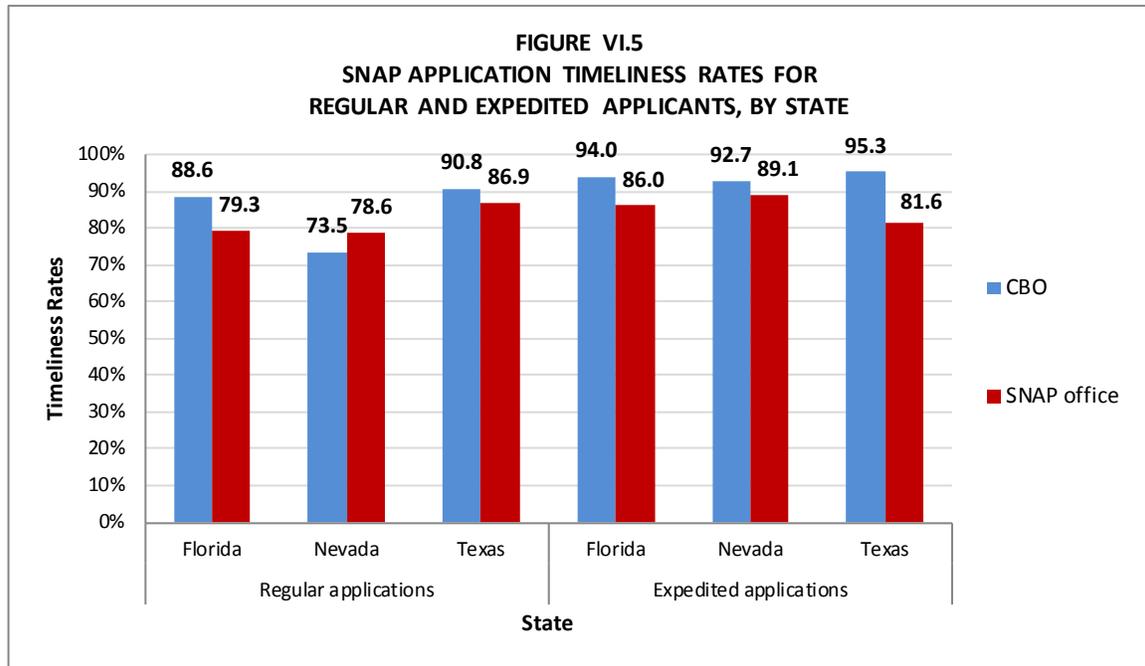
Notes: Michigan is not included in the timeliness comparisons because it was unable to provide data on processing times separately for regular and expedited applications. Nevada processing times for both CBO and SNAP office applications are only for approved cases due to limitations in its data.

The shorter processing times for CBO applications in Florida and Texas may be due to differences in the way interviews were scheduled and conducted. In both Florida and Texas, CBOs usually conducted the SNAP interviews while simultaneously helping clients to fill out the applications, so the interview was conducted the same day that the application was submitted. In contrast, SNAP offices usually scheduled and conducted the SNAP interview on a separate day after receiving the initial application. For example, in Texas, the SNAP office contacted clients after they submitted their applications to schedule eligibility interview dates and times. In Florida, where almost all applications were submitted online, the SNAP office sent the applicant an interview date and time along with a toll-free number for reaching the interview call center.

The longer processing times for CBO applications in Nevada may be due to the unique process that was used for submitting completed applications to the SNAP office (once the CBO interview was complete). Although CBOs in Nevada provided application assistance and conduct interviews simultaneously, there was no online submission mechanism for CBOs, so all CBO applications were paper based. Once completed, the applications were hand-delivered to the SNAP office for eligibility determination. Some Nevada CBOs only delivered the applications to the SNAP office on certain days of the week, which may have contributed to further delays. The longer processing times for CBO applications may also be due to a backlog of cases in the Reno offices, where most CBO applications were processed. Additionally, Nevada's quality-assurance process in one of its two CBOs also may have been a factor in the longer processing times. Every application was reviewed by managers before being sent to the SNAP office and was sent back to the interviewer if any problems were identified.

Application Processing Timeliness Rates. Application processing timeliness rates are defined as the percentage of applications with eligibility determinations made within 30 days of application submission for regular applications and within seven days for expedited applications (as required by

Federal law). In both Florida and Texas, a higher proportion of CBO applications were processed in a timely manner compared to SNAP applications, and this was true for both regular and expedited applications. Nevada was the only State in which nonexpedited CBO applications were less likely than SNAP office applications were to be processed within 30 days.



Source: Insight tabulations of State administrative data.

Notes: Michigan is not included in the timeliness comparisons because it was unable to provide data on processing times separately for regular and expedited applications. Nevada processing times for both CBO and SNAP office applications are only for approved cases due to limitations in its data.

B. PAYMENT ACCURACY OUTCOMES

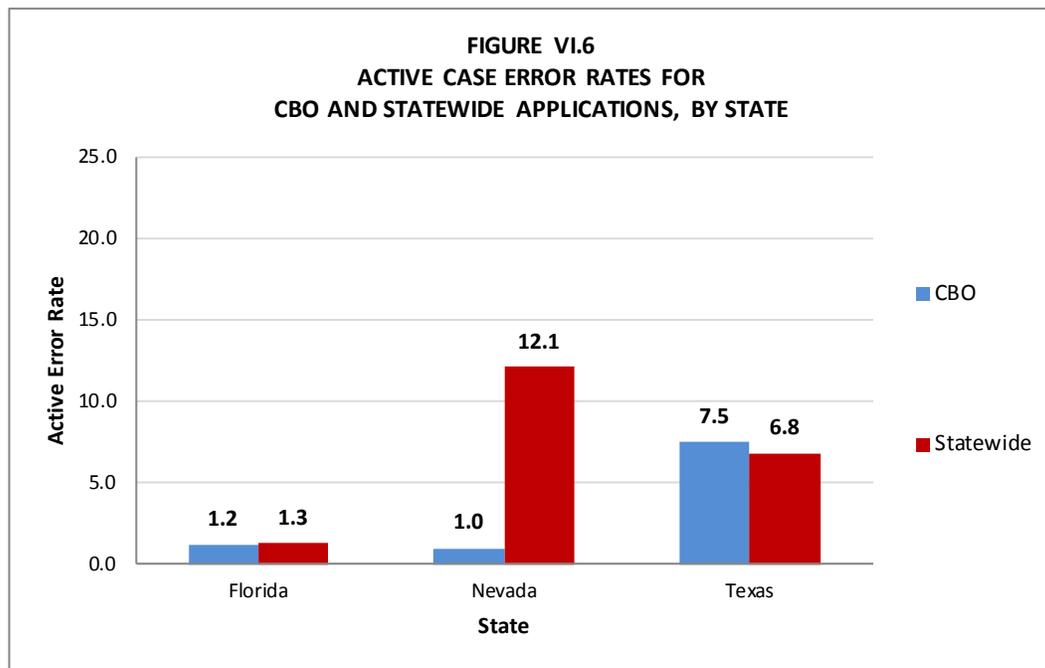
This section compares payment accuracy rates for CBO applications versus statewide applications over the same periods. CBO error rates were based on reviews of a statistical sample of approved SNAP applications (active cases) and denied or terminated applications (negative cases), similar to the SNAP QC reviews conducted by State agencies. Sampled CBO applications were subject to “desk reviews” of applicant case files rather than on the more in-depth home-visit reviews conducted for SNAP QC reviews. For comparisons with reported CBO error rates, we obtained statewide error rates from SNAP QC annual reports published on FNS’s Web site.

Because of limitations in the amount and reliability of payment error rate information reported in State evaluation reports, we only examine active and negative case error rates reported for Florida, Texas, and Nevada. Michigan was excluded from the error rate analysis because of concerns over whether their CBO error rates were calculated consistently with SNAP QC error rates.

Section 1 presents the active case error rate results, and Section 2 presents the negative case error rate results.

1. Active Case Error Rates

Active case error rates are the percentage of approved cases with benefits calculated incorrectly. They are calculated by dividing the number of cases with an error (defined as eligible cases with overpayments or underpayments greater than the error threshold amount, or cases with payments to ineligible households) by the total number of cases. Findings on active case error rates for CBO applications versus statewide applications were mixed across the three study States. In Texas, active case error rates were higher for CBO applications than they were for statewide applications (Figure VI.6) In Florida, CBO and statewide average case error rates were almost identical. In Nevada, the active CBO case error rate was much lower than the statewide error rate.



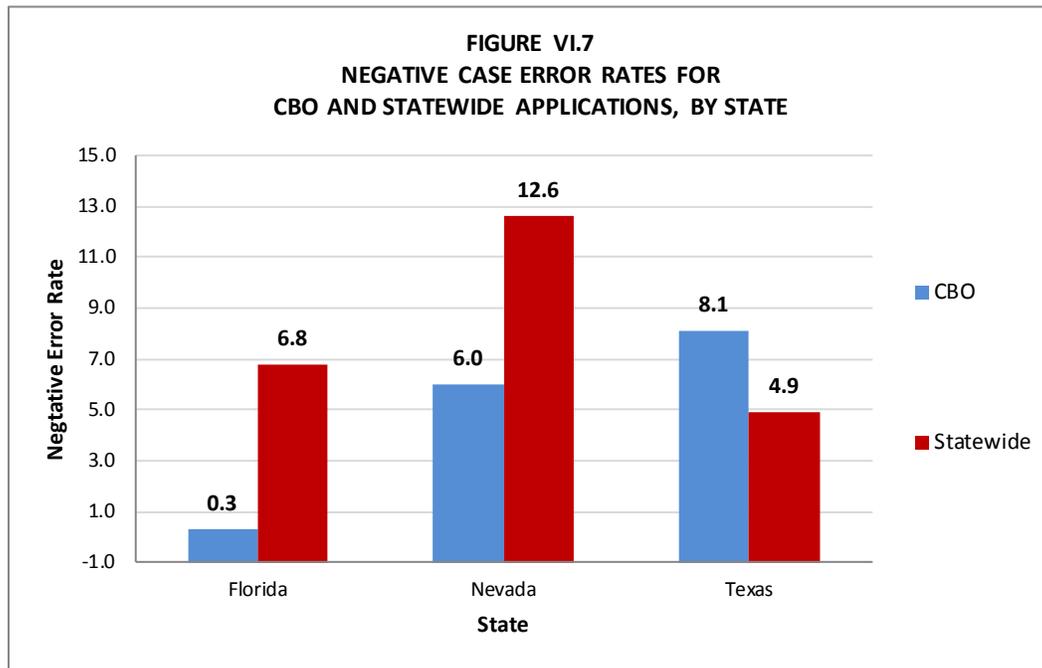
Source: Case error rates for CBOs conducting SNAP interviews were obtained from evaluation reports that States are required to submit to FNS. Statewide error rates are based on reported case error rates published in FNS's SNAP QC annual reports.

Note: Michigan is not included in the error rate comparisons because of concerns over whether its CBO error rates were calculated consistently with SNAP QC error rates. For example, Michigan used a different tolerance level for determining CBO error rates than was used for SNAP QC error rates in FY 2012.

The differences in CBO and statewide active case error rates may be due to differences in the amount and type of quality-control monitoring of CBO applications in each State. For example, in Texas, where CBO error rates were somewhat higher than statewide error rates were, there was only informal QC monitoring at the CBO level. In Florida, where CBO and statewide error rates were the same, each CBO had to provide the State with monthly or quarterly data with information on applications processed, which the State used to monitor and evaluate the CBO's work. Finally, in Nevada, which was the only State where CBO error rates were much lower than statewide error rates, every application in one of the two CBOs was reviewed by managers before being sent to the SNAP office. If any information was missing or problems identified, it was flagged and sent back to the interviewer to correct before being sent to the SNAP office.

2. Negative Case Error Rates

Negative case error rates are the percentage of households for whom benefits were denied or terminated incorrectly. Similar to results for active case error rates, negative case error rates in Texas were higher for CBO applications than they were for statewide applications (Figure VI.7). Negative case error rates were lower for CBO applications than they were for statewide applications for both Nevada and Florida.



Source: Negative case error rates for CBOs conducting SNAP interviews were obtained from evaluation reports that States are required to submit to FNS. Statewide error rates are based on reported negative case error rates published in FNS's SNAP QC annual reports.

Note: Michigan is not included in the error rate comparisons because of concerns over whether its CBO error rates were calculated consistently with SNAP QC error rates. For example, Michigan used a different tolerance level for determining CBO error rates than was used for SNAP QC error rates in FY 2012.

The lower negative case error rates for CBO applications in Florida and Nevada reflect the lower proportion of incorrect denials for CBO applications than for statewide applications in these States.

Given the mixed results across States for these accuracy measures, it is difficult to draw overall conclusions about whether States generally were able to ensure accurate service among their CPI partners. Nevada was the only State that reported consistently lower active and negative case error rates for CBO applications, and Texas was the only State that reported consistently higher active and negative case error rates for CBO applications as compared with statewide applications. Differences between CBO and statewide active case error rates, however, appear to be associated with differences in the amount and type of quality-control monitoring of State CPI partners; that is, higher levels of quality-control monitoring of CBOs in Florida and Nevada may be associated with lower negative case error rates.

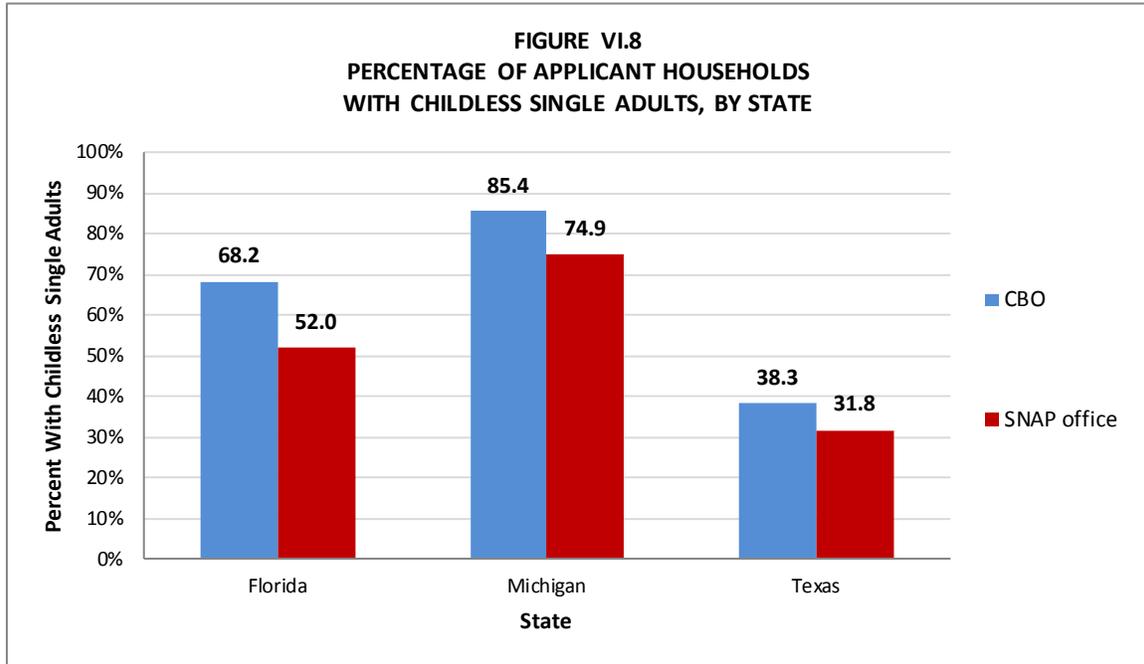
C. CHARACTERISTICS OF APPLICANT HOUSEHOLDS

This section examines the demographic (Section 1) and income (Section 2) characteristics of SNAP applicant households for SNAP and CBO applications within each State. The analysis focuses only on Florida, Michigan, and Texas, because Nevada was unable to provide any demographic or income data for its SNAP applicants. In addition, Texas's results are limited to approved applications because Texas was unable to provide demographic or income data for denied cases. Income characteristics for all three States are for approved cases only. Note that in Michigan, where the CBO population is restricted to applicants age 60 and older, we also restricted the Michigan SNAP office data to applicants age 60 and older to ensure appropriate comparisons can be made. Detailed tables of applicant characteristics are provided in Appendix C.

1. Demographic Characteristics

Overall, there were few differences in demographic characteristics among those who applied at a CBO versus at a local SNAP office. However, the composition of the households did vary somewhat, as described below.

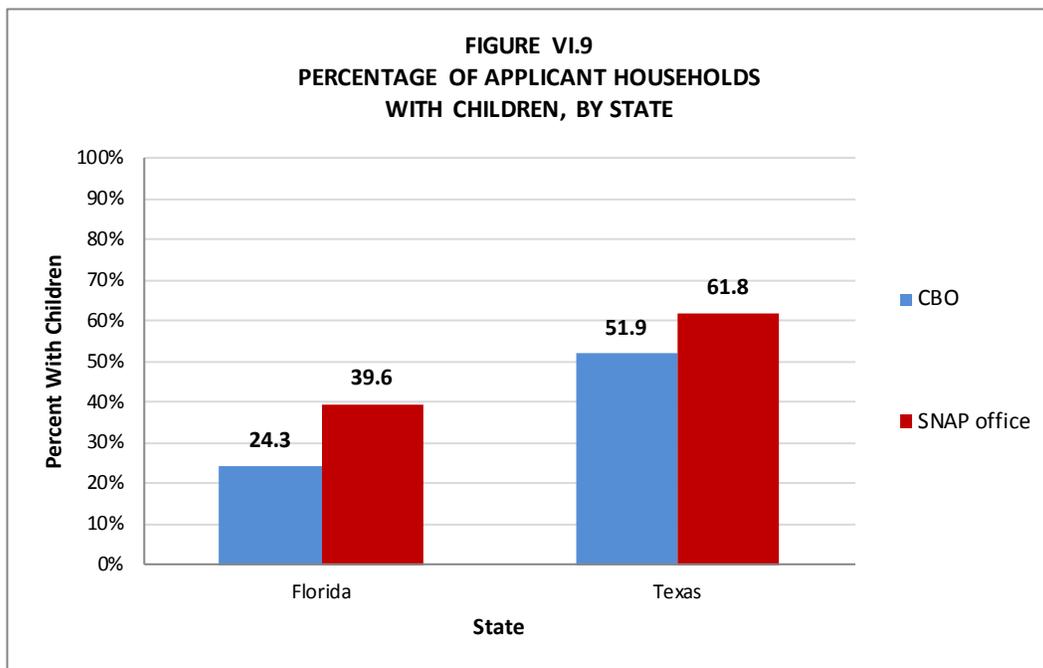
Applicant households that were approved for SNAP and that were interviewed by CBOs were more likely to include only a childless single adult (age 18 or older) and were less likely to include children than were households interviewed through SNAP offices in all three States. In Florida, for example, more than two-thirds (68.2 percent) of the households interviewed by CBOs were composed of a childless single adult, compared with only about half (52.0 percent) of the households interviewed through SNAP offices (Figure VI.8).



