Anchored in Service

Navigating Constituent Concerns

One Mission. Multiple Tools.
Stronger Service.

Presented by

Demetrice Liggins and Mark Mayfield

Agenda

Our Route Through Two Distinct Paths For Constituent Support

1. **Setting the Course**
   Why Constituent Service Matters
2. **Constituent Navigation Kit**
   The Tools That Guide the Work
3. **Constituent Correspondence Unit**
   Pathways, Process and Activity
4. **SNAP Hotline**
   History, Form, Referrals and Activity
5. **Working Together**
   LDSS Partnership and Follow-Through
6. **Q & A**

Setting the Course

Why Constituent Service Matters

Setting the Course

What does it mean to navigate a constituent concern?

The Starting Point

People contact us with questions, an unresolved local concern, a case issue, or an expected response they have not received.

The Work

Review the information, connect with the right partner, communicate clearly and follow up until the next step is known.

The Destination

Connect the constituent with an appropriate resource, a response, or a resolution.

Different concerns take different routes. Every route should have a purpose.

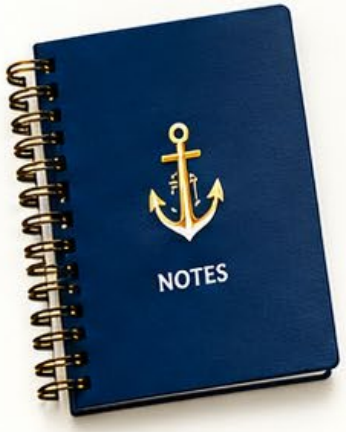
Constituent Navigation Kit

The Tools That Guide the Work

Your Constituent Navigation Kit

The tools we use to help constituents navigate their concerns.

NOTEBOOK
Listen & Capture



PEN
Act & Document

COMPASS
Guide & Direct

ANCHOR
Support & Stabilize

GOLD HANDSHAKE
Collaborate & Connect

NAVIGATION BAG
Equipped to Serve

No single tool can navigate every constituent concern. It takes the right tools, the right knowledge, and most importantly, people working together to help constituents find their way.

ANCHORED IN SERVICE • NAVIGATING CONSTITUENT CONCERNS

Constituent Correspondence Unit

Pathways, Process and Activity

CCU: What We Do

Constituent Correspondence Unit

CCU serves as an intermediary for public concerns about Benefit Programs.

Communicate

Provide guidance and updates to constituents through verbal and written communication in a timely manner.

Collaborate

Work with LDSS agencies and other partners to address constituent concerns in a timely manner.

Resolve

Help ensure clear resolutions and leave no unanswered questions in a timely manner.

Programs include SNAP, Medicaid, Energy Assistance, TANF and Child Care.

CCU Knowledge Check

CCU roles, programs and responsibilities

Which statement best describes CCU’s overall role when people have benefit program concerns?

Quiz

Q1

Approves benefits

Acts as intermediary ✓

Writes program policy

Processes applications

Kahoot question mock-up

Which benefit programs are commonly included when CCU navigates constituent inquiries and concerns?

Multi-select

Q2

SNAP and Medicaid ✓

Energy Assistance ✓

TANF VIEW Only

TANF and Child Care ✓

Kahoot question mock-up

CCU: How Concerns Arrive

Inquiry Pathways and Common Categories

Channels of Contact

- In Person
- Ask VDSS Portal (CRM 365 Dynamics)
- Email or Telephone: 804-726-7000
- Mail and Fax

Types of Concerns

- General Benefit Program Questions
- Program and Policy Information
- Individual Case Concerns
- Leadership and Legislative Escalations

Trending CCU Inquiries

Examples of Concerns CCU Receive

- Benefits Not Received or Delayed
- TANF Check Status
- Case Updates and Interview Rescheduling, Did Not Receive a Call for the Interview
- Renewal, Interim Report or Verification Follow-Up
- Calls or Emails Not Returned
- Policy, EBT Replacement Card and CommonHelp
- Medicaid Coverage Issues

CCU: Navigating an Inquiry

From First Contact Through a Clear Response

1. Receive

The concern arrives by phone, email, portal or another route.

