

LEADING THROUGH CHANGE: THE FUTURE OF SNAP OPERATIONS

Executive guidance for strengthening payment accuracy, operational readiness, workforce performance, and program oversight.

Compliance >>> Confidence
Verification >>> Insight
Reacting >>> Preventing

Modern SNAP Performance Requires More Than Compliance

Federal expectations for Supplemental Nutrition Assistance Program (SNAP) agencies are evolving.

H.R. 1, increased financial accountability, continued USDA focus on payment accuracy, and heightened quality control expectations are often reshaping how agencies approach program integrity.

Success increasingly depends on modernizing SNAP operations through trusted data, connected intelligence, advanced analytics, AI-powered decision support, intelligent automation, and stronger eligibility decisions that improve payment accuracy before benefits are issued.

Modern analytics and workflow-aligned tools can help streamline agency operations, reduce manual burden, and focus limited staff resources on the cases with the highest risk and greatest need for review.

The strongest agencies recognize these priorities are interconnected—not competing.

This guide explores the operational capabilities which can help agencies modernize SNAP operations while strengthening payment accuracy, workforce performance, and responsible stewardship.

The strongest SNAP programs
don't choose between program
integrity and program access.
They strengthen both.

Executive Brief

The operating environment has changed

For years, payment accuracy was largely viewed as a compliance metric. Today, it is becoming a broader measure of operational performance.

Recent federal policy changes, evolving U.S. Department of Agriculture (USDA) priorities, and increasing fiscal accountability are encouraging agencies to modernize eligibility operations, improve payment accuracy, strengthen data quality, and better support frontline staff. At the same time, agencies continue to manage workforce shortages, modernization initiatives, and increasingly complex program administration.

In addition to increased financial accountability, agencies are implementing significant SNAP operational changes related to work requirements, exemption management, and time-limit administration. These changes increase the need for efficient verification, trusted data, continuous monitoring, and decision support capabilities that help staff manage growing complexity while preserving access for eligible participants. Modernization efforts are also helping agencies increase operational efficiency, reduce manual workloads, and better support frontline staff facing growing caseload complexity.

Modern SNAP operations increasingly rely on enterprise capabilities that combine trusted data, connected intelligence, advanced analytics, identity intelligence, intelligent automation, and experienced staff to strengthen eligibility decisions, fiscal stewardship, and public trust. Connected intelligence helps agencies bring together authoritative information from multiple sources, reducing the limitations of siloed data environments.

What this means

Agencies are increasingly shifting:

Yesterday



- Correct payment errors
- Manual verification
- Reactive oversight
- Compliance activities
- Individual transactions
- Compliance metrics
- Review every case
- Payment accuracy after issuance

Tomorrow

- Prevent payment errors
- Trusted data and automation
- Continuous program monitoring
- Operational excellence
- Enterprise program integrity
- Mission outcomes
- Focus resources where risk is highest
- Payment accuracy begins before eligibility



The conversation has shifted from reviewing transactions to strengthening the operational decisions that determine eligibility.

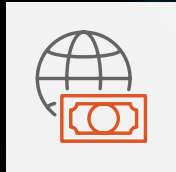


Executive Question

Which operational capabilities will have the greatest impact on payment accuracy, quality control performance, and operational efficiency over the next three years?

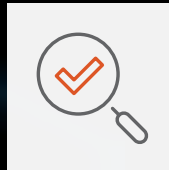
Why SNAP Leaders Are Rethinking Program Oversight

Six Forces Reshaping SNAP Operations



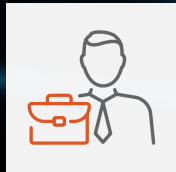
H.R. 1

Greater financial accountability is increasing the importance of payment accuracy and operational performance.



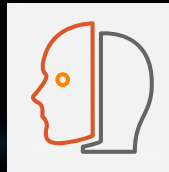
USDA Priorities

Quality control findings and payment error reduction remain central measures of program success.



Workforce Challenges

Staff shortages and increasing case complexity require smarter allocation of limited resources.



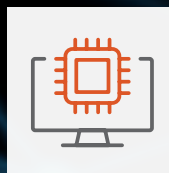
Fraud Evolution

Identity fraud, synthetic identities, and organized fraud require more sophisticated verification and risk detection.



Expanded Work Requirements

Trusted data and continuous monitoring support efficient eligibility oversight.