Source: Insight tabulations of State administrative data.

Notes: Nevada was not able to provide any demographic or income data for its SNAP applicants interviewed by CBO or local SNAP offices. Texas was not able to provide any household demographic or income data for denied cases interviewed at CBO or local SNAP offices. Therefore, all of Texas's data are for approved cases.

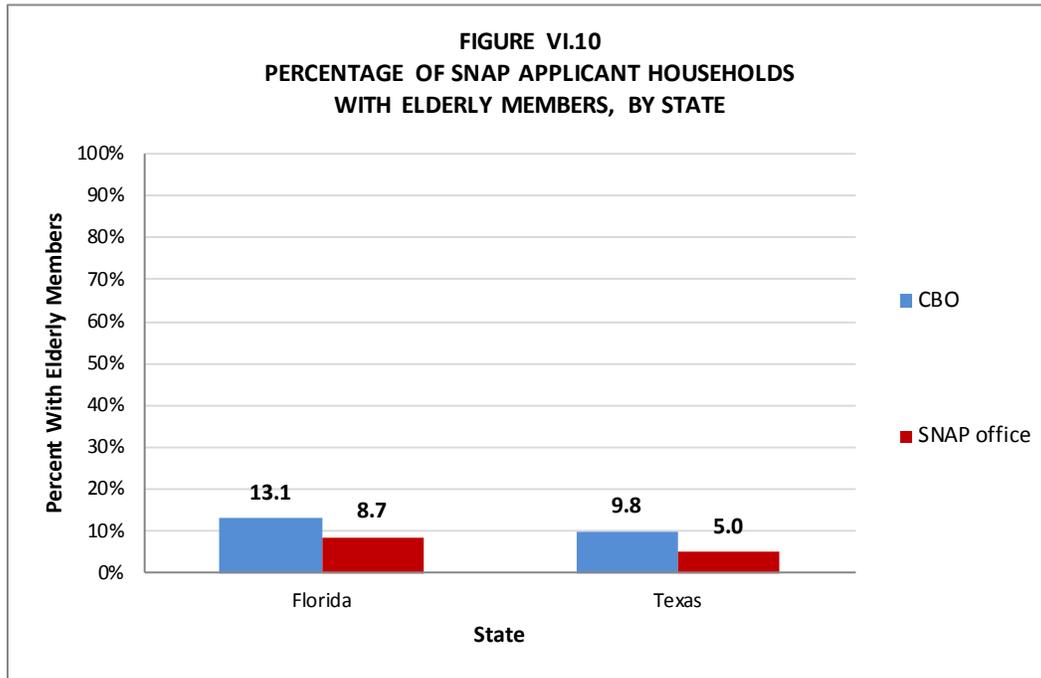
Also in Florida, only 24.3 percent of households interviewed by CBOs included children, compared with 39.6 percent interviewed through SNAP offices (Figure VI.9).



Source: Insight tabulations of State administrative data.

Notes: Nevada is not included because it was not able to provide any demographic or income data for its SNAP applicants interviewed by CBO or local SNAP offices. Texas was not able to provide any household demographic or income data for denied cases interviewed at CBO or local SNAP offices. Therefore, all of Texas's data are for approved cases. All of Michigan's data is restricted to applicants age 60 and older.

In two States (Florida and Texas), CBO-interviewed households were more likely to include elderly individuals than were SNAP office-interviewed households (Figure VI.10). In Florida, CBO applicant households were 1.5 times more likely to include elderly members, and in Texas, they were almost twice as likely to include elderly members, as were SNAP office applicant households. We excluded Michigan from Figure VI.10 because all CBO and SNAP-office interviewed households include elderly members.

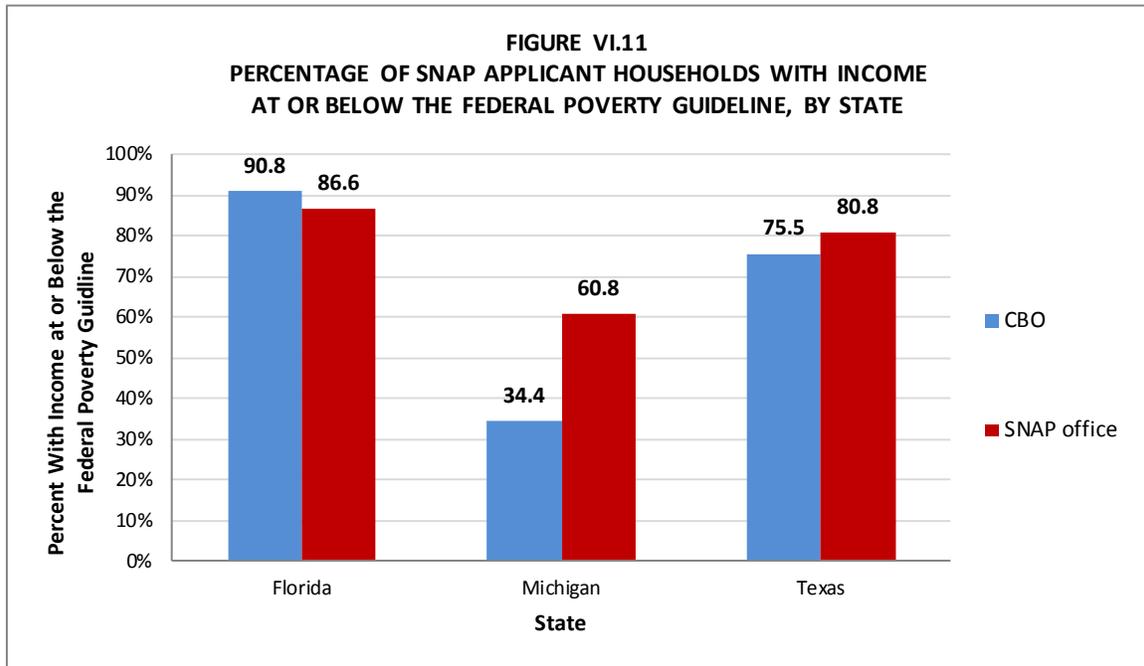


Source: Insight tabulations of State administrative data.

Notes: Nevada was not able to provide any demographic or income data for its SNAP applicants interviewed by CBO or local SNAP offices. Texas was not able to provide any household demographic or income data for denied cases interviewed at CBO or local SNAP offices. Therefore, all of Texas's data are for approved cases. All of Michigan's data is restricted to applicants age 60 and older.

2. Income Characteristics

The percentage of households with gross income at or below the Federal Poverty Guideline (FPG) for CBO-interviewed versus SNAP office-interviewed households varied across the three States that provided income data. In Florida, a slightly higher percentage of CBO-interviewed than SNAP office-interviewed applicants were in poverty (90.8 versus 86.6 percent), while in Michigan and Texas, a lower percentage of CBO-interviewed applicants were in poverty (Figure VI.11). The relatively poorer households interviewed by CBOs in Florida provides additional evidence that CBOs served needier households than SNAP offices did in Florida's demonstration counties. Florida CBOs also interviewed a higher percentage of households with zero income than SNAP offices did (Appendix D, Table D.8). Even among only nonexpedited cases, Florida CBOs served a higher percentage of poor applicant households than SNAP offices did (Appendix D, Table D.8).



Source: Insight tabulations of State administrative data.

Notes: Nevada was not able to provide any demographic or income data for its SNAP applicants interviewed by CBO or local SNAP offices. Texas was not able to provide any household demographic or income data for denied cases interviewed at CBO or local SNAP offices. Therefore, all of Texas's data are for approved cases.

In Michigan, where CBO-interviewed applicants are much less likely to be poor than SNAP office-interviewed applicants are, the CBO partner (ELM) was not strictly focused on serving only poor elderly. ELM specializes in meeting the needs of all Michigan's senior citizens and works with senior centers, senior housing communities, and other senior-supporting nonprofits to "promote and protect the rights, health, and economic well-being of older adults and people." Therefore, Michigan's CBOs may have served a broader spectrum of income levels than did other State CBOs, which often target the homeless, unemployed, and other groups of needy individuals.

VII. SUMMARY AND CONCLUSIONS

The CPI demonstration projects provided participating States with a strategy for providing timely, efficient, and accurate delivery of benefits to eligible SNAP households in the face of multiple challenges such as fiscal cutbacks, reductions in staff, and a growing needy population. One purpose of the current study was to assess whether, and to what extent, that strategy helped States address these challenges without compromising program efficiency or accuracy in making eligibility determinations. Additionally, the study examined how State SNAP staff, CBO workers, and SNAP participants responded to the expanded role of CBOs in SNAP. This chapter summarizes the study findings and discusses their implications.

A. OVERVIEW OF CBOS

The CBOs that conducted SNAP interviews varied widely in many ways, such as their size, the services they offered, and the populations they served. For example, many participating CBOs were members of the Feeding America network, a nonprofit organization that advocates against hunger. Membership in the Feeding America network enabled these food banks to leverage the resources of this national organization to develop outreach strategies and build partnerships with potential donors of food, financial support, and space. Other participating CBOs, such as Florida's MHRC, did not focus primarily on hunger, but on meeting the needs of a particular vulnerable population.

In many ways, the variations among participating CBOs reflect the different goals that prompted each State to implement the demonstration projects. For example, Texas's HHSC launched the demonstration with the primary goal of providing more-timely services to SNAP applicants and participants. TFBN was unique in its suitability to help the State meet that goal, thanks to its prior history of providing SNAP education and outreach, its existing relationship with local SNAP offices, and its statewide presence.

Nevada's partnership with FBNN and with HELP of Southern Nevada reflected slightly different goals. Nevada entered the demonstration with the primary goal of reducing traffic in SNAP offices and improving program access among rural and other underserved populations. The Reno office in particular was struggling to keep up with the rising number of SNAP applicants during a slow economy. With its mobile pantries and rural outreach efforts, FBNN reduced the number of people who needed to visit a SNAP office in order to apply. In the Las Vegas area, HELP of Southern Nevada specifically targeted individuals in crisis and assisted them with obtaining housing and employment training as well as food assistance. By partnering with HELP, DWSS was able to weave SNAP outreach into the services that this organization provided to southern Nevada's most vulnerable individuals.

In Florida, the CPI demonstration project was intended to address the barriers that some applicants experienced following DCF's implementation of an electronic application system and a central interview call center, which was unable to keep up with the growing number of applicants. Based on its longstanding relationship with DCF and local SNAP offices, Second Harvest of Central Florida sought to expand its role—which was limited to providing application assistance—and to start conducting SNAP interviews as a means of reducing demand on the call center. When FNS approved an expansion of the project in 2011, DCF added CBOs that reached the very populations that were left behind when the new self-service application model was implemented. In this way, DCF achieved its goal of providing a viable alternative to its former office-based model of service delivery.

Finally, Michigan’s partnership with ELM extended the work that the CBO previously performed under an administrative waiver, while enabling DHS to meet its goal of increasing program access among underserved elderly residents.

B. SUMMARY OF KEY FINDINGS: ACCESS, CUSTOMER SATISFACTION, PROGRAM EFFICIENCY, AND ACCURACY

Overall, findings point to improved access to SNAP in demonstration States and high levels of customer satisfaction among SNAP participants who were interviewed by a CBO. Across all four States, both State SNAP and CBO personnel agreed that CBOs were able to address many of the barriers that prevent eligible households from applying for SNAP. The CBO partners chosen by the States effectively increased participation rates by virtue of their mobility, their trusted presence in the communities they serve, and their prior experience with providing SNAP outreach and education. CBO personnel also described how their ability to spend more time with each client than SNAP staff might be able to do contributed to improved customer service and satisfaction, and many State SNAP personnel agreed with this assessment.

Results of the customer satisfaction survey seemed to corroborate the opinion held by many CBO and State SNAP workers that the demonstration projects helped promote customer satisfaction. Across all States, the majority of CBO applicants felt that CBO staff was knowledgeable about SNAP and able to answer their questions. More than 90 percent of CBO applicants reported feeling satisfied or very satisfied with the customer service they received during the application process and the interview process, and they were more likely to be satisfied with the length of time that it took to receive their SNAP benefits as compared to SNAP office applicants.

Findings pertaining to efficiency and accuracy varied by State. Efficiency indicators included rate of application approvals, timeliness, and the proportion of cases denied for procedural reasons. The approval rate was based on the proportion of submitted applications that were determined eligible for SNAP. A high approval rate suggests that a CBO effectively targeted its efforts. By contrast, a low approval rate reduced efficiency by increasing the workloads of eligibility workers without improving program participation rates. Timeliness measures included the median number of days between application submission and eligibility determination (application processing time) and the percentage of applications with eligibility determinations made within 30 days of application submission for regular applications and within seven days for expedited applications (application timeliness rates). Denials for procedural reasons indicate reduced efficiency because the determination failed to occur within the required timeframe.

Michigan had a higher approval rate for CBO versus SNAP office applications, suggesting that the CBO’s partners succeeded in helping DHS serve its intended clients. Michigan did not provide data on application processing times or application timeliness rates.

In Florida and Texas, results for these two timeliness indicators point to possible efficiency gains from the SNAP–CBO partnership. Both States had shorter application processing times and better timeliness rates for CBO applications as compared to SNAP office applications. Denials for procedural reasons, however, were higher for CBO applications than they were for SNAP office applications in Florida and Texas. There are several potential explanations for these findings. Some of Florida’s CBOs served a disproportionate number of homeless clients, many of whom lacked any type of verification documents. Perhaps more importantly though, Florida and Texas had some initial difficulties ensuring

that verification documents reached SNAP offices and that they were matched with the correct applications. If the eligibility worker did not receive the applicant's verifications within a specified number of days, the worker would deny the application for procedural reasons. In Florida, CBO applications also had a higher approval rate, whereas the approval rates for the two groups were no different in Texas, indicating that both States' CBOs effectively targeted eligible SNAP participants.

Although Nevada had a higher approval rate for its CBO applications as compared to its SNAP office applications, CBO applications took longer to process and they were less likely to meet the State's timeliness requirements than were SNAP office applications. These results might be due, in part, to the CBOs' use of paper-based applications instead of the State's online application system. There was little difference between the two groups of applications with respect to denials for procedural reasons.

C. SUCCESSES AND LESSONS LEARNED

The successes and challenges associated with implementation of the CPI demonstration projects point to some best practices and lessons learned. This section highlights factors that seemed to contribute to successful implementation of the CPI demonstration projects, as well as practices that seemed to compromise their effectiveness.

Establishing Effective Working Relationships. Establishing and maintaining positive relations between SNAP personnel and their CBO partners was critical to the success of these projects, and failure to establish strong relations contributed to various problems. For example, when State SNAP staff doubted CBO workers' capability to conduct a thorough interview, they would sometimes re-interview applicants, which contributed to processing delays. When this happened in Nevada, the State assigned a SNAP liaison to each CBO; the liaison served as the primary point of contact and was readily available to answer questions from outreach workers. This intervention effectively reduced SNAP worker re-interviewing of CBO-interviewed applicants and helped to build a more trusting collaboration between DWSS and its partners.

Ensuring positive relations between SNAP and CBO personnel also ensured effective and timely troubleshooting of problems, as demonstrated in Florida when DCF failed to receive verification documents submitted by CBOs. Finally, strong relations between CBOs and SNAP staff helped to promote effective ongoing communication so that CBOs remained up to date on any policy or procedural changes, and SNAP staff were fully aware of the CBO partners' role and responsibilities.

Direct Access to SNAP Application Platform. Florida and Texas had relatively advanced information technology platforms that enabled CBO outreach workers to submit applications directly to the State's benefits system. Although both States encountered some initial start-up challenges with these systems, their commitment to resolving those challenges had positive results, as evidenced by more-timely processing of CBO versus SNAP office applications. In Florida, the application submission portal created by the State also enabled CBO outreach workers to check on the status of client applications for 90 days. This feature helped ease the burden on the State's call center while providing better customer service to applicants.

Promoting Awareness of the Demonstration Project among SNAP Staff. Lack of awareness of the demonstration among SNAP staff was a problem in each of the four States at some point in the demonstration. Florida, Texas, and Nevada took steps to address the problem, but at the time of the site visit, the problem persisted in Michigan. In Florida, DCF stopped routing CBO applications to a

centralized unit for processing and instead had CBOs submit applications to local SNAP offices, because the local offices recognized applications from their local partners. Conversely, Texas established a central processing unit for all CBO applications, but those workers were tenured specialists who exclusively processed CBO applications, so they were fully aware of the demonstration and familiar with each of the TFBN members participating in the demonstration. Nevada, as mentioned previously, assigned a SNAP liaison to each of its two CBOs; the liaisons communicated frequently with outreach workers to address their questions.

Ongoing Training to Address Changes in Policy or Procedures. CBO outreach workers generally indicated that their initial training sufficiently prepared them to begin conducting SNAP interviews. However, some workers reported subsequent frustration over frequently changing procedures and inadequate communication about those changes. Overall, close communication between CBO outreach workers and one or more SNAP representatives seemed a good model for ensuring that outreach workers remained up to date on any procedural changes and had the information they needed to submit complete and accurate applications.

Ongoing training and established channels of communication between SNAP and its CBO partners might also help States reduce case error rates for CBO-assisted applications. In the beginning of Michigan's project, DHS provided minimal training to ELM and had no direct communication with ELM's local partners, which may have contributed to poorer program performance. By contrast, in Florida and Nevada, where case error rates were lower for CBO applications than they were for SNAP applications, CBOs had direct access to designated SNAP workers who were available to answer questions, provide ongoing feedback, or communicate information about any newly implemented procedural changes. The presence of these kinds of connections between SNAP and CBO's workers appeared to contribute to successful implementation of the CPI demonstration.

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APPENDIX A: DETAILED DESCRIPTION OF STUDY METHODS

APPENDIX A.1: CUSTOMER SATISFACTION SURVEY SAMPLING METHODOLOGY AND WEIGHTING PROCEDURES

This section provides an overview of the survey methodology used to conduct the SNAP participant customer satisfaction survey. Sections 1 through 3 describe the target population, the sampling frame, and the overall sample design. Section 4 provides an overview of the survey instrument and Section 5 presents the response rates. Sections 6 and 7 describe the weighting procedures and the levels of sampling errors respectively.

The customer satisfaction survey was designed to assess comparative data on the experiences, perceptions, and satisfaction of SNAP applicants who were interviewed by a CBO staff member versus applicants who were interviewed through a SNAP office in four demonstration States. The survey was conducted using CATI between September and December 2013, and participants received a \$10 incentive in the mail.