2. Review

CCU researches the case and the information available.

3. Connect

CCU contacts the appropriate LDSS or program partner.

4. Follow Up

CCU circles back when a response has not arrived.

5. Resolve

Communicate the response and record the outcome.

↓

If no further case action is needed, CCU provides the resolution and closes the inquiry.

KEY IDEA **Inquiry → Action → Resolution**

CCU serves as a bridge between the constituent and the appropriate Benefit Programs resources.

CCU Process Check

From constituent contact to resolution

Which contact channels can constituents use when they first bring concerns to CCU staff?

Multi-select

Q3

- Ask VDSS Portal ✓
- Door-to-door visits
- Social media chat
- Mail or fax ✓

Kahoot question mock-up

Why does CCU carefully research the case before contacting LDSS or other partners?

Quiz

Q4

To avoid records

To reduce workload

To delay response

To establish case facts ✓

Kahoot question mock-up

How would CCU proceed when calls or emails about a case have not been returned?

Quiz

Q5

- Escalate appropriately ✓
- Advise client to wait
- Change program rules
- Close the inquiry

Kahoot question mock-up

Which best explains how CCU navigates a constituent inquiry from first contact to resolution?

Quiz

DOUBLE POINTS

Q8

Complaint then closure

Inquiry → action → resolution ✓

Application then denial

Appeal then hearing

Kahoot question mock-up

CCU: By the Numbers

September 2025 through September 2026

9,093
CCU CRM Inquiries

1,680
CCU Escalated Inquiries

44,174
Citizen Services Calls

Each figure describes a distinct activity. The call volume is identified as Citizen Services.