Modernization

Trusted data, automation, AI, and continuous monitoring are no longer future initiatives. They are critical capabilities agencies need today to manage risk, improve outcomes, and meet growing expectations.

Recent SNAP policy changes have:

- Expanded work requirements (ages 55-64).
- Reduced geographic waiver flexibility.
- Increased emphasis on payment accuracy and eligibility oversight.

What this means: Agencies need trusted data, continuous monitoring, and risk-based case management to support confident eligibility decisions.

Source: [usda.gov](https://www.usda.gov), fns.usda.gov

Together, these forces are reshaping how SNAP agencies invest in program integrity, operational efficiency, and long-term program stewardship.

What Are High-Performing Agencies Doing Differently?

Strengthening Program Oversight and Integrity.

Across the country, agencies are strengthening program integrity through coordinated investments in workforce development, technology modernization, data quality, automation, and continuous improvement. Rather than relying on a single initiative, they are building capabilities that improve operational performance over time.

They are investing in:



Root Cause Analysis

Understand why payment errors occur—not simply where they occur.



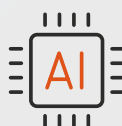
Workforce Development

Equip staff using insights from quality control findings and operational trends.



Trusted Data

Support more accurate eligibility determinations using compiled information.



Automation and AI

Automate time-consuming work to improve consistency, increase efficiency, and strengthen decision confidence.



Risk-Based Case Reviews

Prioritize limited staff resources where they can have the greatest operational impact.



Continuous Operational Improvement

Turn operational insights into measurable improvements over time.



Workforce Capacity Optimization

Reduce administrative burden and help staff focus on higher-value work requiring human judgment.

State Snapshot

97% Updating workforce training informed by Quality Control findings

82% Implementing or considering AI and automation

92% Conducting root cause analysis

Together, these capabilities drive stronger operational performance, better decisions, continuous improvement, and reduced staff workload and burnout.

Source: American Public Human Services Association (APHSA), State Strategies to Improve SNAP Payment Accuracy: Early Lessons from the First Year of H.R. 1 Implementation (June 2026). Survey of 39 state SNAP agencies. [aphsa.org]



Operational maturity is built through continuous improvement—not isolated initiatives.



Executive Question

How can technology help improve payment accuracy while allowing staff to focus on the highest-value casework?

The Five Capabilities of Modern Program Integrity

Modern SNAP operations are built on connected operational capabilities—not isolated tools. Trusted data, advanced analytics, identity intelligence, intelligent automation, and experienced staff work together to improve eligibility decisions. Stronger program integrity is the result. These capabilities can be layered into existing eligibility environments, helping agencies modernize around legacy systems without requiring full system replacement.



The Modern SNAP Operations Journey



Program integrity begins with trusted identity and grows stronger through continuous monitoring of eligibility, risk, and program participation over time.