The goal of designing the sample was to permit accurate statements regarding the overall satisfaction levels of SNAP participants that were interviewed by a CBO as compared to SNAP participants that were interviewed by a SNAP office. We aimed to complete interviews with 500 SNAP participants in each of the four States with waivers, for a total of 2,000 interviews. To compare the satisfaction rates of CBO-interviewed participants to those of SNAP-interviewed participants, we split the sample evenly across the two groups (i.e., 250 completed interviews per State with participants who were interviewed by a CBO and 250 completed interviews per State with participants who were interviewed by a SNAP office). Thus, the sampling procedures were designed to measure the overall satisfaction of SNAP applicants in the demonstration counties that were interviewed either by a CBO or by a SNAP office with—at most—a 3.1-percentage-point error and a 95-percent confidence level.

1. Target Population

The target population for this survey included SNAP units/households in demonstration counties who were interviewed by either a State SNAP office or a CBO in the four demonstration States: Florida, Michigan, Nevada, and Texas.

Survey participation was restricted to SNAP participants, rather than all applicants. SNAP applicants who were denied benefits were not included for several reasons. First, because the SNAP applicant population tended to be a self-selecting group (e.g., most who applied were, in fact, eligible), the number of applicants who were denied benefits was likely to be small. Moreover, CBOs were likely to screen out individuals who were ineligible before they tried to apply, further limiting the number of denied applicants who would have been interviewed by a CBO. Finally, applicants who were found to be ineligible may have had biased opinions of the services they received because of being denied benefits.

2. Sampling Frame

The sampling frame for the survey in Florida, Michigan, and Texas consisted of all SNAP units/households who applied for SNAP in selected demonstration counties in the survey reference period. The sample frame was developed from administrative data for each household's contact person provided by each of these three States, with names and contact information for SNAP applicants that

had applied for SNAP during a given reference period and who were interviewed by a CBO or SNAP office.

To minimize recall bias, the period between application submission and data collection was minimized. The reference period for local SNAP office-interviewed cases was a five-month period, from February to June 2013. In order to provide a sufficient sample size, the reference period for participants interviewed by a CBO was longer: a six-month period, from January to June 2013, for participants interviewed in Florida and Texas; and a nine-month period, from January to September 2013, for participants interviewed in Michigan.

The fourth study State, Nevada, was unable to provide a list of SNAP participants from which to draw the sample; instead, Nevada provided names and phone numbers of SNAP applicants who had already agreed to participate. Total respondents in Nevada included 75 SNAP applicants from CBOs and seven SNAP applicants from local SNAP offices; because so few SNAP applicants from SNAP offices responded, these results are not reported.

The final sampling frame in the three States excluding Nevada comprised a total of 350,327 records, including 8,866 participants who had been interviewed by a CBO and an additional 341,461 participants who had been interviewed by a SNAP office (Table A1.1).

**Table A1.1.
Number of Observations in Sampling Frame per Stratum
For the Client Satisfaction Survey**

		Total Observations	Percentage With Phone Numbers
Florida	CBO	2,743	67.7%
	SNAP	149,677	77.5%
Michigan	CBO	340	60.0%
	SNAP	44,146	79.9%
Texas	CBO	5,783	69.4%
	SNAP	147,638	87.6%
Total		350,327	

3. Sample Design

The sampling procedures were designed so that study findings can be used to make statistically defensible inferences about the entire population of recently interviewed SNAP participants. Goals of the sample design included 1) the ability to produce accurate estimates within each of the States in the demonstration program and 2) the ability to make comparisons overall between CBOs and State SNAP offices. The sample design was a stratified, systematic sample of SNAP participants within each State. The research design included two stratification variables: 1) State, and 2) an indicator for whether the SNAP participant was interviewed by a CBO or a State office. This yielded a total of eight strata. SNAP participants were then sorted within substratum by ZIP Code before sampling to ensure a representative sample within these groups. We then performed systematic sampling within strata. In some strata, however, there were not enough records available, so we selected all records in those strata; these strata included Florida CBO, Michigan CBO, Nevada CBO, and Nevada SNAP office.

During the first and second waves of data collection, we released a total of 9,200 records for interview (Table A1.2).

Table A1.2.
Number of Records Released per Stratum for the Client Satisfaction Survey

	Florida	Michigan	Texas	Nevada	Total
SNAP participants interviewed by CBO	1,174	277	1,173	243	2,867
SNAP participants interviewed by SNAP office	1,058	881	898	NA ^a	2,835
Total	2,232	1,158	2,071	243	5,704^b

^a Results for SNAP-interviewed applicants in Nevada are not included because the number of respondents in this category was too small.

^b Records never used in data collection are not included in this total.

4. Survey Instrument

The survey instrument was divided into three main sections. The first section included descriptive questions about the client’s SNAP application process, including whether the client received assistance filling out the application; wait times to receive assistance and to receive benefits; whether this was the first time the client had applied to SNAP; and (if applicable) how this application experience as compared to the previous experience. CBO applicants also were asked about the reasons they chose to apply for SNAP through a CBO. The second section included descriptive questions about the SNAP eligibility interview, including the mode, language, and location of the interview, and the privacy and convenience of the interview location. The third section included questions measuring client satisfaction with the overall interview process, overall customer service, and the length of time it took to receive benefits. In addition, CBO respondents were asked about how knowledgeable CBO staff were about SNAP, the ease of finding assistance at the CBO, and the clarity of information provided by the CBO about SNAP.

5. Data Collection Results/Response Rates

A total of 1,508 respondents completed the interview. Of these individuals, 326 clients were found to be ineligible; 83 clients refused to participate; and 38 nonrespondents faced a language barrier, were unavailable during the field period, had a physical or mental impairment, or were nonrespondents for some other reason. For 3,749 individuals, we were unable to determine eligibility, either because they were not located or because they disconnected from the call during the introduction because they refused to participate. Sample sizes are shown in Table A1.3 below.

Table A1.3.
Number of Respondents per Stratum for the Client Satisfaction Survey

	Florida	Michigan	Texas	Nevada	Total
SNAP participants interviewed by CBO	337	121	229	75	762
SNAP participants interviewed by SNAP office	235	250	261	NA ^a	746
Total	572	371	490	75	1,508

^a Results for SNAP-interviewed applicants in Nevada are not included because the number of respondents in this category was too small.

The response rate measures the percent of individuals who completed the survey as a function of all who were eligible to complete the survey, including those who were contacted and refused and those who could not be contacted. Non-contact includes those for whom telephone numbers were nonworking, never answered, or answered only by a telephone-answering device. The response rate

was calculated using the formula below, which is for a sampling frame in which all possible respondents are known:⁷

$$RR = \frac{I}{I(R + NC + O)}$$

Where:

I=complete interview
NC=non-contact
R=refusal and break-off
O=other

The cooperation rate measures the percent of individuals who completed the survey as a function of all who were contacted to complete the survey, including those who refused, but not including the non-contacts. This was calculated as shown below.

$$COOP = \frac{I}{I + R}$$

Where:

I=complete interview
R=refusal and break-off

Table A1.4 summarizes the data collection results, and Table A1.5 presents the response and cooperation rates. The overall response rate across all States was 28.0 percent. This response rate includes all cases in the population, regardless of the quality of contact information, such as telephone number. The cooperation rate was 92.6 percent.

Table A1.4.
Summary of Data Collection Results by Final Status

Final Status	Number
a. Eligible respondents	1,508
b. Eligible nonrespondents	121
c. Ineligible nonrespondents	326
d. Located/eligibility not determined	342
e. Unlocated/eligibility not determined ^a	3,407
Total number of sampled SNAP applicants	5,704

^a Records never used in data collection are not included in this total.

Table A1.5.
Response and Cooperation Rates

Result	Percent
Response rate: $(a / (a + b + d + e)) * 100$	28.0%
Cooperation rate: $(a / (a + b)) * 100$	92.6%

⁷ The procedure for response rate calculation is based on the standard guidelines established by the Council of American Survey Research Organizations (CASRO) and specified by AAPOR (American Association for Public Opinion Research).

6. Estimation

Several sources of error could cause sample estimates to differ from the corresponding true population values. These sources of error commonly are classified into two major categories: sampling errors and nonsampling errors. To compensate for sampling error, weights were constructed and prepared following data collection based on adjusting the initial probability of selection to 1) compensate for records with unknown eligibility and 2) compensate for eligible nonrespondents. The end product was final analysis weights suitable for use in analysis. This weighting scheme inflates the respondents' data to represent the entire universe of eligible applicants in the three demonstration States.

Base Weights

A total of eight sampling weights were created, one for each of the eight strata. The sampling base weight $BW_{samp}(hi)$ for the i th sampled provider from stratum h is calculated as the inverse of the probability of selection or:

$$BW_{samp}(hi) = \frac{N(h)}{n(h)}$$

where $N(h)$ is the total number of providers within stratum h and $n(h)$ is the total number of providers sampled within stratum h . The base weight is equal to one in strata in which no sampling was conducted.

Nonresponse Adjustment Factors

Next, we calculated nonresponse adjustment factors to adjust for the various levels of nonresponse occurring during the survey interview. Complete response for a recipient means that we 1) determined whether the recipient was eligible for interview and 2) obtained interview data from eligible recipients. The nonresponse adjustment factors were computed within each strata.

Screening Nonresponse Adjustment Factor. The first step in data collection for this survey was to identify whether the client was eligible for the interview. For the adjustment, response was considered to have been obtained for the i th client when it was determined that the client was either eligible or ineligible. The eligibility factor adjusts the sampling base weights to account for data loss from clients from whom we could not determine eligibility. The first nonresponse adjusted weight $W1(hi)$ is then calculated as the product of the initial sampling base weight and the nonresponse adjustment factor as follows:

$$W1(hi) = BW_{samp}(hi) \times ADJ_{nr}(hi)$$

Questionnaire Completion Nonresponse Adjustment Factor. The second step is to adjust for nonresponse to the questionnaire. A client is considered to be a respondent when the selected client completes the full questionnaire. Nonresponse at this stage means that the selected respondent did not complete the full questionnaire. The nonresponse adjustment adjusts the sampling base weights to account for data loss from clients from whom we could not obtain interview data. The final analysis

weight $FW(hi)$ is then calculated as the product of the first nonresponse adjusted weight and the questionnaire completion nonresponse adjustment factor as follows:

$$FW(hi) = W_1(hi) \times ADJ_{quest}(hi)$$

7. Standard Errors

Some sources of error—such as unusable responses to vague or sensitive questions; no responses from some providers; and errors in coding, scoring, and processing the data—are called nonsampling errors, and occur in cases where there is a complete enumeration of a target population. Nonresponse to the survey is one of the largest sources of nonsampling error because a characteristic being estimated may differ, on average, between respondents and nonrespondents. If nonsampling errors are random, in the sense that they are independent and tend to be compensating from one respondent to another, then they do not cause bias in estimates of simple statistics, such as totals, percents, or averages. Furthermore, the contribution from such nonsampling errors will automatically be included in the sampling errors that are estimated from the sample data. However, correlations or relationships in cross-tabulations are often decreased by such errors, sometimes substantially. Thus, random errors (that tend to be compensated for) in estimates of simple aggregates or averages may (but not necessarily will) introduce systematic errors or biases in measures of relationships or cross-tabulations. Nonsampling errors that are systematic (rather than random and compensating) are a source of bias for sample estimates. Such errors are not reduced by increasing the size of the sample, and the sample data do not provide an assessment of the magnitude of these errors. Systematic errors were reduced in this study by such things as careful wording of questionnaire items, strong respondent motivation due to the saliency of the topic for affected providers, and well-designed data collection and data management procedures. However, such errors sometimes occur in subtle ways and are less subject to design control than is the case for sampling errors.

Data management and simple summaries were conducted using SAS software. Various multivariate and descriptive statistical techniques were used to analyze the data. Table A1.6 presents the size of the 95-percent confidence interval half-width to represent sampling error for various situations. For example, a 95-percent confidence interval width of ± 4 percent means that in 95 out of 100 samples like the one used here, the results should be no more than 4 percentage points more or less than the figure that would be obtained by interviewing all SNAP participants in the three demonstration States. Because of refusal to participate and other factors, estimates of sampling errors may understate the extent to which survey results differ from true population values.

Table A1.6.
**95-Percent Confidence Interval Half-Widths for
Percentages for Entire Sample or Subgroups**

	Completed Interviews	FOR PERCENTAGES NEAR				
		10.0% 90.0%	20.0% 80.0%	30.0% 70.0%	40.0% 60.0%	50.0%
TOTAL SAMPLE	1,508	1.5%	2.0%	2.3%	2.5%	2.5%
Florida	572	2.5%	3.3%	3.8%	4.0%	4.1%
Texas	371	3.1%	4.1%	4.7%	5.0%	5.1%
Nevada	75	NA	9.1%	10.4%	11.2%	11.4%
Michigan	490	2.7%	3.5%	4.1%	4.3%	4.4%
CBOs	762	2.1%	2.8%	3.3%	3.5%	3.6%
SNAP offices	746	2.2%	2.9%	3.3%	3.5%	3.6%

The above table should be used to determine the sampling error for percentages that cover the entire sample (e.g., all three States), percentages that cover a specific State, and percentages that cover a specific interview location (i.e., CBO or SNAP office). For instance, in the row corresponding to the sample size for the subgroup of interest and the column that includes the percentage estimate for that particular subgroup, the entry for the row and column gives the width of the confidence interval appropriate for that estimate. Adding and subtracting this number from the percentage estimate will yield the confidence interval boundaries.

APPENDIX A.2: DESCRIPTION AND LIMITATIONS OF EXTANT DATA

This section describes the collection and analysis of administrative data obtained from the four study States and other sources used to compare program outcomes for SNAP applicants interviewed by a CBO versus a SNAP office. It also describes the limitations of the data and minor edits that were made in order to ensure consistency in the data across States.

A. SOURCE OF ADMINISTRATIVE DATA ON SNAP APPLICANTS

We obtained administrative data from SNAP applicant files in order to 1) compute program outcomes such as approval rates, application timeliness statistics, and procedural denial percentages, and 2) to examine demographic and income characteristics of CBO- versus SNAP office-interviewed applicants.

Extant SNAP applicant data was requested from Florida, Michigan, Nevada, and Texas SNAP agencies for:

- **Applicants interviewed by CBOs:** Records for all SNAP applicants (no recertifications) whose interviews were conducted by CBOs participating in the CPI demonstration for the study reference period (e.g., from the demonstration start date through the most recent data available at the time of data collection)
- **Applicants interviewed by SNAP local offices:** Records for all SNAP applicants (no recertifications) whose interviews were conducted by local SNAP offices located in the CPI demonstration counties for the same period as the CBO data

We requested the following information for all SNAP applicants in both analysis files:

- *Unique case identifier*
- *SNAP interview information* (including whether the interview was conducted by a CBO or SNAP local office, county of the CBO or SNAP local office conducting the interview, and date of interview)
- *SNAP application information* (including the date of application submission, whether expedited, whether application was approved or denied, date of eligibility determination; if denied, reason for denial; if approved, monthly benefit amount)
- *Characteristics of SNAP applicant units* (including unit size, number of preschool- and school-age children, number of adults, number of elderly individuals, and unit income)

Once received, the data files were checked to confirm that they contained 1) an indicator for which applicant records were interviewed by a CBO and which were interviewed by a SNAP local office, 2) that records were located in specified demonstration counties, and 3) that records were within the specific reference period for each State. The SNAP application information enabled us to compute outcomes such as approval rates, application processing timeliness statistics, and procedural denial percentages. The characteristics information enabled us to compare demographic and income information on applicants from CBOs versus SNAP offices.

The number of applicant records submitted by CBOs and SNAP local offices in each demonstration county and the period covered is shown in Table A2.1.

**Table A2.1.
Period and Number of Months Covered by Applicant Data, and Number of Records**

	Florida	Michigan	Nevada	Texas
CPI demonstration period	July 2009– June 2014	October 2009– September 2014	August 2009– July 2014	February 2010– January 2015
Period covered by CBO and SNAP office data	September 2009– December 2012	November 2011– March 2013	August 2009– August 2012	February 2010– September 2012
Number of months in data period	40 months	17 months	37 months	32 months
Number of records in final file	CBO: 5,947 SNAP office: 400,594	CBO: 728 SNAP office: 20,004	CBO: 16,133 SNAP office: 188,671	CBO: 43,907 SNAP office: 563,336 ^a

^a Due to the high volume of cases processed through the Texas SNAP offices, their cases were limited to those interviewed during the first five business days of each month.

B. ADMINISTRATIVE DATA ISSUES AND LIMITATIONS

Throughout the data collection period, we communicated with States on a regular basis about the data needed for the study, including verifying that they were able to track whether interviews were conducted in a CBO or a local SNAP office, and that the records included in the files were for the specified counties in which the demonstrations were held. Upon receipt of the data, we performed a quality-control check on each file to determine whether it was readable and complete (e.g., that it included all requested variables and that the number of records was appropriate). We then ran basic frequency count tabulations to identify missing data, out-of-range data, outliers, or inconsistent data values. These data checks often led to States submitting subsequent versions of their data to correct data problems.

States have limitations in the type and amount of administrative data they collect and store, which affects both their ability to provide all the data requested and the consistency of the data received. Although we worked with States to correct data problems such as missing data, out-of-range data, or duplicate records, some problems remained. In addition, States were unable to provide information on certain variables or for certain subgroups, which affected our ability to compare outcomes across all States. Below, we describe the types of data cleaning edits made to the administrative data based on input from States. We then summarize the key data limitations and considerations for each State and any potential ramifications of these limitations for the analysis.