SNAP Hotline

History, Forms, Referrals and Activity

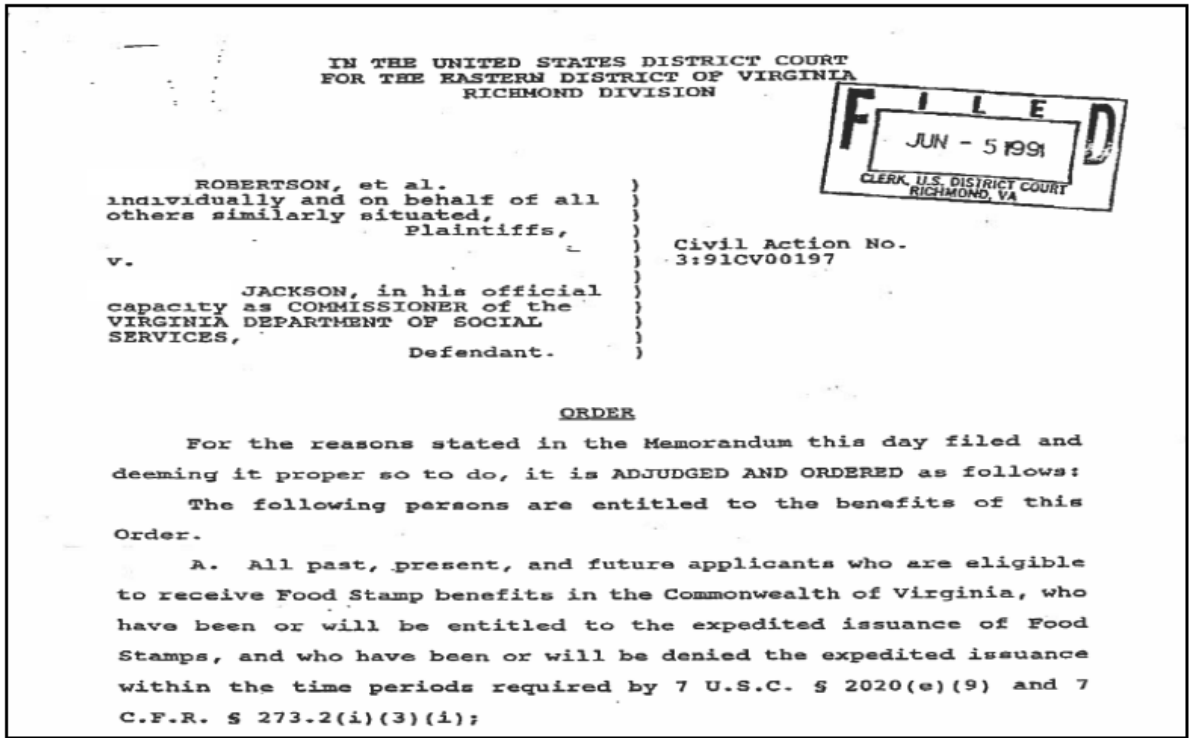
SNAP Hotline: The Court Order

Robertson v. Jackson, 1991

Why It Matters

The 1991 civil lawsuit resulted in a court order addressing timely processing of SNAP applications.

The order requires 100% of SNAP applications to be processed timely.



IN THE UNITED STATES DISTRICT COURT
FOR THE EASTERN DISTRICT OF VIRGINIA
RICHMOND DIVISION

FILED
JUN - 5 1991
CLERK, U.S. DISTRICT COURT
RICHMOND, VA

ROBERTSON, et al.
individually and on behalf of all
others similarly situated,
Plaintiffs,

v.

JACKSON, in his official
capacity as COMMISSIONER of the
VIRGINIA DEPARTMENT OF SOCIAL
SERVICES,
Defendant.

Civil Action No.
3:91CV00197

ORDER

For the reasons stated in the Memorandum this day filed and deeming it proper so to do, it is ADJUDGED AND ORDERED as follows:

The following persons are entitled to the benefits of this Order.

A. All past, present, and future applicants who are eligible to receive Food Stamp benefits in the Commonwealth of Virginia, who have been or will be entitled to the expedited issuance of Food Stamps, and who have been or will be denied the expedited issuance within the time periods required by 7 U.S.C. § 2020(e)(9) and 7 C.F.R. § 273.2(i)(3)(i);

Customer Notice & Information Form

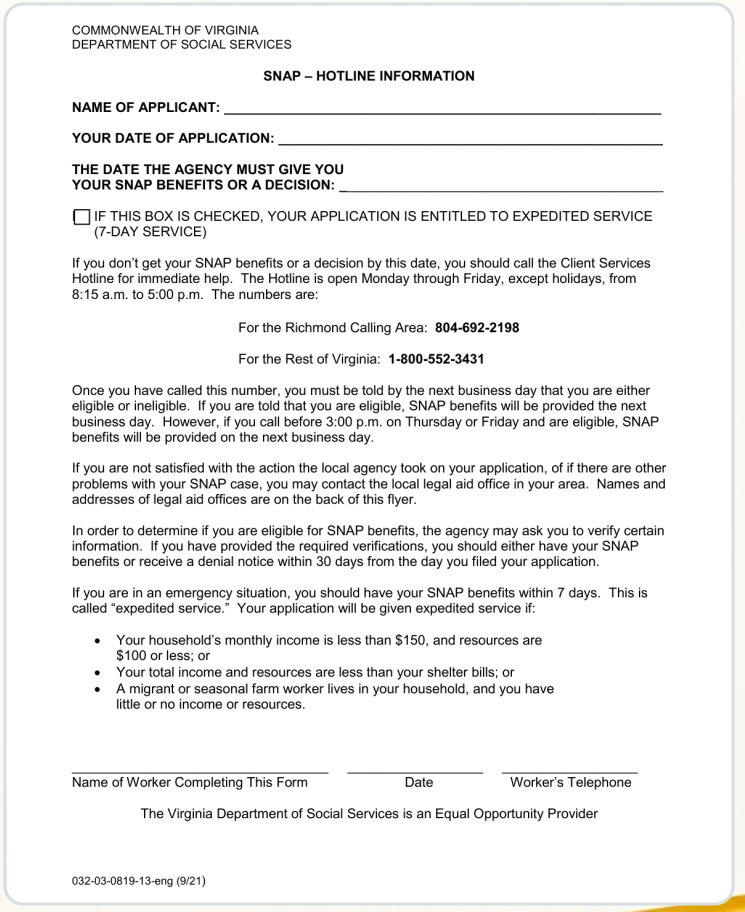
The local agency tells applicants when a SNAP decision is due.