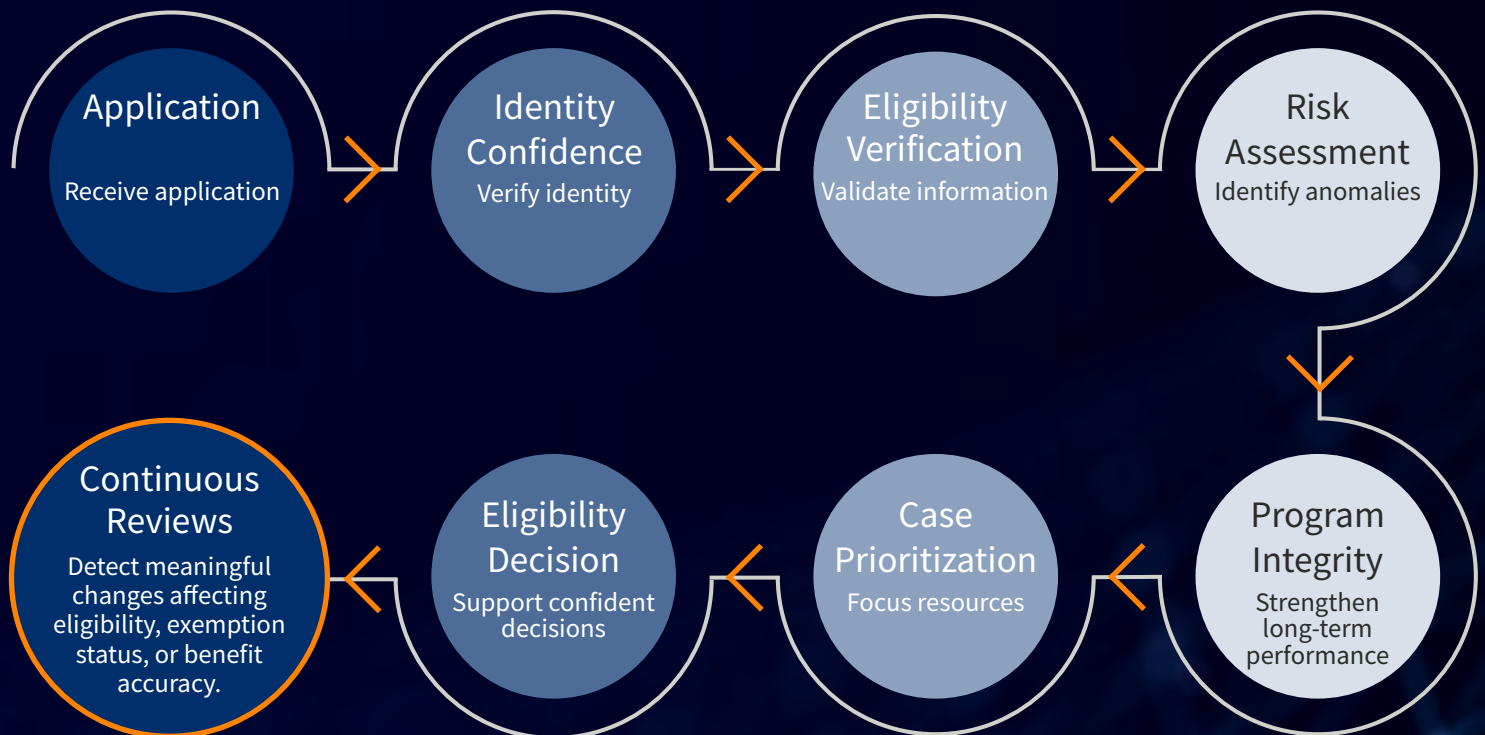


Executive Question

Which operational gap represents the greatest opportunity to improve payment accuracy, workforce productivity, or program oversight?

The Risk Management Decision Flow

Modern SNAP operations strengthen every stage of the eligibility lifecycle by combining trusted identity, connected intelligence, advanced analytics, advanced identity verification, intelligent automation, and experienced staff to improve payment accuracy before benefits are issued.



Every stage strengthens the next, creating more confident eligibility decisions, greater operational efficiency, and stronger program outcomes. Continuous monitoring helps agencies identify changes that may affect eligibility, work requirement participation, exemption status, or payment accuracy throughout the case lifecycle.



Executive Question

Where in the eligibility lifecycle do errors, delays, or manual effort create the greatest operational risk?



Every accurate eligibility decision begins with trusted information.

The Operational Maturity Curve

Organizations typically evolve through four stages.

Each stage reflects increasing confidence in data, stronger operational visibility, and greater ability to prevent payment errors before they occur.

As agencies mature, trusted data, advanced analytics, intelligent automation, and experienced staff work together to create more confident eligibility decisions and stronger operational outcomes.



Every payment error prevented upstream reduces work downstream.



Executive Question

What would it take for your agency to move one stage higher over the next 12 months?

Where LexisNexis® Risk Solutions Creates Value

Agencies create the greatest value when staff, data, and technology work together to improve operational performance, strengthen program oversight, and support confident eligibility decisions.

LexisNexis Risk Solutions helps agencies modernize SNAP operations by combining identity data, connected intelligence, advanced analytics, identity intelligence, intelligent automation, and continuous monitoring to support more confident eligibility decisions.

Technology creates the greatest value when it strengthens operational capabilities and empowers experienced staff—not when it simply automates work.



Executive Question

What higher-value work could staff prioritize if routine verification and review activities required less manual effort?



Technology delivers the greatest value when it improves confidence—not complexity.

What Success Looks Like

High-performing agencies focus on outcomes—not activities.

When trusted data, connected intelligence, advanced analytics, intelligent decision support, intelligent automation, and experienced staff work together, agencies improve operational performance while preserving access for eligible families.



Improve Operational Performance

Create more efficient eligibility operations.



Support the Workforce

Reduce repetitive manual work.



Improve Payment Accuracy

Increase confidence in eligibility decisions.