1. Data Cleaning Edits

Based on results of quality-control checks and input from States, we made the following types of data edits:

- Removed duplicate records (Florida, Texas, and Michigan)
- Deleted cases with missing case IDs (Texas) (State could not determine if these were interviewed by a CBO or State office)
- Removed cases from counties included in the file but not on the list of demonstration counties (Texas)

- Set zero income values for denied cases to missing (Florida) because State could not determine if these were actual zero income or missing
- Deleted records with application dates before the start of the demonstration period (Texas)
- Dropped interview dates from the analysis due to large numbers of missing or out-of-range dates (for example, Florida’s CBO and SNAP office files were missing interview dates for more than a quarter of the cases, Nevada’s SNAP office files had no interview dates, and Texas’s files had interview dates that were out-of-range and not consistent with submission and eligibility determination dates)
- Created eligibility determination flag (Nevada) based on monthly benefit amount. For example, based on input from State, if numeric dollar amount was listed for benefit amount, eligibility was approved, otherwise denied
- Coded reasons for applicant denials (in Michigan, Nevada, and Texas) as being due to procedural issues (rather than due to ineligibility or other reasons) based on definitions of procedural denials used by Florida

2. Data Limitations and Considerations by State

Below, we describe limitations in the type and amount of administrative data States were able to provide and any ramifications for the analysis.

a. Florida

- Five counties with demonstration projects had no CBO-interviewed cases on the file (Miami-Dade, Baker, Bradford, Glades, and Putnam, out of 21 total counties). These counties received waivers to expand their demonstration projects in March 2011, which may explain the missing cases partially. Florida indicated that CBOs in these counties may have provided assistance, but the data do not indicate that they conducted any interviews for SNAP applicants in the county. The missing CBO-interviewed cases may also be a data entry problem. The cases in these five counties interviewed by SNAP office workers represent only 13 percent of the total SNAP office cases.
- Unable to provide income data for denied cases for CBOs and SNAP offices. Therefore, all Florida’s income data are for approved cases.

b. Michigan

- Did not track which applicants are CBO interviewed, so the State’s analysts used a matching algorithm to identify cases that were most likely interviewed by a CBO.⁸
- Did not retain data on CBO applications for the first two years of the demonstration (CPI demonstration began in July 2009 and data file began in November 2011), so the number of Michigan CBO and SNAP office cases is much smaller than the number in the other States.
- Unable to provide data on processing time (days) for regular applications separately from expedited applications (because no data on expedited status). Therefore, the analysis does not include processing times or timeliness rates for Michigan.

⁸ For purposes of the data submission, Michigan identified a case as CBO-interviewed if any case member who was eligible the day it was opened was assisted by ELM within 45 days of the case opening date.

- Because the Michigan CBO population (those assisted by ELM) is restricted to applicants age 60 and older, we also restricted the Michigan local SNAP office data to applicants age 60 and older for comparability purposes.
- Unable to provide income data for denied cases for CBO or SNAP offices. Therefore, all Michigan's income data are for approved cases.

c. Nevada

- Unable to provide any demographic or income data for CBO or SNAP offices. Therefore, there is no analysis of the characteristics of CBO versus SNAP office applicants for Nevada.
- Unable to provide data by expedited status for denied cases for SNAP offices. Therefore, all processing times for Nevada are for approved cases only (for comparability between CBO and SNAP office cases).

d. Texas

- No demographic or income data for denied cases interviewed at CBO or SNAP offices. Therefore, all characteristics of CBO and SNAP office applicants in Texas are for approved cases only.

C. SOURCE AND LIMITATIONS OF EXTANT PAYMENT ACCURACY DATA

We obtained payment and case error rates for CBOs conducting SNAP interviews from evaluation reports that States were required to submit to FNS on a regular basis under the terms and conditions for operating the CPI demonstration projects. States were required to submit these reports after the first six months of the CPI project, and then after each of the next 18 months of the project. The reported error rates for CBOs are based on reviews of a statistical sample of approved SNAP applications (active cases) and denied or terminated applications (negative cases) similar to the SNAP QC reviews conducted by State agencies.⁹ Each State is required to sample randomly and review for payment accuracy 200 approved CBO-interviewed SNAP applications (100 applications for the first six months) and 150 CBO-interviewed denied or terminated applications (75 applications for the first six months) submitted over the period covered by each CPI evaluation report.¹⁰

States varied in the types of payment accuracy measures reported for their CPI demonstration partners. All four States reported active and negative case error rates, but only two States (Texas and Michigan) also reported payment (dollar) error rates. We dropped Michigan from the error rate analysis because of concerns over whether its CBO error rates were calculated consistently with SNAP QC error rates. For example, Michigan used a lower tolerance level for determining CBO error rates in FY 2012 than was used for SNAP QC error rates (\$25 versus \$50).

⁹ Inaccurate payment amounts must be off by a certain threshold to be considered an error, unless a client is found to be ineligible. The threshold was \$50 in FY 2011 and \$25 in FY 2012.

¹⁰ For example, Florida was required to report error rates for July 2009 through December 2009 (first six-month project report), January 2010 through June 2011 (next 18-month report), and July 2011 through December 2012 (next 18-month report). Due to data issues, however, Florida was not able to submit data for July 2011, so it submitted data for the 18-month period from August 2011 to January 2013.

For comparisons with reported CBO error rates, we obtained statewide error rates from SNAP QC annual reports published on FNS's Web site.¹¹ However, the SNAP QC error rates are only available statewide and are not available by demonstration counties. Therefore, we compared reported case error rates for CBOs with reported statewide error rates over the same periods as defined below:

- Active case error rates: Percentage of households awarded benefits higher or lower than their household circumstances warranted
- Negative case error rates: Percentage of households for whom benefits were denied or terminated incorrectly

To compare CBO versus statewide error rates, we averaged all reported error rates over the periods covered by the evaluation reports submitted by each State. For example, Texas submitted a CBO case error rate for the 12-month period between March 2010 and February 2011. For comparison, we calculated a weighted average SNAP QC error rate over the same period (i.e., based on seven months of the FY 2010 SNAP QC rate and five months of the FY 2011 SNAP QC rate). Texas also submitted a CBO case error rate for the 12-month period between March 2011 and February 2012. We calculated a similar weighted average SNAP QC error rate over that period. We then averaged the two 12-month CBO case error rates to obtain a single 24-month error rate and compared it with an average of the two 12-month SNAP QC-based error rates. We used a similar procedure for the other three States. While most comparisons are over the same periods for CBO and statewide error rates, SNAP QC-based error rates do not include any FY 2013 rates (because the FY 2013 SNAP QC annual report has not been released). Therefore, Florida and Nevada CBO rates include several months of FY 2013, which are not included in the SNAP QC-based comparisons. Finally, because the definition of SNAP QC error rates was changed for FY 2012, negative error rates for FY 2009-2011 are not comparable with negative error rates for FY 2012. Therefore, negative error rates are averaged over the 2009 – 2011 period only.

¹¹ See Tables 8 and 9 in the FY 2012 SNAP QC annual report, located at http://www.fns.usda.gov/snap/qc/pdfs/SNAP_QC_2012.pdf (USDA, 2013).

APPENDIX B: CUSTOMER SATISFACTION SURVEY

A. BASIC INFORMATION ABOUT THE APPLICATION EXPERIENCE

/ASK ALL/

- Q1 There are a few ways people can apply for food stamps, which are also called SNAP benefits. For example, some people go to a government social services office to apply. Other people apply with the help of a community organization. How did you apply for your current or most recent SNAP benefits? [READ 01 AND 02 ONLY]

PROBE: Was it:

01 Through a State agency or government office /SKIP TO Q3/

02 Through a community-based organization, such as a food bank or church

03 ONLINE /SKIP TO Q7/

97 DON'T KNOW

99 REFUSED

/ASK IF Q1=02/

- Q2 I'm going to read a list of some possible reasons for choosing this location. After each reason, please say "yes" if this was one of your reasons for applying there, or "no" if it was not.

01 CONTINUE

[REPEAT BEFORE EACH ITEM BELOW]: Did you choose this location because...

Q2_1 ...you didn't know there was another way to apply?

Q2_2 ...you go there for other services?

Q2_3 ...you feel comfortable going there?

Q2_4 ...it is conveniently located?

Q2_5 ...it has convenient hours of operation?

Q2_6 ...you don't have to wait a long time there?

Q2_7 ...the people who work there are friendly?

Q2_8 ...the people who work there speak your language?

Q2_9 ...someone referred you there?

01 YES

02 NO

97 DON'T KNOW

99 REFUSED

/ASK IF Q1=1,2/

- Q3 Did anyone from /IF Q1=1, FILL “THAT OFFICE” IF Q1=2, FILL “THE COMMUNITY ORGANIZATION”/ assist you in filling out the application?
01 Yes
02 No /GO TO 7/
97 DON'T KNOW
99 REFUSED

/ASK IF Q3=1/

- Q4 How helpful was their assistance? Would you say it was:
01 Very helpful
02 Somewhat helpful
03 Not at all helpful
97 DON'T KNOW
99 REFUSED

/ASK IF Q1=1,2/

- Q5 Did you have to wait for their assistance?
01 Yes
02 No /GO TO 7/
97 DON'T KNOW
99 REFUSED

/ASK IF Q5=1/

- Q6 How long did you have to wait? Was it:
01 Less than 15 minutes
02 Between 15 and 30 minutes
03 More than 30 minutes but less than an hour
04 More than an hour
97 DON'T KNOW
99 REFUSED

/ASK ALL/

- Q7 Have you started receiving your food stamp benefits yet?
01 Yes
02 No /GO TO 9/
97 DON'T KNOW
99 REFUSED

/ASK IF Q7=1/

- Q8 According to our records, you applied on [FILL DATE FROM SAMPLE FILE].
About how long after you applied did it take to get your food stamp benefits? Would you say it was:
- 01 Less than a week
 - 02 1 week to less than 3 weeks
 - 03 3–4 weeks
 - 04 More than a month
 - 97 DON'T KNOW
 - 99 REFUSED

/ASK ALL/

- Q9 Was this the first time you ever applied for food stamps?
- 01 Yes /GO TO SECTION B/
 - 02 No
 - 97 DON'T KNOW
 - 99 REFUSED

/ASK IF Q9=2/

- Q10 Where did you apply for food stamps the previous time? Was it:
- 01 Through a State agency or government office
 - 02 Through a community organization
 - 03 OTHER (specify _____)
 - 97 DON'T KNOW
 - 99 REFUSED

/ASK IF Q10=3/

ENTER OTHER RESPONSE: _____

/ASK IF Q9=2/

- Q11 Thinking about your most recent experience applying for food stamps, how did it compare to your previous experience? Was it easier to apply this time, harder or about the same?
- 01 EASIER TO APPLY THIS TIME
 - 02 HARDER TO APPLY THIS TIME
 - 03 ABOUT THE SAME
 - 97 DON'T KNOW
 - 99 REFUSED

B. SNAP ELIGIBILITY INTERVIEW

ASK ALL

Now I'd like to talk about your SNAP *interview*. This is when you are asked questions about your household and your sources of income, to find out if you are eligible for food stamps and how much your benefits should be.

01 CONTINUE

ASK ALL

Q12 Did your interview take place by phone or in person?

01 In person

02 By phone /GO TO Q17/

97 DON'T KNOW

99 REFUSED

/ASK IF Q12=1/

Q13 Where was the interview conducted?

[ALLOW RESPONDENT TO ANSWER AND CODE THE RESPONSE THAT MATCHES THEIR ANSWER. IF THE RESPONDENT HAS DIFFICULTY ANSWERING, USE THE PROBE]

[PROBE IF NEEDED]: I can read you a list of places where interviews are sometimes conducted. After I finish reading the list, please let me know if you were interviewed at one of the places I mention. Was your interview conducted at:

01 A SNAP office

02 Your home

03 CBO office or headquarters

04 Food bank or pantry

05 Library

06 School

07 Senior center or community center

08 Church

09 OTHER; Please specify: _____

97 DON'T KNOW

99 REFUSED

/ASK IF Q13=9/

Q13 OTH ENTER OTHER PLACE

/ASK IF Q12=1/

Q14 How convenient for you was the location where your interview took place? Would you say it was:

01 Very convenient

- 02 Convenient
- 03 Inconvenient, or
- 04 Very inconvenient
- 97 DON'T KNOW
- 99 REFUSED

/ASK IF Q12=1/

- Q15 Did you feel like this location offered you enough privacy?
- 01 Yes
 - 02 No
 - 97 DON'T KNOW
 - 99 REFUSED

ASK IF Q12=1

- Q16 Sometimes applicants are interviewed right when they apply, and other times they need to wait for an interview. What was your experience? Were you interviewed when you applied, or did your interview take place later?
- 01 INTERVIEWED RIGHT AWAY /GO TO 19/
 - 02 INTERVIEWED LATER
 - 97 DON'T KNOW
 - 99 REFUSED

/ASK IF Q16=2 OR Q12=2,97,99/

- Q17 How long did you have to wait for an interview after applying?
[INTERVIEWER RECORD UNIT BELOW, THEN RECORD NUMBER ON
NEXT SCREEN]
- 01 DAYS
 - 02 WEEKS
 - 03 MONTHS
 - 97 DON'T KNOW
 - 99 REFUSED

/ASK IF Q16=2 OR Q12=2,97,99/

- Q18 Was the interview scheduled for a time that was convenient for you?
- 01 Yes
 - 02 No
 - 97 DON'T KNOW
 - 99 REFUSED

/ASK ALL/

- Q19 In what language was your interview conducted?
01 English
02 Spanish
03 Another language; Please specify: _____
97 DON'T KNOW
99 REFUSED

/ASK IF Q19=3/

Q19 OTH ENTER OTHER LANGUAGE

/ASK ALL/

- Q20 Was this the language you felt most comfortable using for your interview?
01 Yes
02 No
97 DON'T KNOW
99 REFUSED

C. OVERALL SATISFACTION WITH CBO

/IF Q1=2/

The next few questions ask about your overall experience and satisfaction with the community-based organization where you applied.

I am going to read you some general statements about that organization. After each statement, please tell me how much you agree or disagree with the statement, by choosing strongly agree, agree, disagree, or strongly disagree.

/IF Q1=2/

- Q21 Overall, the staff I met were very knowledgeable about the food stamp program and the procedures for applying for food stamp benefits. Do you:
01 Strongly agree
02 Agree
03 Disagree
04 Strongly disagree
97 DON'T KNOW
99 REFUSED

/IF Q1=2/

- Q22 It was difficult to find someone at this organization who was available to help me apply for food stamps. Do you:
01 Strongly agree
02 Agree

- 03 Disagree
- 04 Strongly disagree
- 97 DON'T KNOW
- 99 REFUSED

/IF Q1=2/

- Q23 When I had questions about food stamps and how to apply, the staff I spoke with at this organization were able to provide clear answers to my questions. Do you:
- 01 Strongly agree
 - 02 Agree
 - 03 Disagree
 - 04 Strongly disagree
 - 97 DON'T KNOW
 - 99 REFUSED

/ASK ALL/

For each of the following questions, please rate your satisfaction, by saying you were very satisfied, satisfied, dissatisfied, or very dissatisfied. Please answer as best you can.

/ASK ALL/

- Q24 Thinking again about your SNAP interview, how satisfied were you with the overall interview process, such as scheduling the interview if you had to do that, and having the interviewer explain the verification procedures in a way that was clear to you? Were you:
- 01 Very satisfied
 - 02 Satisfied
 - 03 Dissatisfied
 - 04 Very dissatisfied
 - 97 DON'T KNOW
 - 99 REFUSED

/ASK ALL/

- Q25 How satisfied were you with the overall customer service you received? Were you:
- 01 Very satisfied
 - 02 Satisfied
 - 03 Dissatisfied
 - 04 Very dissatisfied
 - 97 DON'T KNOW
 - 99 REFUSED

/ASK ALL/

- Q26 How satisfied were you with how long it took to receive your benefits?

Were you:
01 Very satisfied
02 Satisfied
03 Dissatisfied
04 Very dissatisfied
97 DON'T KNOW
99 REFUSED

ASK ALL

Those are all of the questions I have for you, thank you taking this survey. As I mentioned, I will be mailing you a \$10 Walmart gift card as a token of appreciation for your participation. Can you please verify your mailing address?

APPENDIX C: CUSTOMER SATISFACTION SURVEY TABLES

Table C.1.
Description of Client's SNAP Application Experience,
For Participants Who Applied Through a CBO and Through SNAP Offices

	Florida		Michigan		Texas		Nevada		Total	
	CBO	SNAP	CBO	SNAP	CBO	SNAP	CBO	SNAP ^a	CBO	SNAP ^b
Number of Respondents (N)	337	235	121	250	229	261	75	NA	762	746
Did anyone from (CBO/SNAP) assist you in filling out the application?^c										
Yes	78.8	70.0	72.2	27.0	66.2	25.4	49.3	NA	68.9	38.5
No	21.2	30.0	27.8	73.0	33.8	74.6	50.7	NA	31.1	61.5
How helpful was their assistance?										
Very helpful	90.4	NA	94.9	NA	93.2	NA	88.6	NA	92.3	85.4
Somewhat or not at all helpful	9.6	NA	5.1	NA	6.8	NA	11.4	NA	7.7	14.6
How long did you have to wait for their assistance?										
I didn't have to wait	57.9	NA	85.7	NA	65.7	NA	48.6	NA	64.3	63.5
30 minutes or less	24.9	NA	10.4	NA	16.1	NA	34.3	NA	19.0	23.3
More than 30 minutes	17.3	NA	3.9	NA	18.2	NA	17.1	NA	16.8	13.2
Have you started receiving your food stamp benefits yet?										
Yes	91.3	87.1	95.9	94.0	87.2	89.5	78.7	NA	88.6	89.1
No	8.7	12.9	4.1	6.0	12.8	10.5	21.3	NA	11.4	11.0
(If yes:) About how long after you applied did it take to get your food stamp benefits?										
Less than a week	21.9	17.4	7.3	20.4	26.8	23.3	15.3	NA	23.3	20.4
1 week to less than 3 weeks	45.9	48.5	40.4	37.8	39.7	45.3	45.8	NA	41.9	45.6
3–4 weeks	20.2	22.5	33.9	27.8	22.7	20.2	20.3	NA	22.7	22.2
More than a month	12.0	11.7	18.4	13.9	10.8	11.2	18.6	NA	12.1	11.8
Was this the first time you applied for food stamps?										
Yes	21.1	34.8	48.7	24.9	43.0	23.4	36.0	NA	36.4	28.5
No	78.9	65.2	51.3	75.1	57.0	76.6	64.0	NA	63.6	71.5
(If no:) Where did you apply for food stamps the previous time?										
Through a State agency or government office	38.0	NA	77.6	NA	NA	NA	64.6	NA	60.3	64.0

	Florida		Michigan		Texas		Nevada		Total	
	CBO	SNAP	CBO	SNAP	CBO	SNAP	CBO	SNAP ^a	CBO	SNAP ^b
Through a community organization	33.7	NA	19.0	NA	NA	NA	31.3	NA	27.8	2.5
Online	28.3	NA	3.5	NA	NA	NA	4.2	NA	11.9	33.4
(If no:) Thinking about your most recent experience applying for food stamps, how did it compare to your previous experience?										
Applied previously at SNAP office										
Easier to apply this time	34.7	34.3	68.1	34.1	NA	37.9	42.4	NA	54.0	36.0
Harder to apply this time	11.2	13.9	10.6	15.1	NA	17.9	15.2	NA	8.8	16.0
About the same	54.1	51.8	21.3	50.8	NA	44.2	42.4	NA	37.2	48.1
Applied previously at CBO										
Easier to apply this time	28.7	NA	9.1	NA	NA	NA	26.7	NA	31.7	NA
Harder to apply this time	11.8	NA	18.2	NA	NA	NA	20.0	NA	13.2	NA
About the same	58.8	NA	72.7	NA	NA	NA	53.3	NA	55.1	NA
CBO Applicants Only:										
Why did you apply through a CBO? Did you choose this location because...										
...you didn't know there was another way to apply?	39.3	NA	30.3	NA	29.2	NA	17.7	NA	31.1	NA
...you go there for other services?	51.9	NA	60.6	NA	56.9	NA	61.8	NA	56.3	NA
...you feel comfortable going there?	91.1	NA	84.9	NA	89.1	NA	91.2	NA	89.3	NA
...it is conveniently located?	89.6	NA	97.0	NA	79.6	NA	91.2	NA	83.7	NA
...it has convenient hours of operation?	84.4	NA	90.9	NA	75.2	NA	70.6	NA	78.3	NA
...you don't have to wait a long time there?	72.6	NA	84.9	NA	74.5	NA	70.6	NA	74.6	NA
...the people who work there are friendly?	94.1	NA	95.5	NA	89.8	NA	79.4	NA	90.7	NA
...the people who work there speak your language?	84.4	NA	89.4	NA	81.8	NA	82.4	NA	83.0	NA
...someone referred you there?	51.9	NA	62.1	NA	56.9	NA	47.1	NA	55.7	NA

^a Results for SNAP-interviewed applicants in Nevada are not included because the number of respondents in this category was too small.