Client's Notice

The local agency provides the SNAP processing guidelines and the application decision date.

This form was created to meet the court order requirements.

Complete it for a valid SNAP application, reapplication or late recertification.



COMMONWEALTH OF VIRGINIA
DEPARTMENT OF SOCIAL SERVICES

SNAP – HOTLINE INFORMATION

NAME OF APPLICANT: _____

YOUR DATE OF APPLICATION: _____

THE DATE THE AGENCY MUST GIVE YOU YOUR SNAP BENEFITS OR A DECISION: _____

☐ IF THIS BOX IS CHECKED, YOUR APPLICATION IS ENTITLED TO EXPEDITED SERVICE (7-DAY SERVICE)

If you don't get your SNAP benefits or a decision by this date, you should call the Client Services Hotline for immediate help. The Hotline is open Monday through Friday, except holidays, from 8:15 a.m. to 5:00 p.m. The numbers are:

For the Richmond Calling Area: **804-692-2198**

For the Rest of Virginia: **1-800-552-3431**

Once you have called this number, you must be told by the next business day that you are either eligible or ineligible. If you are told that you are eligible, SNAP benefits will be provided the next business day. However, if you call before 3:00 p.m. on Thursday or Friday and are eligible, SNAP benefits will be provided on the next business day.

If you are not satisfied with the action the local agency took on your application, of if there are other problems with your SNAP case, you may contact the local legal aid office in your area. Names and addresses of legal aid offices are on the back of this flyer.

In order to determine if you are eligible for SNAP benefits, the agency may ask you to verify certain information. If you have provided the required verifications, you should either have your SNAP benefits or receive a denial notice within 30 days from the day you filed your application.

If you are in an emergency situation, you should have your SNAP benefits within 7 days. This is called "expedited service." Your application will be given expedited service if:

- Your household's monthly income is less than $150, and resources are $100 or less; or
- Your total income and resources are less than your shelter bills; or
- A migrant or seasonal farm worker lives in your household, and you have little or no income or resources.

_____ _____ _____
Name of Worker Completing This Form | Date | Worker's Telephone

The Virginia Department of Social Services is an Equal Opportunity Provider

032-03-0819-13-eng (9/21)

SNAP Hotline Check

Court order, notices and processing

Why is the Robertson v. Jackson court order important for SNAP application processing?

Quiz

Q7

Ends Eligibility Checks

Requires Timely processing ✓

Allows Fewer Reviews

Eliminates Interviews

Kahoot question mock-up

When a valid SNAP application is submitted, how should the local agency inform the applicant?

Quiz

Q9

Annual Newsletter

SNAP Hotline Information Letter ✓

Social Media Post

Verbal Only

Kahoot question mock-up

Referral Form: Section A

The SNAP Hotline unit completes Section A and sends it to LDSS.

SNAP Supplemental Nutrition Assistance Program
Putting Healthy Food Within Reach

Hotline Referral Form

DATE OF CONTACT	*SERVICE REP INITIALS*

SECTION A: TO BE COMPLETED BY CONSTITUENT SERVICES UNIT

NAME OF CONTACT:	**TITLE** (ATTORNEY, CUSTOMER, AUTHORIZED REP)**:**	
APPLICANT NAME:	**T # OR APPLICATION #:**	**CASE NUMBER:**
APPLICANT ADDRESS:		**HOME/CELL PHONE:**
EMAIL ADDRESS:	**AGENCY NAME:**	**REGION:**
ALTERNATE CONTACT (ATTORNEY, CUSTOMER, AUTH REP)**:**	**ALTERNATE PHONE NUMBER** (HOME/CELL)**:**	
ALTERN		
APPLICATION DATE:	**DECISION DATE:**	
SUMMARY OF CONTACT:		