Strengthen Program Integrity

Support timely service.



Protect Federal Funding

Reduce preventable payment errors.



Preserve Access

Identify potential issues earlier.



Build Public Trust

Demonstrate responsible stewardship.



Strengthen Quality Control Performance



The future of program integrity is measured by confidence in every eligibility decision.



Executive Question

Which operational outcome would create the greatest downstream impact: payment accuracy, workforce efficiency, quality control performance, or program integrity?

Preparing Together for What's Next

Modern SNAP operations aren't defined by a single technology or initiative.

They are built through trusted data, informed decisions, experienced staff, and continuous operational improvement.

As federal priorities evolve, agencies need a partner who understand both policy and operations. LexisNexis® Risk Solutions helps agencies modernize eligibility operations, strengthen payment accuracy, and improve decision confidence with solutions designed specifically for government.

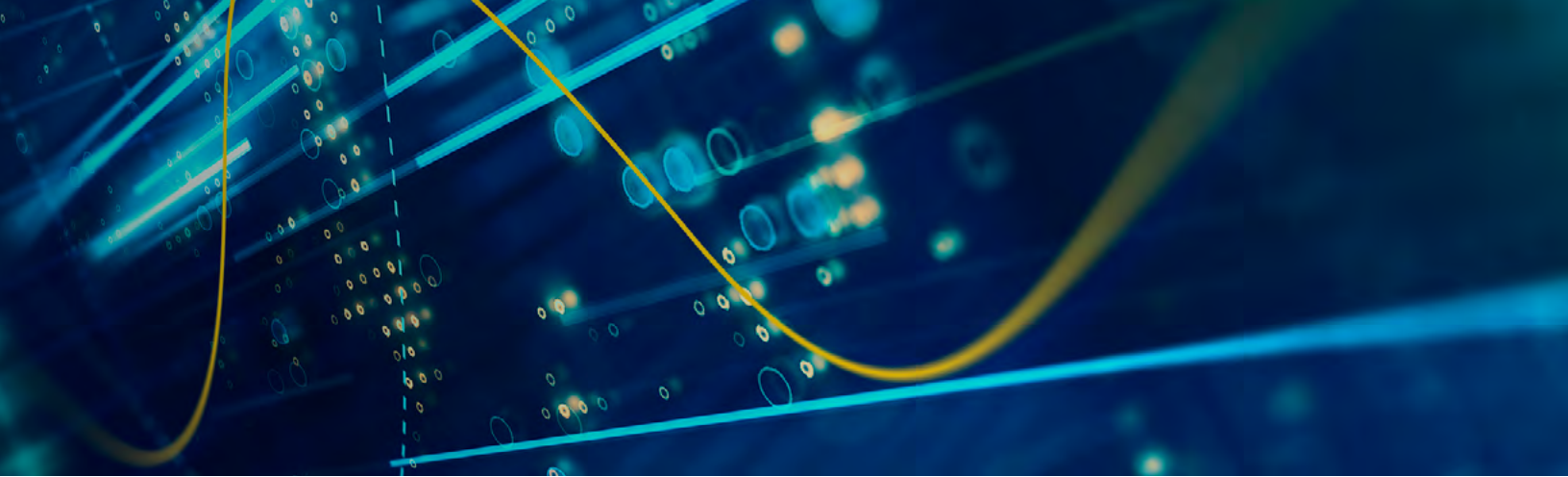
The future belongs to agencies that combine trusted data, intelligent technology, and experienced staff to make faster decisions, improve outcomes, and adapt confidently to whatever comes next.

Together, we can help your agency navigate change with confidence, strengthen operational performance, and build a more resilient SNAP program for the future.

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Continue the Conversation

Whether your agency is focused on improving payment accuracy, strengthening program integrity, supporting your workforce, or preparing for future federal requirements, we're here to help.



For more information, call 1-800-869-0751 or
visit risk.lexisnexis.com/government



About LexisNexis Risk Solutions

LexisNexis® Risk Solutions provides customers with information-based analytics and decision tools that combine public and industry-specific content with advanced technology and algorithms to assist them in evaluating and predicting risk and enhancing operational efficiency. Headquartered in metro Atlanta, Georgia, the company has offices throughout the world, serves customers in more than 190 countries and territories and is part of RELX. For more information, please visit [LexisNexis Risk Solutions](https://risk.lexisnexis.com/government).