^b These totals include SNAP participants who applied through SNAP offices in Florida, Michigan, and Texas only.

^c Online applicants not included.

Note: Data in cells where sampling was conducted and sample size is less than 10 have been suppressed.

Table C.2.
Description of Client's SNAP Eligibility Interview Experience,
For Participants Who Applied Through a CBO and Through SNAP Offices

	Florida		Michigan		Texas		Nevada		Total	
	CBO	SNAP	CBO	SNAP	CBO	SNAP	CBO	SNAP ^a	CBO	SNAP ^b
Number of Respondents (N)	337	235	121	250	229	261	75	NA	762	746
Did your interview take place by phone or in person?										
In person	41.7	12.7	76.7	42.3	67.7	14.3	76.4	NA	61.0	17.0
By phone	58.3	87.3	23.3	57.7	32.3	85.7	23.6	NA	39.0	83.0
In what language was your interview conducted?^c										
English	66.6	80.3	100.0	100.0	73.3	84.3	91.6	NA	74.0	84.5
Spanish	33.4	19.7	0.0	0.0	26.8	15.7	8.5	NA	26.0	15.6
Were you interviewed when you applied or did your interview take place later?										
Right away	29.7	7.7	39.7	23.2	54.6	8.8	49.3	NA	45.7	10.2
Later	70.3	92.3	60.3	76.8	45.4	91.2	50.7	NA	54.3	89.8
1–6 days	21.1	31.1	10.7	24.0	12.2	29.5	12.0	NA	14.8	29.5
7–13 days	16.3	31.5	17.4	15.2	13.1	30.3	17.3	NA	14.6	28.8
2+ weeks	14.5	21.3	16.5	25.2	11.8	24.1	14.7	NA	13.1	23.0
Don't know or refused	18.4	8.5	15.7	12.4	8.3	7.3	6.7	NA	11.8	8.5
For In-Person Interviews Only:										
Where was the interview conducted?										
CBO office or headquarters, food bank, or food pantry	33.6	NA	17.9	NA	57.4	NA	34.0	NA	47.6	NA
Senior center or community center	15.7	NA	33.3	NA	12.2	NA	11.3	NA	14.7	NA
Other ^d	16.4	NA	27.4	NA	10.8	NA	3.8	NA	12.9	NA
Don't know	34.3	NA	21.4	NA	19.6	NA	50.9	NA	24.8	NA
Was the location where your interview took place convenient for you?										
Yes	94.7	NA	93.3	NA	NA	NA	85.5	NA	96.5	92.7
Very convenient	59.1	48.2	70.8	36.5	59.3	35.1	49.1	NA	59.6	39.6
Convenient	35.6	44.4	22.5	54.2	39.3	59.5	36.4	NA	36.9	53.2
No	5.3	NA	6.7	NA	NA	NA	14.6	NA	3.5	7.3

	Florida		Michigan		Texas		Nevada		Total	
	CBO	SNAP	CBO	SNAP	CBO	SNAP	CBO	SNAP ^a	CBO	SNAP ^b
Did you feel like this location offered you enough privacy?										
Yes	93.9	NA	97.8	NA	NA	NA	98.2	NA	95.5	90.6
No	6.1	NA	2.3	NA	NA	NA	1.8	NA	4.5	9.5
Was the interview scheduled for a time that was convenient for you?										
Yes	92.7	89.3	97.0	88.6	NA	95.0	93.9	NA	94.2	91.7
No	7.3	10.8	3.0	11.4	NA	5.0	6.1	NA	5.9	8.3

^a Results for SNAP-interviewed applicants in Nevada are not included because the number of respondents in this category was too small.

^b These totals include SNAP participants who applied through SNAP offices in Florida, Michigan, and Texas only.

^c Other languages not shown separately due to small sample sizes.

^d This category includes home, library, school, church, and "other" locations.

Note: Data in cells where sampling was conducted and sample size is less than 10 have been suppressed.

Table C.3.
Overall Client Satisfaction With the SNAP Application and Eligibility Interview Process,
For Participants Who Applied Through a CBO and Through SNAP Offices

	Florida		Michigan		Texas		Nevada		Total	
	CBO	SNAP	CBO	SNAP	CBO	SNAP	CBO	SNAP ^a	CBO	SNAP ^b
Number of Respondents (N)	337	235	121	250	229	261	75	NA	762	746
Satisfaction with the overall interview process										
Very Satisfied	49.6	46.6	56.7	36.5	NA	42.6	51.4	NA	55.3	43.6
Satisfied	46.2	47.0	36.7	52.5	NA	48.5	41.9	NA	40.8	48.3
Dissatisfied or Very Dissatisfied	4.2	6.4	6.7	11.1	NA	8.9	6.8	NA	3.9	8.1
Satisfaction with the overall customer service										
Very Satisfied	57.6	48.5	62.2	36.9	NA	46.7	50.0	NA	61.1	46.2
Satisfied	38.2	41.7	31.9	47.4	NA	43.3	44.6	NA	35.5	43.1
Dissatisfied or Very Dissatisfied	4.2	9.8	5.9	15.7	NA	10.0	5.4	NA	3.5	10.6
Satisfaction with how long it took to receive benefits										
Very Satisfied	43.2	40.4	40.3	35.6	49.3	37.8	38.4	NA	46.3	38.7
Satisfied	46.5	44.7	49.6	38.8	41.3	44.4	42.5	NA	43.6	43.8
Dissatisfied or Very Dissatisfied	10.3	14.9	10.1	25.6	9.3	17.8	19.2	NA	10.2	17.5
For CBO Respondents Only:										
Overall, the staff I met were very knowledgeable about the food stamp program and the procedures for applying for food stamp benefits.										
Strongly Agree	46.0	NA	62.7	NA	NA	NA	63.2	NA	52.7	NA
Agree	51.8	NA	35.8	NA	NA	NA	34.2	NA	45.7	NA
Disagree or Strongly Disagree	2.2	NA	1.5	NA	NA	NA	2.6	NA	1.6	NA
It was difficult to find someone at this organization who was available to help me apply for food stamps.										
Strongly Agree or Agree	34.3	NA	25.0	NA	24.0	NA	11.1	NA	25.8	NA
Disagree	32.1	NA	33.8	NA	30.1	NA	36.1	NA	31.1	NA
Strongly Disagree	33.6	NA	41.2	NA	45.9	NA	52.8	NA	43.1	NA

	Florida		Michigan		Texas		Nevada		Total	
	CBO	SNAP	CBO	SNAP	CBO	SNAP	CBO	SNAP ^a	CBO	SNAP ^b
When I had questions about food stamps and how to apply, the staff I spoke with at this organization were able to provide clear answers to my questions.										
Strongly Agree	43.0	NA	54.3	NA	NA	NA	60.5	NA	54.6	NA
Agree	52.8	NA	42.9	NA	NA	NA	36.8	NA	41.9	NA
Disagree or Strongly Disagree	4.2	NA	2.9	NA	NA	NA	2.6	NA	3.5	NA

^a Results for SNAP-interviewed applicants in Nevada are not included because the number of respondents in this category was too small.

^b These totals include SNAP participants who applied through SNAP offices in Florida, Michigan, and Texas only.

Note: Data in cells where sampling was conducted and sample size is less than 10 have been suppressed.

APPENDIX D: ADMINISTRATIVE DATA TABLES

Table D.1.
SNAP Applications Submitted, Approved, and Denied by Interview Site (CBO or SNAP Office) in Demonstration Counties, By Expedited Status and State

	Florida ^a				Michigan ^b				Nevada ^c				Texas			
	CBO		SNAP Office		CBO		SNAP Office		CBO		SNAP Office		CBO		SNAP Office	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Total SNAP Applications																
Submitted	5,947	100.0	400,594	100.0	728	100.0	20,004	100.0	16,133	100.0	188,671	100.0	43,907	100.0	563,336	100.0
Approved	5,202	87.5	288,542	72.0	604	83.0	15,392	76.9	14,326	88.8	132,749	70.4	35,846	81.6	460,011	81.7
Denied	745	12.5	112,052	28.0	124	17.0	4,652	23.3	1,807	11.2	55,922	29.6	8,061	18.4	103,325	18.3
Due to procedural reasons	418	56.1	52,996	47.3	77	62.1	2,856	61.4	560	31.0	16,558	29.6	5,002	62.1	55,491	53.7
Due to ineligibility	315	42.3	56,442	50.4	36	29.0	1,007	21.6	1,029	56.9	17,730	31.7	2,349	29.1	34,909	33.8
Due to other reasons	12	1.6	2,614	2.3	0	0.0	0	0.0	121	6.7	17,246	30.8	408	5.1	9,340	9.0
Missing denial reason	0	0.0	0	0.0	11	8.9	789	17.0	97	5.4	4,388	7.8	302	3.7	3,585	3.5
Median monthly number submitted	155	NA	8,381	NA	49	NA	1,420	NA	481.5	NA	5,069	NA	1,535	NA	18,584	NA
Average monthly number submitted	149	NA	10,530	NA	49	NA	1,246	NA	474.5	NA	5,099	NA	1,372	NA	17,561	NA
Regular (Nonexpedited) Applications																
Submitted (as percent of total)	3,242	54.5	269,605	67.3	NA	NA	NA	NA	8,289	51.4	NA	NA	32,101	73.1	411,190	73.0
Submitted (as percent of nonexpedited)	3,242	100.0	269,605	100.0	NA	NA	NA	NA	8,289	100.0	NA	NA	32,101	100.0	411,190	100.0
Approved	2,504	77.2	158,549	58.8	NA	NA	NA	NA	6,599	79.6	71,946	NA	24,070	75.0	308,429	75.0
Denied	738	22.8	111,056	41.2	NA	NA	NA	NA	1,690	20.4	NA	NA	8,031	25.0	102,761	25.0
Due to procedural reasons	413	56.0	52,721	47.5	NA	NA	NA	NA	501	29.6	NA	NA	5,001	62.3	55,471	54.0
Due to ineligibility	314	42.5	56,118	50.5	NA	NA	NA	NA	994	58.8	NA	NA	2,326	29.0	34,559	33.6
Due to other reasons	11	1.5	2,217	2.0	NA	NA	NA	NA	109	6.4	NA	NA	408	5.1	9,319	9.1

	Florida ^a				Michigan ^b				Nevada ^c				Texas			
	CBO		SNAP Office		CBO		SNAP Office		CBO		SNAP Office		CBO		SNAP Office	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Missing denial reason	0	0.0	0	0.0	NA	NA	NA	NA	86	5.1	NA	NA	296	3.7	3,412	3.3
Median monthly number submitted	77	NA	5,169	NA	NA	NA	NA	NA	255	NA	1,922	NA	1,109	NA	13,502	NA
Average monthly number submitted	81	NA	7,084	NA	NA	NA	NA	NA	244	NA	1,945	NA	1,003	NA	12,808	NA
Expedited Applications																
Submitted (as percent of total)	2,705	45.5	130,989	32.7	NA	NA	NA	NA	7,842	48.6	NA	NA	11,806	26.9	152,146	27.0
Submitted (as percent of expedited)	2,705	100.0	130,989	100.0	NA	NA	NA	NA	7,842	100.0	NA	NA	11,806	100.0	152,146	100.0
Approved	2,698	99.7	129,993	99.2	NA	NA	NA	NA	7,725	98.5	60,803	NA	11,776	99.7	151,582	99.6
Denied ^d	7	0.3	996	0.8	NA	NA	NA	NA	117	1.5	NA	NA	30	0.3	564	0.4
Median monthly number submitted	65	NA	3,251	NA	NA	NA	NA	NA	244	NA	1,670	NA	400	NA	5,126	NA
Average monthly number submitted	69	NA	3,637	NA	NA	NA	NA	NA	238	NA	1,643	NA	369	NA	4,753	NA

Source: Insight tabulations of data submitted by Florida's DCF, Michigan's DHS, Nevada's DWSS, and Texas's HHSC.

^a In Florida, SNAP interviews were conducted by a centralized call center rather than by the SNAP office.

^b The Michigan CBO population (ELM) is restricted to applicants age 60 and older. For comparability purposes, we also restricted the Michigan local SNAP office data to applicants age 60 and older. Michigan was not able to provide data by expedited versus nonexpedited status for any cases.

^c Nevada was not able to provide data by expedited versus nonexpedited status for denied cases interviewed by its local SNAP office.

^d There is no information on reason for denial for expedited applications because more than 99 percent of expedited applications are approved.

Notes: For each category, the first row shows the percentage of the total population in the category, and subsequent rows show the percentage of the subgroup within the category. NA denotes data not available. NA denotes not applicable. See State-specific footnotes for details.

Table D.2.
Application Processing Time (Days) by Interview Site (CBO or SNAP Office) in Demonstration Counties
For Total, Approved, and Denied Applications, by Expedited Status and State

	Florida ^a		Michigan ^b		Nevada ^c		Texas	
	CBO	SNAP Office	CBO	SNAP Office	CBO	SNAP Office	CBO	SNAP Office
Total Applications								
Total Applications Submitted	5,947	400,594	728	20,044	16,133	188,671	43,907	563,336
Total median days from application submission to eligibility determination	2	15	5	NA	7	13	7	10
Total average days from application submission to eligibility determination	10	17	9	NA	15	16	11	13
Regular (Nonexpedited) Cases								
Total median days from application submission to eligibility determination	10	26	NA	NA	28	NA	11	14
Total average days from application submission to eligibility determination	15	23	NA	NA	25	NA	14	16
Expedited Cases								
Total median days from application submission to eligibility determination	1	1	NA	NA	3	NA	1	1
Total average days from application submission to eligibility determination	3	5	NA	NA	4	NA	2	4
Approved Applications								
Approved Applications	5,202	288,542	604	15,392	14,326	132,749	35,846	460,011
Total median days from application submission to eligibility determination	2	7	NA	NA	5	6	6	8
Total average days from application submission to eligibility determination	7	13	NA	NA	13	13	10	11
Regular (Nonexpedited) Cases								
Total median days from application submission to eligibility determination	7	21	NA	NA	25	20	11	13
Total average days from application submission to eligibility determination	12	20	NA	NA	23	20	14	15
Expedited Cases								
Total median days from application submission to eligibility determination	1	1	NA	NA	3	1	1	1
Total average days from application submission to eligibility determination	3	5	NA	NA	4	3	2	4
Denied Applications								
Denied Applications	745	112,052	124	4,652	1,807	55,922	8,061	103,325
Total median days from application submission to eligibility determination	27	30	NA	NA	32	30	13	30

	Florida ^a		Michigan ^b		Nevada ^c		Texas	
	CBO	SNAP Office	CBO	SNAP Office	CBO	SNAP Office	CBO	SNAP Office
Total average days from application submission to eligibility determination	25	27	NA	NA	32	25	16	21
Regular (Nonexpedited) Cases^d								
Total median days from application submission to eligibility determination	27	30	NA	NA	32	NA	13	30
Total average days from application submission to eligibility determination	25	27	NA	NA	34	NA	16	21

Source: *Insight tabulations of data submitted by Florida’s DCF, Michigan’s DHS, Nevada’s DWSS, and Texas’s HHSC.*

^a *In Florida, SNAP interviews were conducted by a centralized call center rather than by the SNAP office.*

^b *The Michigan CBO population (ELM) is restricted to applicants age 60 and older. For comparability purposes, we also restricted the Michigan local SNAP office data to applicants age 60 and older. Michigan was not able to provide data by expedited versus nonexpedited status for any cases; Michigan was not able to provide processing times for total applications for SNAP offices.*

^c *Nevada was not able to provide data by expedited versus nonexpedited status for denied cases interviewed by its local SNAP office. Therefore, all timeliness comparisons between CBOs and SNAP offices for Nevada are for approved cases only.*

^d *There is no information on reason for denial for expedited applications because more than 99 percent of expedited applications are approved.*

Notes: NA denotes data not available. NA denotes not applicable. See State-specific footnotes for details.