APPLICATION DATE

DECISION DATE

Referral Form: Section B

LDSS completes Section B and Returns the Referral

SECTION B: TO BE COMPLETED BY THE LOCAL DSS OFFICE

REFERRAL RECEIVED BY:	**ENTITLED TO EXPEDITED?** N/A
APPLICATION DATE:	**DECISION STATUS** (APPROVED/DENIED): N/A
AGENCY DECISION DATE:	**DATE AGENCY CONTACTED:**
IS THE COMPLAINT VALID? N/A	**IS THE CASE ELIGIBLE?** N/A
DATE OF DISCOVERY:	
REASON FOR CASE DELAY:	

DATE CLIENT NOTIFIED	**DATE REFERRAL RETURNED TO VDSS**

SNAP Hotline: First Steps

Contact, Case Review and Referral

1. Contact

A constituent reports a SNAP processing concern by phone, portal or email.

→

2. Case Review

Review VaCMS and compare the decision date with the 7-day expedited or 30-day non-expedited standard.

→

3. Referral

Send the referral to the local agency contacts and the SNAP Regional Practice Consultant.

Referral Form Check

Routing concerns and completing referrals

Why does Section B of the SNAP Hotline Referral Form need careful completion by LDSS?

Quiz

DOUBLE POINTS

Q10

To Provide a Reason For the Delay and Facts of the Case ✓

To Collect Donations

To Assign Penalties

To Advertise Programs

Kahoot question mock-up

Which types of concerns are most likely to be routed to the SNAP Hotline?

Quiz

Q6

School Grading Disputes

Traffic Ticket Appeals

EBT Card Replacement

Delayed SNAP Decisions ✓

Kahoot question mock-up

SNAP Hotline: From Response to Resolution

LDSS Response, Follow-Up and Completion

4. LDSS Response

LDSS returns the case status, actions taken and any next step within the stated response timeframe.

→

5. Follow-Up

Track an outstanding response and use the escalation path when the referral remains unanswered.

→

6. Resolution

Return the completed referral and communicate the outcome so the inquiry can be resolved.

Why the LDSS Response Matters

A referral needs a useful answer.

What happened?

Establish the facts of the case.

→

What action was taken?

State the action completed or current status.

↓

What comes next?

Identify next steps for the constituent.

←

Can we resolve it?

Provide enough information to close the inquiry.

The process calls for a response within 24 hours of the initial referral.

LDSS Response Check

Timely, complete responses that close the loop

Which information should an LDSS response include so that SNAP Hotline can close the inquiry?

Multi-select

DOUBLE POINTS

Q11

Personal Oinions

Completed Actions ✓

Facts of Case ✓

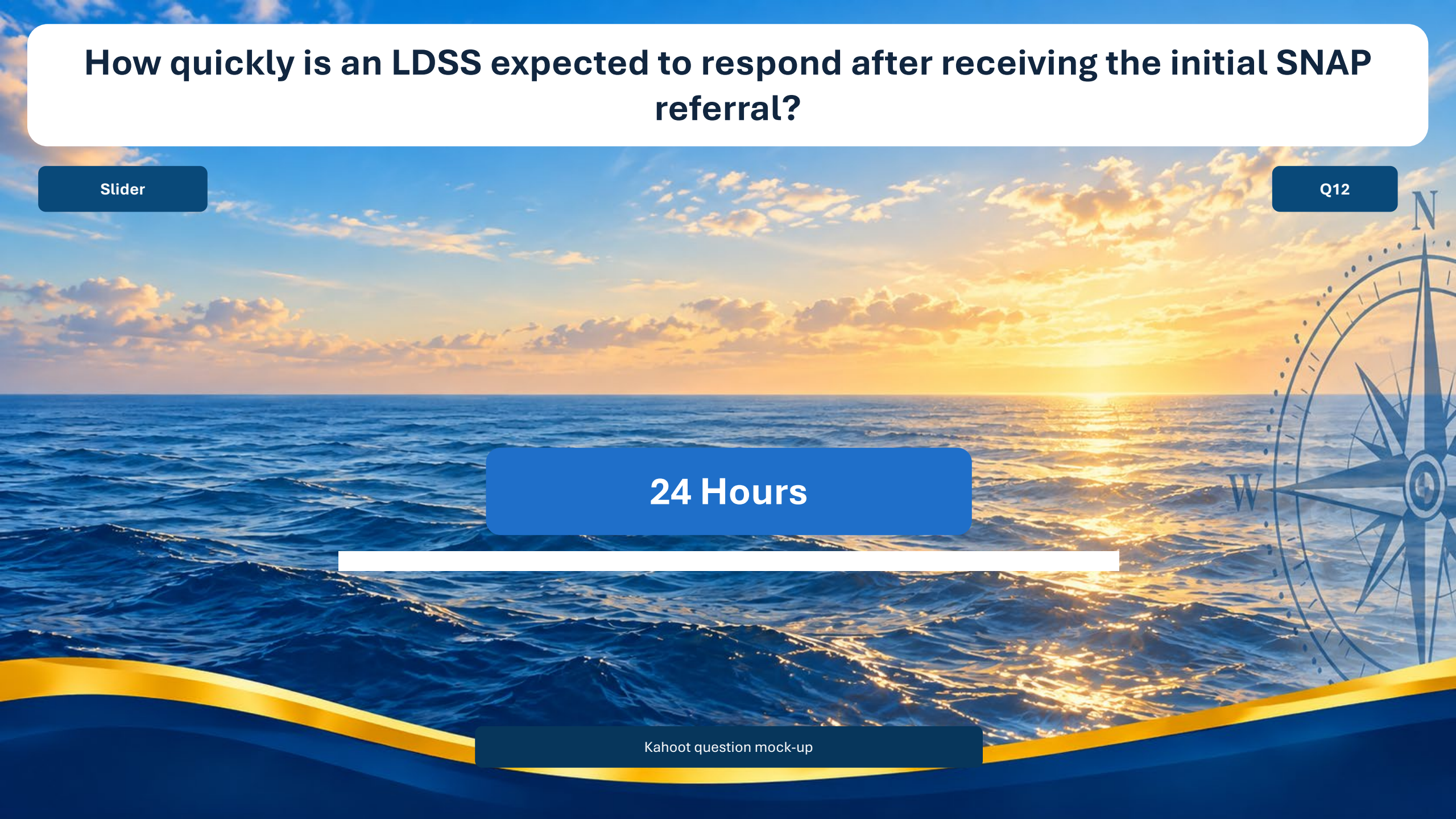
Constituent Next Steps ✓

Kahoot question mock-up

How quickly is an LDSS expected to respond after receiving the initial SNAP referral?

Slider

Q12



24 Hours

Kahoot question mock-up

Escalation: Initial Referral

First Email to the Local Agency

Email Format

- To: Local Contact(s)
- CC: SNAP Practice Consultant
- Attach: SNAP Hotline Referral Form
- Due: Close of Business Next business Day

Message to the Agency

Your agency has received a SNAP Hotline Referral from (applicant name, Case #).

SNAP application processing standards are seven days for expedited service or 30 days for non-expedited service.

Your agency must determine the reason for the delay and, if the referral is valid or invalid.

Please complete the attached referral form and provide a response no later than the close of business on (date of the following business day).

The completed template must be submitted to SNAPHotline@dss.virginia.gov and also CC your SNAP Practice Consultant for immediate review and to ensure resolution.

Thank you for your attention to this matter.

Escalation: Second Request

Reply to the Initial Email

Email Format

- Reply to the Initial Email
- To: Local Contact(s)
- CC: Practice Consultant, Home Office SNAP Consultant and Administrative Services Supervisor
- Due: Close of Business Today

Message to the Agency

This email serves as a second request to resolve the SNAP Hotline Referral for (applicant name).

The initial request was emailed to your agency on (date initial request sent).

Your agency must determine the reason for the delay and if the referral is valid or invalid.

Please complete the referral form and respond no later than the close of business today.

The completed template must be submitted to SNAPHotline@dss.virginia.gov and also CC your SNAP Practice Consultant for immediate review and to ensure resolution.

Thank you for your attention to this matter.