Table D.3.
Application Timeliness by Interview Site (CBO or SNAP Office) in Demonstration Counties,
By Expedited Status and State

	Florida ^a				Michigan ^b				Nevada ^c				Texas			
	CBO		SNAP Office		CBO		SNAP Office		CBO		SNAP Office		CBO		SNAP Office	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Total Applications Submitted	5,947	100.0	400,594	100.0	728	100.0	20,004	100.0	16,133	100.0	188,671	100.0	43,907	100.0	563,336	100.0
Days from application submission to eligibility determination																
0–7 days	3,992	67.1	161,542	40.3	475	65.2	NA	NA	8,559	53.1	80,838	42.8	23,835	54.3	243,778	43.3
8–14 days	442	7.4	34,075	8.5	119	16.3	NA	NA	1,464	9.1	19,988	10.6	6,748	15.4	109,596	19.5
15–21 days	308	5.2	33,318	8.3	51	7.0	NA	NA	919	5.7	15,604	8.3	3,776	8.6	57,117	10.1
22–30 days	806	13.6	110,795	27.7	35	4.8	NA	NA	2,275	14.1	33,157	17.6	6,526	14.9	96,441	17.1
More than 30 days	398	6.7	60,412	15.1	48	6.6	NA	NA	2,915	18.1	39,053	20.7	3,002	6.8	55,027	9.8
Missing submission or eligibility determination dates	1	0.0	452	0.1	0	0.0	NA	NA	0	0.0	0	0.0	20	0.0	1,377	0.2
Regular (Nonexpedited) Cases	3,242	54.5	269,605	67.3	NA	NA	NA	NA	8,289	51.4	NA	NA	32,101	73.1	411,190	73.0
Days from application submission to eligibility determination																
0–7 days	1,448	44.7	48,856	18.1	NA	NA	NA	NA	1,324	16.0	NA	NA	12,585	39.2	119,637	29.1
7–14 days	376	11.6	29,030	10.8	NA	NA	NA	NA	1,114	13.4	NA	NA	6,526	20.3	94,064	22.9
15–21 days	290	8.9	30,562	11.3	NA	NA	NA	NA	840	10.1	NA	NA	3,654	11.4	51,772	12.6
22–30 days	760	23.4	105,476	39.1	NA	NA	NA	NA	2,171	26.2	NA	NA	6,391	19.9	91,828	22.3
More than 30 days	367	11.3	55,280	20.5	NA	NA	NA	NA	2,840	34.3	NA	NA	2,926	9.1	52,563	12.8
Missing submission or eligibility determination dates	1	0.0	401	0.1	NA	NA	NA	NA	0	0.0	NA	NA	19	0.1	1,326	0.3
Expedited Cases	2,705	45.5	130,989	32.7	NA	NA	NA	NA	7,842	48.6	NA	NA	11,806	26.9	152,146	27.0
Days from application submission to eligibility determination																
0–7 days	2,544	94.0	112,686	86.0	NA	NA	NA	NA	7,234	92.2	NA	NA	11,250	95.3	124,141	81.6
8–14 days	66	2.4	5,045	3.9	NA	NA	NA	NA	350	4.5	NA	NA	222	1.9	15,532	10.2
15–21 days	18	0.7	2,756	2.1	NA	NA	NA	NA	78	1.0	NA	NA	122	1.0	5,345	3.5
22–30 days	46	1.7	5,319	4.1	NA	NA	NA	NA	104	1.3	NA	NA	135	1.1	4,613	3.0
More than 30 days	31	1.1	5,132	3.9	NA	NA	NA	NA	75	1.0	NA	NA	76	0.6	2,464	1.6
Missing submission or eligibility determination dates	0	0.0	51	0.0	NA	NA	NA	NA	0	0.0	NA	NA	1	0.0	51	0.0

Source: Insight tabulations of data submitted by Florida's DCF, Michigan's DHS, Nevada's DWSS, and Texas's HHSC.

^a In Florida, SNAP interviews were conducted by a centralized call center rather than by the SNAP office.

^b The Michigan CBO population (ELM) is restricted to applicants age 60 and older. For comparability purposes, we also restricted the Michigan local SNAP office data to applicants age 60 and older. Michigan was not able to provide data by expedited versus nonexpedited status for any cases; Michigan was not able to provide processing times for total applications for SNAP offices.

^c Nevada was not able to provide data by expedited versus nonexpedited status for denied cases interviewed by its local SNAP office.

Notes: NA denotes data not available. See State-specific footnotes for details.

Table D.4.
Application Timeliness by Interview Site (CBO or SNAP Office) in Demonstration Counties,
By Expedited Status and State, for Approved Cases Only

	Florida ^a				Michigan ^b				Nevada				Texas			
	CBO		SNAP Office		CBO		SNAP Office		CBO		SNAP Office		CBO		SNAP Office	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Total Applications Submitted	5,202	100.0	288,542	100.0	604	100.0	15,392	100.0	14,326	100.0	132,749	100.0	35,846	100.0	460,011	100.0
Days from application submission to eligibility determination																
0–7 days	3,830	73.6	148,562	51.5	456	75.5	NA	NA	8,354	58.3	71,464	53.8	20,568	57.4	220,908	48.0
8–14 days	386	7.4	27,683	9.6	92	15.2	NA	NA	1,390	9.7	14,734	11.1	5,698	15.9	94,491	20.5
15–21 days	254	4.9	24,597	8.5	20	3.3	NA	NA	832	5.8	11,160	8.4	3,299	9.2	50,562	11.0
22–30 days	512	9.8	56,317	19.5	18	3.0	NA	NA	1,955	13.6	19,475	14.7	4,563	12.7	64,520	14.0
More than 30 days	219	4.2	31,055	10.8	18	3.0	NA	NA	1,794	12.5	15,915	12.0	1,704	4.8	28,439	6.2
Missing submission or eligibility determination dates	1	0.0	328	0.1	0	0.0	NA	NA	1	0.0	1	0.0	1	0.0	1,091	0.2
Regular (Nonexpedited) Cases	2,504	48.1	129,993	45.1	NA	NA	NA	NA	6,599	46.1	71,947	54.2	24,070	67.1	308,429	67.0
Days from application submission to eligibility determination																
0–7 days	1,290	51.5	112,338	86.4	NA	NA	NA	NA	1,192	18.1	17,311	24.1	9,321	38.7	96,776	31.4
7–14 days	322	12.9	5,002	3.8	NA	NA	NA	NA	1,048	15.9	10,923	15.2	5,477	22.8	78,975	25.6
15–21 days	236	9.4	2,708	2.1	NA	NA	NA	NA	754	11.4	9,809	13.6	3,177	13.2	45,226	14.7
22–30 days	467	18.7	4,999	3.8	NA	NA	NA	NA	1,856	28.1	18,505	25.7	4,443	18.5	60,146	19.5
More than 30 days	188	7.5	4,898	3.8	NA	NA	NA	NA	1,749	26.5	15,397	21.4	1,639	6.8	26,262	8.5
Missing submission or eligibility determination dates	1	0.0	48	0.0	NA	NA	NA	NA	0	0.0	1	0.0	13	0.1	1,044	0.3
Expedited Cases	2,698	51.9	158,549	54.9	NA	NA	NA	NA	7,725	53.9	60,803	45.8	11,776	32.9	150,122	32.6
Days from application submission to eligibility determination																
0–7 days	2,540	94.1	36,224	22.8	NA	NA	NA	NA	7,161	92.7	54,153	89.1	11,247	95.5	124,132	82.7
8–14 days	64	2.4	22,681	14.3	NA	NA	NA	NA	342	4.4	3,811	6.3	221	1.9	15,516	10.3
15–21 days	18	0.7	21,889	13.8	NA	NA	NA	NA	77	1.0	1,351	2.2	122	1.0	5,336	3.6
22–30 days	45	1.7	51,318	32.4	NA	NA	NA	NA	99	1.3	970	1.6	120	1.0	4,374	2.9
More than 30 days	31	1.1	26,157	16.5	NA	NA	NA	NA	45	0.6	518	0.9	65	0.6	47	0.0
Missing submission or eligibility determination dates	0	0.0	280	0.2	NA	NA	NA	NA	1	0.0	0	0.0	1	0.0	717	0.5

Source: Insight tabulations of data submitted by Florida's DCF, Michigan's DHS, Nevada's DWSS, and Texas's HHSC.

^a In Florida, SNAP interviews were conducted by a centralized call center rather than by the SNAP office.

^b The Michigan CBO population (ELM) is restricted to applicants age 60 and older. For comparability purposes, we also restricted the Michigan local SNAP office data to applicants age 60 and older. Michigan was not able to provide data by expedited versus nonexpedited status for any cases; Michigan was not able to provide processing times for total applications for SNAP offices.

Notes: NA denotes data not available. See State-specific footnotes for details.

Table D.5.
Characteristics of SNAP Applicant Households by Interview Site (CBO or SNAP Office) In Demonstration Counties,
By State, Total Applications

Household Characteristic	Florida ^a				Michigan ^b				Nevada ^c				Texas ^d			
	CBO		SNAP Office		CBO		SNAP Office		CBO		SNAP Office		CBO		SNAP Office	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Total SNAP Applications	5,947	100.0	400,594	100.0	728	100.0	20,044	100.0	16,133	100.0	188,671	100.0	43,907	100.0	563,336	100.0
Household Size																
1 member	4,219	70.9	217,921	54.4	622	85.4	15,012	74.9	NA	NA	NA	NA	NA	NA	NA	NA
2–3 members	1,195	20.1	125,354	31.3	102	14.0	4,307	21.5	NA	NA	NA	NA	NA	NA	NA	NA
4–5 members	427	7.2	48,713	12.2	3	0.4	552	2.8	NA	NA	NA	NA	NA	NA	NA	NA
6 or more members	106	1.8	8,606	2.1	1	0.1	173	0.9	NA	NA	NA	NA	NA	NA	NA	NA
Missing	0	0.0	0	0.0	0	0.0	0	0.0	NA	NA	NA	NA	NA	NA	NA	NA
Average Household Size (persons)	1.6	NA	2	NA	1.2	NA	1.4	NA	NA	NA	NA	NA	NA	NA	NA	NA
Household Composition																
With children (under age 18)	1,447	24.3	158,817	39.6	11	1.5	1,192	5.9	NA	NA	NA	NA	NA	NA	NA	NA
Preschool-age children (ages 0–4)	690	11.6	84,628	21.1	1	0.1	239	1.2	NA	NA	NA	NA	NA	NA	NA	NA
School-age children (ages 5–17)	1,082	18.2	108,771	27.2	10	1.4	1,078	5.4	NA	NA	NA	NA	NA	NA	NA	NA
Single adult with children	530	8.9	74,385	18.6	3	0.4	421	2.1	NA	NA	NA	NA	NA	NA	NA	NA
No children	4,500	75.7	241,777	60.4	717	98.5	18,852	94.1	NA	NA	NA	NA	NA	NA	NA	NA
Single adult	4,056	68.2	208,132	52.0	622	85.4	15,010	74.9	NA	NA	NA	NA	NA	NA	NA	NA
With elderly individuals (age 60+)	782	13.1	34,829	8.7	728	100.0	20,021	99.9	NA	NA	NA	NA	NA	NA	NA	NA
No elderly individuals	5,165	86.9	365,765	91.3	0	0.0	23	0.1	NA	NA	NA	NA	NA	NA	NA	NA
Age of Household Head																
Less than 25	419	7.0	86,360	21.6	0	0.0	0	0.0	NA	NA	NA	NA	NA	NA	NA	NA
25–44	2,114	35.5	193,921	48.4	0	0.0	0	0.0	NA	NA	NA	NA	NA	NA	NA	NA
45–59	2,623	44.1	87,891	21.9	0	0.0	0	0.0	NA	NA	NA	NA	NA	NA	NA	NA
60+	791	13.3	32,422	8.1	728	100.0	20,044	100.0	NA	NA	NA	NA	NA	NA	NA	NA
Gross Income as a Percentage of Poverty Guideline																
At or below 100 percent	4,829	81.2	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
0 percent (no gross income)	2,925	49.2	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
1–50 percent	816	13.7	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
51–100 percent	1,088	18.3	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Over 100 percent	510	8.6	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
101–130 percent	377	6.3	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
131 percent or higher	133	2.2	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Missing	608	10.2	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

Source: *Insight tabulations of data submitted by Florida's DCF, Michigan's DHS, Nevada's DWSS, and Texas's HHSC.*

^a Florida was not able to provide income amounts for denied cases for applicants interviewed at a local SNAP office. Therefore, Florida income data for SNAP-office interviewed cases are not shown. See Table D.8 for income amounts for approved cases. In Florida, SNAP interviews were conducted by a centralized call center rather than by the SNAP office.

^b The Michigan CBO population (ELM) is restricted to applicants age 60 and older. For comparability purposes, we also restricted the Michigan local SNAP office data to applicants age 60 and older. Michigan was not able to provide income data for denied cases interviewed at CBO or local SNAP offices. Therefore, all of Michigan's income data are for approved cases, which can be found in Table D.8.

^c Nevada was not able to provide any demographic or income data for its SNAP applicants interviewed by CBO or local SNAP offices.

^d Texas was not able to provide any demographic or income data for denied cases interviewed at CBO or local SNAP offices. Therefore, all of Texas's data are for approved cases, which can be found in Table D.8.

Notes: NA denotes data not available. See State-specific footnotes for details.

Table D.6.
Characteristics of SNAP Applicant Households by Interview Site (CBO or SNAP Office) in Demonstration Counties,
By State, Nonexpedited Applications

Household Characteristic	Florida ^a				Nevada ^b				Texas ^c			
	CBO		SNAP Office		CBO		SNAP Office		CBO		SNAP Office	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Regular (Nonexpedited) Applications	3,242	100.0	269,605	100.0	8,289	100.0	71,946	100.0	32,101	100.0	411,190	100.0
Household Size												
1 member	1,960	60.5	122,725	45.5	NA	NA	NA	NA	NA	NA	NA	NA
2–3 members	854	26.3	97,984	36.3	NA	NA	NA	NA	NA	NA	NA	NA
4–5 members	339	10.5	41,256	15.3	NA	NA	NA	NA	NA	NA	NA	NA
6 or more members	89	2.7	7,640	2.8	NA	NA	NA	NA	NA	NA	NA	NA
Missing	0	0.0	0	0.0	NA	NA	NA	NA	NA	NA	NA	NA
Average Household Size (persons)	1.9	NA	2.2	NA	NA	NA	NA	NA	NA	NA	NA	NA
Household Composition												
With children (under age 18)	1,047	32.3	125,039	46.4	NA	NA	NA	NA	NA	NA	NA	NA
Preschool-age children (ages 0–4)	495	15.3	66,441	24.6	NA	NA	NA	NA	NA	NA	NA	NA
School-age children (ages 5–17)	803	24.8	87,095	32.3	NA	NA	NA	NA	NA	NA	NA	NA
Single adult with children	377	11.6	57,088	21.2	NA	NA	NA	NA	NA	NA	NA	NA
No children	2,195	67.7	144,566	53.6	NA	NA	NA	NA	NA	NA	NA	NA
Single adult	1,864	57.5	117,171	43.5	NA	NA	NA	NA	NA	NA	NA	NA
With elderly individuals (age 60+)	595	18.4	29,046	10.8	NA	NA	NA	NA	NA	NA	NA	NA
No elderly individuals	2,647	81.6	240,559	89.2	NA	NA	NA	NA	NA	NA	NA	NA
Missing	0	0.0	0	0.0	NA	NA	NA	NA	NA	NA	NA	NA
Age of Household Head												
Less than 25	208	6.4	55,161	20.5	NA	NA	NA	NA	NA	NA	NA	NA
25–44	1,098	33.9	130,512	48.4	NA	NA	NA	NA	NA	NA	NA	NA
45–59	1,344	41.5	57,329	21.3	NA	NA	NA	NA	NA	NA	NA	NA
60+	592	18.3	26,603	9.9	NA	NA	NA	NA	NA	NA	NA	NA
Gross Income as a Percentage of Poverty Guideline												
At or below 100 percent	2,164	66.7	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
0 percent (no gross income)	786	24.2	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
1–50 percent	489	15.1	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
51–100 percent	889	27.4	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Over 100 percent	475	14.7	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
101–130 percent	349	10.8	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
131 percent or higher	126	3.9	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Missing	603	18.6	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

Source: Insight tabulations of data submitted by Florida's DCF, Michigan's DHS, Nevada's DWSS, and Texas's HHSC. Michigan was unable to provide any information by expedited status, so it is not included in the table.

^a Florida was not able to provide income amounts for denied cases for applicants interviewed at a local SNAP office. Therefore, Florida income data for SNAP-office interviewed cases are not shown. See Table D.8 for income amounts for approved cases. In Florida, SNAP interviews were conducted by a centralized call center rather than by the SNAP office.

^b Nevada was not able to provide any demographic or income data for its SNAP applicants interviewed by CBO or local SNAP offices.

^c Texas was not able to provide any demographic or income data for denied cases interviewed at CBO or local SNAP offices. Therefore, all of Texas's data can be found in Table D.8.

Notes: NA denotes data not available. See State-specific footnotes for details.

Table D.7.
**Characteristics of SNAP Applicant Households by Interview Site (CBO or SNAP Office) in Demonstration Counties,
By State, Expedited Applications**

Household Characteristic	Florida ^a				Nevada ^b				Texas ^c			
	CBO		SNAP Office		CBO		SNAP Office		CBO		SNAP Office	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Expedited Applications	2,705	100.0	130,989	100.0	7,842	100.0	60,803	100.0	11,806	100.0	152,146	100.0
Household Size												
1 member	2,259	83.5	95,196	72.7	NA	NA	NA	NA	NA	NA	NA	NA
2–3 members	341	12.6	27,370	20.9	NA	NA	NA	NA	NA	NA	NA	NA
4–5 members	88	3.3	7,457	5.7	NA	NA	NA	NA	NA	NA	NA	NA
6 or more members	17	0.6	966	0.7	NA	NA	NA	NA	NA	NA	NA	NA
Missing	0	0.0	0	0.0	NA	NA	NA	NA	NA	NA	NA	NA
Average Household Size (persons)	1.3	NA	1.5	NA	NA	NA	NA	NA	NA	NA	NA	NA
Household Composition												
With children (under age 18)	400	14.8	33,778	25.8	NA	NA	NA	NA	NA	NA	NA	NA
Preschool-age children (ages 0–4)	195	7.2	18,187	13.9	NA	NA	NA	NA	NA	NA	NA	NA
School-age children (ages 5–17)	279	10.3	21,676	16.5	NA	NA	NA	NA	NA	NA	NA	NA
Single adult with children	153	5.7	17,297	13.2	NA	NA	NA	NA	NA	NA	NA	NA
No children	2,305	85.2	97,211	74.2	NA	NA	NA	NA	NA	NA	NA	NA
Single adult	2,192	81.0	90,961	69.4	NA	NA	NA	NA	NA	NA	NA	NA
With elderly individuals (age 60+)	187	6.9	5,783	4.4	NA	NA	NA	NA	NA	NA	NA	NA
No elderly individuals	2,518	93.1	125,206	95.6	NA	NA	NA	NA	NA	NA	NA	NA
Missing	0	0.0	0	0.0	NA	NA	NA	NA	NA	NA	NA	NA
Age of Household Head												
Less than 25	211	7.8	31,199	23.8	NA	NA	NA	NA	NA	NA	NA	NA
25–44	1,016	37.6	63,409	48.4	NA	NA	NA	NA	NA	NA	NA	NA
45–59	1,279	47.3	30,562	23.3	NA	NA	NA	NA	NA	NA	NA	NA
60+	199	7.4	5,819	4.4	NA	NA	NA	NA	NA	NA	NA	NA
Gross Income as a Percentage of Poverty Guideline												
At or below 100 percent	2,665	98.5	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
0 percent (no gross income)	2,139	79.1	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
1–50 percent	327	12.1	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
51–100 percent	199	7.4	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Over 100 percent	35	1.3	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
101–130 percent	28	1.0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
131 percent or higher	7	0.3	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Missing	5	0.2	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

Source: Insight tabulations of data submitted by Florida's DCF, Michigan's DHS, Nevada's DWSS, and Texas's HHSC. Michigan was unable to provide any information by expedited status, so it is not included in the table.