Escalation: Third Request

Reply to the Second Email On Thread

Email Format

- Reply to the Second Email
- To: Local Contact(s)
- CC: Practice Consultant, Home Office SNAP Consultant, Administrative Services Supervisor, Food and Nutrition Manager, Regional Director and Local Director
- Due: Close of Business Today

Message to the Agency

This email is the third request to resolve the SNAP Hotline Referral for (applicant name).

The two previous requests were emailed to your agency on (date initial request sent) and (date second request sent).

Your SNAP Practice Consultant and Regional Director will reach out to your local Director to discuss the barriers that prevent the completion of the action.

Please complete the referral form and respond no later than the close of business today.

The completed template must be submitted to SNAPHotline@dss.virginia.gov and also CC your SNAP Practice Consultant for immediate review and to ensure resolution.

Thank you for your attention to this matter.

Escalation Check

Following the SNAP Hotline escalation process

Which actions should the agency take after receiving the third SNAP Hotline request email?

Multi-select

DOUBLE POINTS

Q13

- Contact Local Director ✓
- Complete Referral Form ✓
- Ignore Previous Emails
- Pause All Processing

Kahoot question mock-up

Escalation: Resolution

Close the Loop After the Completed Referral Returns

Completed Referral

LDSS returns the completed SNAP Hotline Referral Form to VDSS.

The Hotline receives the information needed to resolve the inquiry.

→

Respond to the Constituent

LDSS communicates the resolution to the constituent.

The Hotline records the response and closes the referral.

Resolution Check

Completing referrals and communicating resolution

How should the LDSS close the loop once the SNAP Hotline Referral Form is completed?

Multi-select

DOUBLE POINTS

Q14

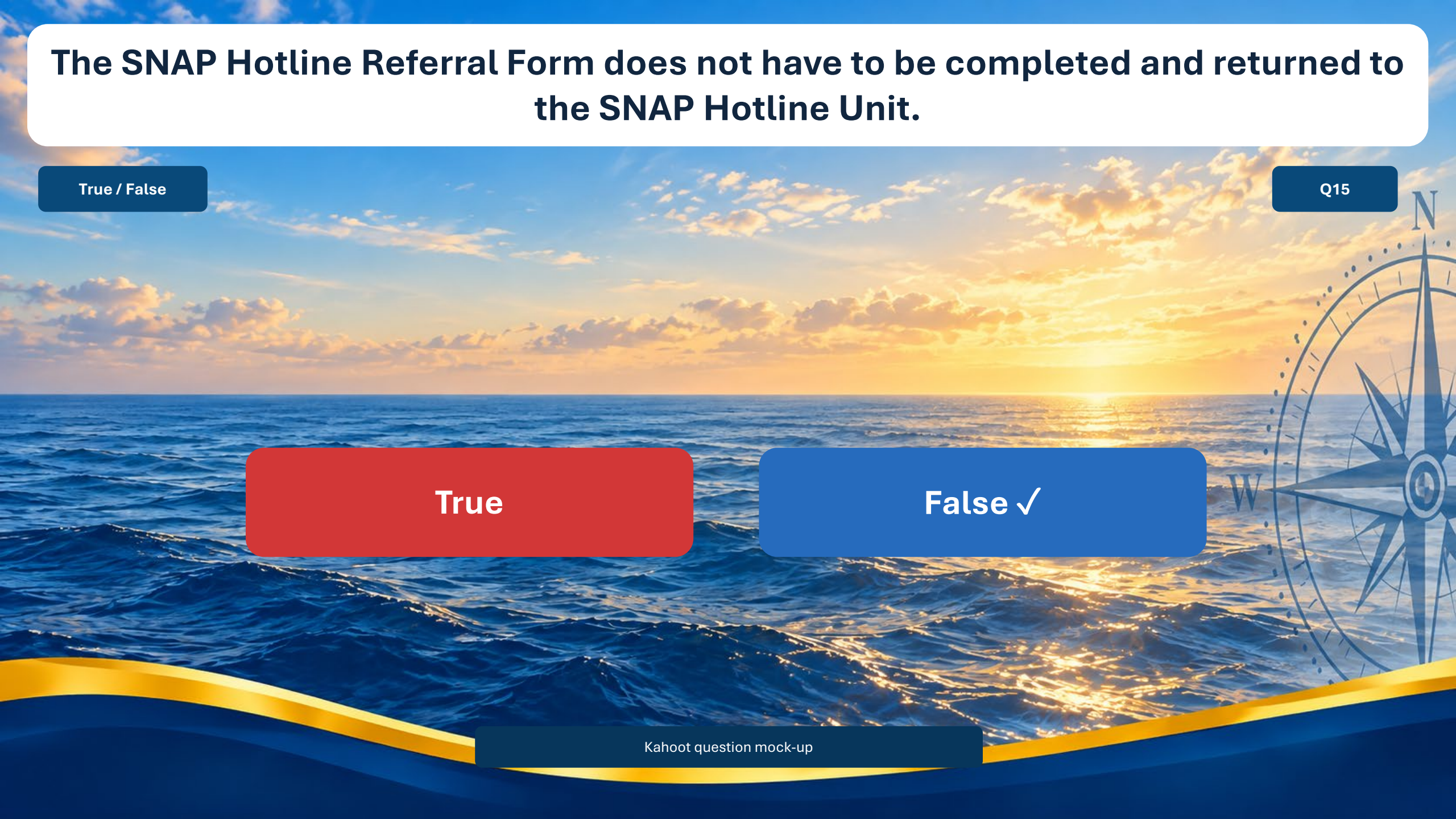
- Notify Constituent ✓
- Return Completed Referral to SNAP Hotline Unit ✓
- Archive Without Review
- Shred the Form

Kahoot question mock-up

The SNAP Hotline Referral Form does not have to be completed and returned to the SNAP Hotline Unit.

True / False

Q15



Kahoot question mock-up

SNAP Hotline: By the Numbers

September 2025 through September 2026

23,466
SNAP Hotline Queue Calls

3,180
SNAP Hotline CRM Inquiries

168
SNAP Hotline Portal Inquiries

Each figure describes a distinct activity.

Working Together

LDSS Partnership and Follow-Through

Working Together

Distinct Responsibilities, Shared Commitment

CCU

- Benefit Program Concerns and Questions
- Case-Specific and Escalated Inquiries
- Coordination With LDSS and Partners

SNAP Hotline

- SNAP Processing and Timeliness Concerns
- Referral and LDSS Follow-Up
- Escalation For Outstanding Responses

Communication • Partnership • Follow-Through • Resolution

Anchored in Service

What Successful Navigation Looks Like

Heard

Receive and understand the concern.

Reviewed

Gather relevant information.

Directed

Connect with the right partner.

Followed up

Continue communication as needed.

Resolved

Provide a response or next step.

Every concern has a story. Help the constituent find a path forward.

Which unit acts as the bridge between constituents and benefit program resources?

Type answer

Q16

CCU

Accepted: Constituent Correspondence Unit

Kahoot question mock-up

Contact Information

CCU Consultants and SNAP Hotline Team Contacts

Constituent Correspondence Unit (CCU)

Demetrice Liggins

Demetrice.Liggins@dss.virginia.gov

Allyson Garner

Allyson.Garner@dss.virginia.gov

Richard Louis

Richard.Louis@dss.virginia.gov

CCU shared inbox: bp.ccu@dss.virginia.gov

SNAP Hotline

Mark Mayfield

Mark.Mayfield@dss.virginia.gov

SNAP Hotline Referral

Frances Vasquez

Frances.Vasquez@dss.virginia.gov

SNAP Hotline Referral

Brandi Watkins

Brandi.Watkins@dss.virginia.gov

SNAP Policy

SNAP Hotline shared inbox

SNAPHotline@dss.virginia.gov

Q & A

Q & A Session

Questions and Discussion

What questions do you have about CCU, the SNAP Hotline or how referrals move through LDSS?

Let's talk through them together.

Thank You!

Thank you for being Anchored in Service.