^a Florida was not able to provide income amounts for denied cases for applicants interviewed at a local SNAP office. Therefore, Florida income data for SNAP-office interviewed cases are not shown. See Table D.8 for income amounts for approved cases. In Florida, SNAP interviews were conducted by a centralized call center rather than by the SNAP office.

^b Nevada was not able to provide any demographic or income data for its SNAP applicants interviewed by CBO or local SNAP offices.

^c Texas was not able to provide any demographic or income data for denied cases interviewed at CBO or local SNAP offices. Therefore, all of Texas's data can be found in Table D.8.

Notes: NA denotes data not available. See State-specific footnotes for details.

Table D.8.
Characteristics of SNAP Applicant Households by Interview Site (CBO or SNAP Office) in Demonstration Counties,
By Approvals and Denials and State, Total Applications

Characteristic	Florida ^a								Michigan ^b							
	CBO				SNAP Office				CBO				SNAP Office			
	Approvals		Denials		Approvals		Denials		Approvals		Denials		Approvals		Denials	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Total SNAP Applications	5,202	100.0	745	100.0	288,542	100.0	112,052	100.0	604	100.0	124	100.0	15,392	100.0	4,652	100.0
Household Size																
1 member	3,945	75.8	274	36.8	172,816	59.9	45,105	40.3	537	88.9	85	68.5	12,698	82.5	2,314	49.7
2–3 members	890	17.1	305	40.9	80,375	27.9	44,979	40.1	67	11.1	35	28.2	2,500	16.2	1,807	38.8
4–5 members	295	5.7	132	17.7	29,968	10.4	18,745	16.7	0	0.0	3	2.4	159	1.0	393	8.4
6 or more members	72	1.4	34	4.6	5,383	1.9	3,223	2.9	0	0.0	1	0.8	35	0.2	138	3.0
Missing	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Average Household Size (persons)	1.5	NA	2.4	NA	1.8	NA	2.3	NA	1.1	NA	1.5	NA	1.2	NA	2.0	NA
Household Composition																
With children (under age 18)	1,127	21.7	320	43.0	106,203	36.8	52,614	47.0	4	0.7	7	5.6	556	3.6	636	13.7
Preschool-age children (ages 0–4)	546	10.5	114	15.3	56,609	19.6	28,019	25.0	0	0.0	1	0.8	84	0.5	155	3.3
School-age children (ages 5–17)	826	15.9	256	34.4	73,276	25.4	35,495	31.7	4	0.7	6	4.8	512	3.3	566	12.2
Single adult with children	423	8.1	107	14.4	51,175	17.7	23,210	20.7	3	0.5	0	0.0	294	1.9	127	2.7
No children	4,075	78.3	425	57.0	182,339	63.2	59,438	53.0	600	99.3	117	94.4	14,836	96.4	4,016	86.3
Single Adult	3,785	72.8	271	36.4	163,636	56.7	44,496	39.7	537	88.9	85	68.5	12,696	82.5	2,314	49.7
With elderly individuals (age 60+)	613	11.8	169	22.7	23,745	8.2	11,084	9.9	604	100.0	124	100.0	15,369	99.9	4,652	100.0
No elderly individuals	4,589	88.2	576	77.3	264,797	91.8	100,968	90.1	0	0.0	0	0.0	0	0.0	0	0.0
Missing	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	23	0.1	0.0	0.0
Age of Household Head																
Less than 25	347	6.7	72	9.7	55,963	19.4	30,397	27.1	0	0.0	0	0.0	0	0.0	0	0.0
25–44	1,834	35.3	280	37.6	141,614	49.1	52,307	46.7	0	0.0	0	0.0	0	0.0	0	0.0
45–59	2,376	45.7	247	33.2	67,943	23.5	19,948	17.8	0	0.0	0	0.0	0	0.0	0	0.0
60+	645	12.4	146	19.6	23,022	8.0	9,400	8.4	604	100.0	124	100.0	15,392	100.0	4,652	100.0
Missing	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Monthly SNAP Benefit Amount																
\$50 or less	270	5.2	NA	NA	15,278	5.3	NA	NA	190	31.5	NA	NA	3,134	20.4	NA	NA
\$51–\$100	268	5.2	NA	NA	14,093	4.9	NA	NA	81	13.4	NA	NA	1,106	7.2	NA	NA
\$101–\$200	2,429	46.7	NA	NA	136,233	47.2	NA	NA	308	51.0	NA	NA	9,597	62.4	NA	NA
\$201–300	1,364	26.2	NA	NA	44,017	15.3	NA	NA	8	1.3	NA	NA	337	2.2	NA	NA
\$301–400	289	5.6	NA	NA	30,809	10.7	NA	NA	15	2.5	NA	NA	933	6.1	NA	NA
\$401 or more	582	11.2	NA	NA	48,112	16.7	NA	NA	2	0.3	NA	NA	285	1.9	NA	NA
Average SNAP Benefit	252.6	NA	NA	NA	262.3	NA	NA	NA	118.3	NA	NA	NA	159.1	NA	NA	NA

Characteristic	Florida ^a								Michigan ^b							
	CBO				SNAP Office				CBO				SNAP Office			
	Approvals		Denials		Approvals		Denials		Approvals		Denials		Approvals		Denials	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Monthly SNAP Benefit As a Percentage of Maximum Benefit																
25 percent or less	320	6.2	NA	NA	21,100	7.3	NA	NA	194	32.1	NA	NA	3,309	21.5	NA	NA
26–50 percent	428	8.2	NA	NA	30,642	10.6	NA	NA	86	14.2	NA	NA	1,281	8.3	NA	NA
51–75 percent	1,112	21.4	NA	NA	107,511	37.3	NA	NA	89	14.7	NA	NA	2,215	14.4	NA	NA
76–99 percent	1,010	19.4	NA	NA	45,075	15.6	NA	NA	79	13.1	NA	NA	1,962	12.7	NA	NA
Maximum benefit	813	15.6	NA	NA	32,797	11.4	NA	NA	156	25.8	NA	NA	6,625	43.0	NA	NA
Benefits exceeding the maximum	1,519	29.2	NA	NA	51,417	17.8	NA	NA	124	20.5	NA	NA	4,652	30.2	NA	NA
Gross Income as a Percentage of Poverty Guideline																
At or below 100 percent	4,726	90.8	103	13.8	249,940	86.6	NA	NA	208	34.4	NA	NA	9,355	60.8	NA	NA
0 percent (no gross income)	2,925	56.2	0	0.0	134,111	46.5	NA	NA	31	5.1	NA	NA	1,907	12.4	NA	NA
1–50 percent	762	14.6	54	7.2	46,306	16.0	NA	NA	18	3.0	NA	NA	955	6.2	NA	NA
51–100 percent	1,039	20.0	49	6.6	69,523	24.1	NA	NA	159	26.3	NA	NA	6,493	42.2	NA	NA
Over 100 percent	476	9.2	34	4.6	38,602	13.4	NA	NA	396	65.6	NA	NA	6,037	39.2	NA	NA
101–130 percent	350	6.7	27	3.6	25,457	8.8	NA	NA	170	28.1	NA	NA	2,842	18.5	NA	NA
131 percent or higher	126	2.4	7	0.9	13,145	4.6	NA	NA	226	37.4	NA	NA	3,195	20.8	NA	NA
Missing	0	0.0	608	81.6	0	0.0	112,052	100.0	0	0.0	124	100.0	0	0.0	4,652	100.0

Table D.8.
Characteristics of SNAP Applicant Households by Interview Site (CBO or SNAP Office) in Demonstration Counties,
By Approvals and Denials and State, Total Applications (continued)

Characteristic	Nevada ^c								Texas ^d							
	CBO				SNAP Office				CBO				SNAP Office			
	Approvals		Denials		Approvals		Denials		Approvals		Denials		Approvals		Denials	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Total SNAP Applications	14,326	100.0	1,807	100.0	132,749	100.0	55,922	100.0	35,846	100.0	8,061	100.0	460,011	100.0	103,325	100.0
Household Size																
1 member	NA	NA	NA	NA	NA	NA	NA	NA	16,429	45.8	NA	NA	164,208	35.7	NA	NA
2–3 members	NA	NA	NA	NA	NA	NA	NA	NA	12,768	35.6	NA	NA	187,776	40.8	NA	NA
4–5 members	NA	NA	NA	NA	NA	NA	NA	NA	4,549	12.7	NA	NA	83,031	18.0	NA	NA
6 or more members	NA	NA	NA	NA	NA	NA	NA	NA	928	2.6	NA	NA	15,864	3.4	NA	NA
Missing	14,326	100.0	1,807	100.0	132,749	100.0	55,922	100.0	1,172	3.3	8,061	100.0	9,132	2.0	103,325	100.0
Average Household Size (persons)	NA	NA	NA	NA	NA	NA	NA	NA	2.1	NA	NA	NA	2.4	NA	NA	NA
Household Composition																
With children (under age 18)	NA	NA	NA	NA	NA	NA	NA	NA	18,619	51.9	NA	NA	284,256	61.8	NA	NA
Preschool-age children (ages 0–4)	NA	NA	NA	NA	NA	NA	NA	NA	11,062	30.9	NA	NA	160,310	34.8	NA	NA
School-age children (ages 5–17)	NA	NA	NA	NA	NA	NA	NA	NA	12,935	36.1	NA	NA	202,809	44.1	NA	NA
Single adult with children	NA	NA	NA	NA	NA	NA	NA	NA	7,753	21.6	NA	NA	170,956	37.2	NA	NA
No children	NA	NA	NA	NA	NA	NA	NA	NA	17,227	48.1	NA	NA	175,755	38.2	NA	NA
Single Adult	NA	NA	NA	NA	NA	NA	NA	NA	13,744	38.3	NA	NA	146,437	31.8	NA	NA
With elderly individuals (age 60+)	NA	NA	NA	NA	NA	NA	NA	NA	3,529	9.8	NA	NA	22,831	5.0	NA	NA
No elderly individuals	NA	NA	NA	NA	NA	NA	NA	NA	31,276	87.3	NA	NA	429,436	93.4	NA	NA
Missing	14,326	100.0	1,807	100.0	132,749	100.0	55,922	100.0	1,041	2.9	8,061	100.0	7,744	1.7	103,325	100.0
Age of Household Head																
Less than 25	NA	NA	NA	NA	NA	NA	NA	NA	5,257	14.7	NA	NA	95,097	20.7	NA	NA
25–44	NA	NA	NA	NA	NA	NA	NA	NA	17,198	48.0	NA	NA	251,339	54.6	NA	NA
45–59	NA	NA	NA	NA	NA	NA	NA	NA	8,713	24.3	NA	NA	82,237	17.9	NA	NA
60+	NA	NA	NA	NA	NA	NA	NA	NA	3,637	10.1	NA	NA	23,594	5.1	NA	NA
Missing	14,326	100.0	1,807	100.0	132,749	100.0	55,922	100.0	1,041	2.9	8,061	100.0	7,744	1.7	103,325	100.0
Monthly SNAP Benefit Amount																
\$50 or less	1,945	13.6	NA	NA	60,105.0	45.3	NA	NA	3,918	10.9	NA	NA	24,990	5.4	NA	NA
\$51–\$100	732	5.1	NA	NA	14,462	10.9	NA	NA	2,047	5.7	NA	NA	19,561	4.3	NA	NA
\$101–\$200	9,237	64.5	NA	NA	33,285	25.1	NA	NA	14,783	41.2	NA	NA	164,386	35.7	NA	NA
\$201–300	480	3.4	NA	NA	5,589	4.2	NA	NA	2,628	7.3	NA	NA	34,285	7.5	NA	NA
\$301–400	4,059	28.3	NA	NA	5,475	4.1	NA	NA	5,475	15.3	NA	NA	86,110	18.7	NA	NA
\$401 or more	873	6.1	NA	NA	5,955	4.5	NA	NA	5,955	16.6	NA	NA	122,946	26.7	NA	NA
Average SNAP Benefit	198.4	NA	NA	NA	109.2	NA	NA	NA	259.8	NA	NA	NA	320.9	NA	NA	NA

Characteristic	Nevada ^c								Texas ^d								
	CBO				SNAP Office				CBO				SNAP Office				
	Approvals		Denials		Approvals		Denials		Approvals		Denials		Approvals		Denials		
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
Monthly SNAP Benefit As a Percentage of Maximum Benefit																	
25 percent or less	NA	NA	NA	NA	NA	NA	NA	NA	NA	5,258	14.7	NA	NA	39,805	8.7	NA	NA
26–50 percent	NA	NA	NA	NA	NA	NA	NA	NA	NA	4,212	11.8	NA	NA	49,486	10.8	NA	NA
51–75 percent	NA	NA	NA	NA	NA	NA	NA	NA	NA	4,817	13.4	NA	NA	65,369	14.2	NA	NA
76–99 percent	NA	NA	NA	NA	NA	NA	NA	NA	NA	4,745	13.2	NA	NA	71,624	15.6	NA	NA
Maximum benefit	NA	NA	NA	NA	NA	NA	NA	NA	NA	15,638	43.6	NA	NA	224,438	48.8	NA	NA
Benefits exceeding the maximum	NA	NA	NA	NA	NA	NA	NA	NA	NA	4	0.0	NA	NA	160	0.0	NA	NA
Gross Income as a Percentage of Poverty Guideline																	
At or below 100 percent	NA	NA	NA	NA	NA	NA	NA	NA	NA	27,053	75.5	NA	NA	371,639	80.8	NA	NA
0 percent (no gross income)	NA	NA	NA	NA	NA	NA	NA	NA	NA	10,812	30.2	NA	NA	161,664	35.1	NA	NA
1–50 percent	NA	NA	NA	NA	NA	NA	NA	NA	NA	5,827	16.3	NA	NA	86,525	18.8	NA	NA
51–100 percent	NA	NA	NA	NA	NA	NA	NA	NA	NA	10,414	29.1	NA	NA	123,450	26.8	NA	NA
Over 100 percent	NA	NA	NA	NA	NA	NA	NA	NA	NA	7,752	21.6	NA	NA	80,628	17.5	NA	NA
101–130 percent	NA	NA	NA	NA	NA	NA	NA	NA	NA	4,685	13.1	NA	NA	50,123	10.9	NA	NA
131 percent or higher	NA	NA	NA	NA	NA	NA	NA	NA	NA	3,067	8.6	NA	NA	30,505	6.6	NA	NA
Missing	14,326	100.0	1,807	100.0	132,749	100.0	55,922	100.0	NA	1,041	2.9	8,061	100.0	7,744	1.7	103,325	100.0

Source: Insight tabulations of data submitted by Florida’s DCF, Michigan’s DHS, Nevada’s DWSS, and Texas’s HHSC.

^a Florida was not able to provide income amounts for denied cases for applicants interviewed at a local SNAP office. SNAP interviews were conducted by a centralized call center rather than by the SNAP office.

^b The Michigan CBO population (ELM) is restricted to applicants age 60 and older. For comparability purposes, we also restricted the Michigan local SNAP office data to applicants age 60 and older. Michigan was not able to provide income amounts for denied cases for applicants interviewed at CBO or local SNAP offices.

^c Nevada was not able to provide any demographic or income data for its SNAP applicants interviewed by CBO or local SNAP offices.

^d Texas was not able to provide any demographic or income data for denied cases interviewed at CBO or local SNAP offices. Therefore, all of Texas’s data are for approved cases only.

Notes: NA denotes data not available. See State-specific footnotes for details.

Table D.9.
Characteristics of SNAP Applicant Households by Interview Site (CBO or SNAP Office) in Demonstration Counties,
By Approvals and Denials and State, Nonexpedited Applications

Characteristic	Florida ^a								Nevada ^b						Texas ^c					
	CBO				SNAP Office				CBO			SNAP Office			CBO			SNAP Office		
	Approvals		Denials		Approvals		Denials		Approvals	Denials	Approvals	Denials	Approvals	Denials	Approvals	Denials	Approvals	Denials		
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Nonexpedited Applications	2,504	100.0	738	100.0	158,549	100.0	111,056	100.0	6,599	100.0	1,690	100.0	71,946	100.0	24,070	100.0	8,031	100.0	308,429	100.0
Household Size																				
1 member	1,690	67.5	270	36.6	78,075	49.2	44,650	40.2	NA	NA	NA	NA	NA	NA	9,404	39.1	NA	NA	87,887	28.5
2–3 members	552	22.0	302	40.9	53,397	33.7	44,587	40.1	NA	NA	NA	NA	NA	NA	9,794	40.7	NA	NA	137,718	44.7
4–5 members	207	8.3	132	17.9	22,625	14.3	18,631	16.8	NA	NA	NA	NA	NA	NA	3,754	15.6	NA	NA	66,955	21.7
6 or more members	55	2.2	34	4.6	4,452	2.8	3,188	2.9	NA	NA	NA	NA	NA	NA	794	3.3	NA	NA	13,418	4.4
Missing	0	0.0	0	0.0	0	0.0	0	0.0	6,599	100.0	1,690	100.0	71,946	100.0	324	1.3	8,031	100.0	2,451	0.8
Average Household Size (persons)	1.7	NA	2.4	NA	2.1	NA	2.3	NA	NA	NA	NA	NA	NA	NA	2.3	NA	NA	NA	2.6	NA
Household Composition																				
With children (under age 18)	728	29.1	319	43.2	72,879	46.0	52,160	47.0	NA	NA	NA	NA	NA	NA	14,580	60.6	NA	NA	216,731	70.3
Preschool-age children (ages 0–4)	351	14.0	144	19.5	38,697	24.4	27,744	25.0	NA	NA	NA	NA	NA	NA	8,624	35.8	NA	NA	121,811	39.5
School-age children (ages 5–17)	548	21.9	255	34.6	51,869	32.7	35,226	31.7	NA	NA	NA	NA	NA	NA	10,377	43.1	NA	NA	158,066	51.2
Single adult with children	271	10.8	106	14.4	34,122	21.5	22,966	20.7	NA	NA	NA	NA	NA	NA	5,629	23.4	NA	NA	123,825	40.1
No children	1,776	70.9	419	56.8	85,670	54.0	58,896	53.0	6,599	100.0	1,690	100.0	71,946	100.0	9,490	39.4	8,031	100.0	91,698	29.7
Single adult	1,597	63.8	267	36.2	73,116	46.1	44,055	39.7	NA	NA	NA	NA	NA	NA	7,313	30.4	NA	NA	73,981	24.0
With elderly individuals (age 60+)	429	17.1	166	22.5	18,013	11.4	11,033	9.9	NA	NA	NA	NA	NA	NA	3,122	13.0	NA	NA	19,957	6.5
No elderly individuals	2,075	82.9	572	77.5	140,536	88.6	100,023	90.1	NA	NA	NA	NA	NA	NA	20,671	85.9	NA	NA	286,646	92.9
Missing	0	0.0	0	0.0	0	0.0	0	0.0	NA	NA	NA	NA	NA	NA	277	1.2	NA	NA	1,826	0.6
Age of Household Head																				
Less than 25	136	5.4	72	9.8	25,105	15.8	30,056	27.1	NA	NA	NA	NA	NA	NA	3,313	13.8	NA	NA	60,105	19.5
25–44	820	32.7	278	37.7	78,661	49.6	51,851	46.7	NA	NA	NA	NA	NA	NA	12,224	50.8	NA	NA	176,661	57.3
45–59	1,099	43.9	245	33.2	37,537	23.7	19,792	17.8	NA	NA	NA	NA	NA	NA	5,127	21.3	NA	NA	49,790	16.1
60+	449	17.9	143	19.4	17,246	10.9	9,357	8.4	NA	NA	NA	NA	NA	NA	3,129	13.0	NA	NA	20,047	6.5
Missing	0	0.0	0	0.0	0	0.0	0	0.0	6,599	100.0	1,690	100.0	71,946	100.0	277	1.2	8,031	100.0	1,826	0.6
Monthly SNAP Benefit Amount																				
\$50 or less	269	10.7	NA	NA	14,753	9.3	NA	NA	1,829	27.7	NA	NA	14,795	20.6	3,844	16.0	NA	NA	24,165	7.8
\$51–\$100	252	10.1	NA	NA	12,756	8.0	NA	NA	684	10.4	NA	NA	5,756	8.0	2,010	8.4	NA	NA	18,942	6.1
\$101–\$200	1,121	44.8	NA	NA	55,417	35.0	NA	NA	2,467	37.4	NA	NA	13,439	18.7	7,689	31.9	NA	NA	87,038	28.2
\$201–300	332	13.3	NA	NA	21,403	13.5	NA	NA	405	6.1	NA	NA	36,778	51.1	2,536	10.5	NA	NA	32,980	10.7
\$301–400	191	7.6	NA	NA	20,522	12.9	NA	NA	650	9.8	NA	NA	4,467	6.2	3,672	15.3	NA	NA	57,360	18.6
\$401 or more	339	13.5	NA	NA	33,698	21.3	NA	NA	564	8.5	NA	NA	3,928	5.5	4,042	16.8	NA	NA	86,123	27.9
Average SNAP Benefit	239.9	NA	NA	NA	284.2	NA	NA	NA	177.4	NA	NA	NA	163.5	NA	242.5	NA	NA	NA	313.2	NA

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Characteristic	Florida ^a								Nevada ^b						Texas ^c					
	CBO				SNAP Office				CBO			SNAP Office			CBO			SNAP Office		
	Approvals		Denials		Approvals		Denials		Approvals		Denials	Approvals		Denials	Approvals		Denials	Approvals		
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Monthly SNAP Benefit As a Percentage of Maximum Benefit																				
25 percent or less	316	12.6	NA	NA	20,098	12.7	NA	NA	NA	NA	NA	NA	NA	NA	5,165	21.5	NA	NA	38,641	12.5
26–50 percent	381	15.2	NA	NA	25,906	16.3	NA	NA	NA	NA	NA	NA	NA	NA	4,112	17.1	NA	NA	47,907	15.5
51–75 percent	444	17.7	NA	NA	39,386	24.8	NA	NA	NA	NA	NA	NA	NA	NA	4,551	18.9	NA	NA	61,794	20.0
76–99 percent	370	14.8	NA	NA	19,073	12.0	NA	NA	NA	NA	NA	NA	NA	NA	4,320	17.9	NA	NA	64,470	20.9
Maximum benefit	604	24.1	NA	NA	25,224	15.9	NA	NA	NA	NA	NA	NA	NA	NA	5,595	23.2	NA	NA	93,019	30.2
Benefits exceeding the maximum	389	15.5	NA	NA	28,862	18.2	NA	NA	NA	NA	NA	NA	NA	NA	3	0.0	NA	NA	147	0.0
Gross Income as a Percentage of Poverty Guideline																				
At or below 100 percent	2,063	82.4	101	13.7	122,635	77.3	NA	NA	NA	NA	NA	NA	NA	NA	16,218	67.4	NA	NA	228,407	74.1
0 percent (no gross income)	786	31.4	0	0.0	42,385	26.7	NA	NA	NA	NA	NA	NA	NA	NA	2,203	9.2	NA	NA	47,109	15.3
1–50 percent	435	17.4	54	7.3	25,290	16.0	NA	NA	NA	NA	NA	NA	NA	NA	4,269	17.7	NA	NA	65,935	21.4
51–100 percent	842	33.6	47	6.4	54,960	34.7	NA	NA	NA	NA	NA	NA	NA	NA	9,746	40.5	NA	NA	115,363	37.4
Over 100 percent	441	17.6	34	4.6	35,914	22.7	NA	NA	NA	NA	NA	NA	NA	NA	7,575	31.5	NA	NA	78,196	25.4
101–130 percent	322	12.9	27	3.7	23,433	14.8	NA	NA	NA	NA	NA	NA	NA	NA	4,567	19.0	NA	NA	48,474	15.7
131 percent or higher	119	4.8	7	0.9	12,481	7.9	NA	NA	NA	NA	NA	NA	NA	NA	3,008	12.5	NA	NA	29,722	9.6
Missing	0	0.0	603	81.7	0	0.0	111,056	100.0	6,599	100.0	1,690	100.0	71,946	100.0	277	1.2	8,031	100.0	1,826	0.6

Source: *Insight tabulations of data submitted by Florida’s DCF, Michigan’s DHS, Nevada’s DWSS, and Texas’s HHSC. Michigan was unable to provide any information by expedited status, so it is not included in the table.*

^a *Florida was not able to provide income amounts for denied cases for applicants interviewed at a local SNAP office. SNAP interviews were conducted by a centralized call center rather than by the SNAP office.*

^b *Nevada was not able to provide any demographic or income data for its SNAP applicants interviewed by CBO or local SNAP offices.*

^c *Texas was not able to provide any demographic or income data for denied cases interviewed at CBO or local SNAP offices. Therefore, all data for Texas are for approved cases only.*

Notes: *NA denotes data not available. See State-specific footnotes for details.*

Table D.10.
Characteristics of SNAP Applicant Households by Interview Site (CBO or SNAP Office) in Demonstration Counties,
By Approvals and Denials and State, Expedited Applications

Characteristic	Florida ^a								Nevada ^b						Texas ^c					
	CBO				SNAP Office				CBO			SNAP Office			CBO			SNAP Office		
	Approvals		Denials		Approvals		Denials		Approvals		Denials	Approvals		Denials	Approvals		Denials	Approvals		
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Expedited Applications	2,698	100.0	7	100.0	129,993	100.0	996	100.0	7,725	100.0	117	100.0	60,803	100.0	11,776	100.0	30	100.0	151,582	100.0
Household Size																				
1 member	2,255	83.6	4	57.1	94,741	72.9	455	45.7	NA	NA	NA	NA	NA	NA	7,025	59.7	NA	NA	76,321	50.3
2–3 members	338	12.5	3	42.9	26,978	20.8	392	39.4	NA	NA	NA	NA	NA	NA	2,974	25.3	NA	NA	50,058	33.0
4–5 members	88	3.3	0	0.0	7,343	5.6	114	11.4	NA	NA	NA	NA	NA	NA	795	6.8	NA	NA	16,076	10.6
6 or more members	17	0.6	0	0.0	931	0.7	35	3.5	NA	NA	NA	NA	NA	NA	134	1.1	NA	NA	2,446	1.6
Missing	0	0.0	0	0.0	0	0.0	0	0.0	7,725	100.0	117	100.0	60,803	100.0	848	7.2	30		6,681	4.4
Average Household Size (persons)	1.3	0.0	1.4	20.4	1.5	0.0	2.1	0.2	NA	NA	NA	NA	NA	NA	1.7	0.0	NA	NA	1.9	0.0
Household Composition																				
With children (under age 18)	399	14.8	1	14.3	33,324	25.6	454	45.6	NA	NA	NA	NA	NA	NA	4,039	34.3	NA	NA	67,525	44.5
Preschool-age children (ages 0–4)	195	7.2	0	0.0	17,912	13.8	275	27.6	NA	NA	NA	NA	NA	NA	2,438	20.7	NA	NA	38,499	25.4
School-age children (ages 5–17)	278	10.3	1	14.3	21,407	16.5	269	27.0	NA	NA	NA	NA	NA	NA	2,558	21.7	NA	NA	44,743	29.5
Single adult with children	152	5.6	1	14.3	17,053	13.1	244	24.5	NA	NA	NA	NA	NA	NA	2,124	18.0	NA	NA	47,131	31.1
No children	2,299	85.2	6	85.7	96,669	74.4	542	54.4	7,725	100.0	117	100.0	60,803	100.0	7,737	65.7	30		84,057	55.5
Single adult	2,188	81.1	4	57.1	90,520	69.6	441	44.3	NA	NA	NA	NA	NA	NA	6,431	54.6	NA	NA	72,456	47.8
With elderly individuals (age 60+)	184	6.8	3	42.9	5,732	4.4	51	5.1	NA	NA	NA	NA	NA	NA	407	3.5	NA	NA	2,874	1.9
No elderly individuals	2,514	93.2	4	57.1	124,261	95.6	945	94.9	NA	NA	NA	NA	NA	NA	10,605	90.1	NA	NA	142,790	94.2
Missing	0	0.0	0	0.0	0	0.0	0	0.0	NA	NA	NA	NA	NA	NA	764	6.5	NA	NA	5,918	3.9
Age of Household Head																				
Less than 25	211	7.8	0	0.0	30,858	23.7	341	34.2	NA	NA	NA	NA	NA	NA	1,944	16.5	NA	NA	34,992	23.1
25–44	1,014	37.6	2	28.6	62,953	48.4	456	45.8	NA	NA	NA	NA	NA	NA	4,974	42.2	NA	NA	74,678	49.3
45–59	1,277	47.3	2	28.6	30,406	23.4	156	15.7	NA	NA	NA	NA	NA	NA	3,586	30.5	NA	NA	32,447	21.4
60+	196	7.3	3	42.9	5,776	4.4	43	4.3	NA	NA	NA	NA	NA	NA	508	4.3	NA	NA	3,547	2.3
Missing	0	0.0	0	0.0	0	0.0	0	0.0	7,725	100.0	117	100.0	60,803	100.0	764	6.5	30	NA	5,918	3.9
Monthly SNAP Benefit Amount																				
\$50 or less	1	0.0	NA	NA	525	0.4	NA	NA	116	1.5	NA	NA	5,844	9.6	74	0.6	NA	NA	825	0.5
\$51–\$100	16	0.6	NA	NA	1,337	1.0	NA	NA	47	0.6	NA	NA	8,406	13.8	37	0.3	NA	NA	619	0.4
\$101–\$200	1,308	48.5	NA	NA	80,816	62.2	NA	NA	6,770	87.6	NA	NA	19,846	32.6	7,094	60.2	NA	NA	77,348	51.0
\$201–300	1,032	38.3	NA	NA	22,614	17.4	NA	NA	74	1.0	NA	NA	1,911	3.1	92	0.8	NA	NA	1,305	0.9
\$301–400	98	3.6	NA	NA	10,287	7.9	NA	NA	409	5.3	NA	NA	2,092	3.4	1,803	15.3	NA	NA	28,750	19.0
\$401 or more	243	9.0	NA	NA	14,414	11.1	NA	NA	309	4.0	NA	NA	1,867	3.1	1,913	16.2	NA	NA	38,823	25.6

*An Assessment of the Roles and Effectiveness Of
Community-Based Organizations in the Supplemental Nutrition Assistance Program*

Characteristic	Florida ^a								Nevada ^b						Texas ^c					
	CBO				SNAP Office				CBO			SNAP Office			CBO			SNAP Office		
	Approvals		Denials		Approvals		Denials		Approvals		Denials	Approvals		Denials	Approvals		Denials	Approvals		
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Average SNAP benefit	245.2	NA	NA	NA	235.6	NA	NA	NA	216.4	NA	NA	NA	154.1	NA	297.4	NA	NA	NA	337	NA
Monthly SNAP Benefit As a Percentage of Maximum Benefit																				
25 percent or less	4	0.1	NA	NA	1,002	0.8	NA	NA	NA	NA	NA	NA	NA	NA	93	0.8	NA	NA	1,164	0.8
26–50 percent	47	1.7	NA	NA	4,736	3.6	NA	NA	NA	NA	NA	NA	NA	NA	100	0.8	NA	NA	1,576	1.0
51–75 percent	668	24.8	NA	NA	68,125	52.4	NA	NA	NA	NA	NA	NA	NA	NA	266	2.3	NA	NA	3,575	2.4
76–99 percent	640	23.7	NA	NA	26,002	20.0	NA	NA	NA	NA	NA	NA	NA	NA	425	3.6	NA	NA	7,154	4.7
Maximum benefit	209	7.7	NA	NA	7,573	5.8	NA	NA	NA	NA	NA	NA	NA	NA	10,043	85.3	NA	NA	131,419	86.7
Benefits exceeding the maximum	1,130	41.9	NA	NA	22,555	17.4	NA	NA	NA	NA	NA	NA	NA	NA	878	7.5	NA	NA	7,245	4.8
Gross Income as a Percentage of Poverty Guideline																				
At or below 100 percent	2,663	98.7	2	28.6	127,305	97.9	NA	NA	NA	NA	NA	NA	NA	NA	10,835	92.0	NA	NA	143,232	94.5
0 percent (no gross income)	2,139	79.3	0	0.0	91,726	70.6	NA	NA	NA	NA	NA	NA	NA	NA	8,609	73.1	NA	NA	114,555	75.6
1–50 percent	327	12.1	0	0.0	21,016	16.2	NA	NA	NA	NA	NA	NA	NA	NA	1,558	13.2	NA	NA	20,590	13.6
51–100 percent	197	7.3	2	28.6	14,563	11.2	NA	NA	NA	NA	NA	NA	NA	NA	668	5.7	NA	NA	8,087	5.3
Over 100 percent	35	1.3	0	0.0	2,688	2.1	NA	NA	NA	NA	NA	NA	NA	NA	177	1.5	NA	NA	2,432	1.6
101–130 percent	28	1.0	0	0.0	2,024	1.6	NA	NA	NA	NA	NA	NA	NA	NA	118	1.0	NA	NA	1,649	1.1
131 percent or higher	7	0.3	0	0.0	664	0.5	NA	NA	NA	NA	NA	NA	NA	NA	59	0.5	NA	NA	783	0.5
Missing	0	0.0	5	71.4	0	0.0	996	100.0	7,725	100.0	117	100.0	60,803	100.0	764	6.5	30	100.0	5,918	3.9

Source: Insight tabulations of data submitted by Florida’s DCF, Michigan’s DHS, Nevada’s DWSS, and Texas’s HHSC. Michigan was unable to provide any information by expedited status, so it is not included in the table.

^a Florida was not able to provide income amounts for denied cases for applicants interviewed at a local SNAP office. SNAP interviews were conducted by a centralized call center rather than by the SNAP office.

^b Nevada was not able to provide any demographic or income data for its SNAP applicants interviewed by CBO or local SNAP offices.

^c Texas was not able to provide any demographic or income data for denied cases interviewed at CBO or local SNAP offices. Therefore, all of Texas’s data are for approved cases only.

Notes: NA denotes data not available. See State-specific footnotes for details.

Table D.11.
Payment and Case Error Rates by Interview Site (CBO or Statewide SNAP Office), by State

	Florida		Michigan		Nevada		Texas	
	CBO	Statewide	CBO	Statewide	CBO	Statewide	CBO	Statewide
Payment (dollar) error rate ^a	NA	NA	NA	NA	NA	NA	5.8	2.9
Case error rates								
Active case error rate ^b	1.2	1.3	NA	NA	1.0	12.1	7.5	6.8
Negative case error rate ^c	0.3	6.8	NA	NA	6.0	12.6	8.1	4.9

Source: Payment and case error rates for CBOs conducting SNAP interviews were obtained from evaluation reports that States are required to submit to FNS on a regular basis under the terms and conditions for operating the CPI demonstration projects. These reports were provided to Insight by FNS. We compared error rates for CBO-interviewed cases with reported statewide error rates over the same period based on 1) unpublished monthly reported payment error rates provided by FNS on January 27, 2014, and 2) published reported case error rates published in FNS's SNAP QC annual reports for relevant fiscal years (see Tables 8 and 9 in reports located at <http://www.fns.usda.gov/pd/SNAPmain.htm>).

^a Payment (dollar) error rates are the percentage of total approved benefits calculated incorrectly, including overpayments to eligible households, payments to ineligible households, and underpayments to eligible households. Only Michigan and Texas provided payment (dollar) error rates for applications submitted by CBOs.

Comparisons between CBO and local SNAP office payment error rates are based on 1) reported payment errors for CBO-interviewed applications in the State (in CBO demonstration counties across the months of the demonstrations) and 2) reported payment errors for all applications in the State over the months of the demonstration.

^b Active case error rates are the percentage of approved households with benefits calculated incorrectly, including overpayments to eligible households, payments to ineligible households, and underpayments to eligible households. Comparisons between CBO and local SNAP office active case error rates are based on 1) reported active case errors for CBO-interviewed applications in the State (in CBO demonstration counties across the months of the demonstrations), and 2) reported active case errors for all applications in the State over the fiscal years of the demonstration project (weighted by the number of months).

^c Negative case error rates are the percentage of households for whom benefits were denied or terminated incorrectly. The comparisons between CBO and local SNAP office negative case error rates are based on the same methodology as for the active case error rates. Thus, the comparisons between CBO and local SNAP office negative case error rates are based on 1) reported negative case errors for CBO-interviewed applications in the State (in CBO demonstration counties across the months of the demonstrations), and 2) reported negative case errors for all applications in the State over the fiscal years of the demonstration project (weighted by the number of months). Note that because the definition of SNAP QC negative error rates was changed for FY 2012, negative error rates for FY 2009–2011 are not comparable with negative error rates for FY 2012. Therefore, negative error rates are averaged over the 2009–2011 periods only.

Notes: Michigan was dropped from the error rate analysis because of concerns over whether its CBO error rates were calculated consistently with SNAP QC error rates. For example, Michigan used a lower tolerance level for determining CBO error rates in FY 2012 than was used for SNAP QC error rates (\$25 versus \$50). Florida and Nevada CBOs did not provide payment error rates. Because the statewide error rates cannot be separated into those for CBO-interviewed versus SNAP office-interviewed cases, our analysis compares CBO-based error rates for the specified demonstration counties with statewide SNAP QC-based error rates over the same period. NA denotes data not available.