



WIC Nutrition Services and Administration Cost Study

Appendices

Prepared for: U.S. Department of Agriculture
Office of Policy Support
Attn: Chan Chanhatisilpa, Ph.D.

Prepared by: Altarum Institute and RTI International

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APPENDIX A: Web Survey User Guides

WIC NSA Cost Collection Instrument State Agency Users' Guide



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Exhibit 1: Agency Login Screen

WIC NSA Cost Collection Instrument

Form Approved
OMB No. 0584-0589
Exp. Date 03/31/2017

Agency Login

Username: Password:

Change Password

[Need help logging in?](#)
Click on the link above to send an email for help. Please include your username in the e-mail text, describe the problem you are having with the Login screen, and send the e-mail to the address indicated. Please contact the help desk at RTI International by email (WICcoststudy_help@rti.org) or by phone at 1-877-287-3782.

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless it displays a valid OMB number. The valid OMB control number for this information collection is 0584-0589. The time required to complete this information collection is estimated to average 60 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

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➤ Logging In

The WIC NSA Cost Collection Instrument can be accessed via the web link provided in your invitation to participate. Once on the **Agency Login** screen, you will be asked to enter your login information (username and password), which was also provided with your invitation. Please enter your login information on this screen and click the **Log In** button. After logging in, please navigate through the WIC NSA Cost Collection Instrument screens using the menu buttons located at the top of the screen and review and enter the required information.

➤ Changing Your Password

To change your password, check the **Change Password** box and click the **Log In** button. You will be taken to another screen and prompted to enter your username and a new password. Remember to write down your password and keep it in a safe place.

If you forget your password or need help logging in, click on the **Need help logging in?** link. An e-mail window will open addressed to the Web site administrator. Please include your username in the e-mail text, describe the problem you are having with the **Agency Login** screen, and send the

email to the address indicated. **You may also call the study Help Desk toll-free at 1-877-287-3782.**

➤ **Logging Out and Returning to the Survey**

You can save, exit, and return to the survey at any time. You can logout of the survey by clicking on the **Logout** menu button at the top of the screen. Once logged out, you will be redirected to the **Agency Login** screen and must re-enter your username and password to login to the survey.

Exhibit 2: Home Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout maine

WIC State Agency Survey

Thank you for participating in the Nutrition Services and Administration (NSA) Cost Study, sponsored by U.S. Department of Agriculture's Food & Nutrition Service (FNS) and administered by Altarum Institute and RTI International.

This survey seeks to understand the various ways NSA grant funds are utilized and how the NSA grant funds have been affected by the numerous program changes of the past decade. Overall, this study will be useful in informing decision-makers about the full range of valuable services that are performed with WIC NSA funds.

You can navigate through the survey using the menu above. The web survey is self-guiding and has a Help menu should you encounter difficulties. We recommend that you use the [User's Guide](#) which contains survey screen shots and more detailed instructions about how to complete the survey. If you need assistance accessing the survey, entering responses, or answering questions, you can call the RTI toll-free survey help line at 1-877-287-3782, which is available Monday-Friday from 9 a.m. to 9 p.m. EST.

The survey is estimated to take 60 minutes to complete.

Please navigate through the WIC NSA cost collection instrument screens using the menu buttons located on top of the screen and review and/or enter the required information. Clicking on the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. All screens must be validated before submitting the survey. Clicking the Save button will save the data entered and allow you to complete the information at a later time. After completing each screen, please validate your information to ensure that none of your entries are lost.

There is a space for additional comments at the very end.
You may exit and return to the survey at any time.

You are logged in with:

username: **maine**
agency: State Agency

➤ Purpose of the Home Screen

The **Home** screen contains background information on the purpose of the survey and the study, ways to obtain help in completing the survey, and instructions on navigating through the survey and validating information entered. The **Home** screen also displays your login information (username and agency).

➤ Accessing this User's Guide

At the bottom of every survey screen is a dictionary icon that you can click to access this User's Guide (in PDF form).

Exhibit 3: Agency Information Screen

Home
Agency Information
Survey Questions
Agency Costing Tool
Cost Reduction Strategies
Confirmation
Logout maine

Agency Information

Based on information gathered from FNS on your FFY 2013 NSA Grant, we have pre-populated the fields below. The NSA Grant includes the formula grant, operational adjustments (OA), and any reallocations you received in FFY 2013. We have obtained information on other sources of funding you received from FNS, such as infrastructure funds, breastfeeding peer counseling funds, special project funds, MIS funds, and EBT planning or implementation funds as well as on total rebates you received in FFY 2013. In addition, average monthly participation, infant formula rebate, and all other WIC rebate data were obtained from your FNS reporting. Please review these numbers and make any corrections.

Screen last validated 14 Apr 2014 12:18 PM ET by maine

1. FFY 2013 Final NSA Allocation, including operational adjustment (OA) funds	\$-	<input type="text"/>
2. FFY 2013 Final NSA Closeout Expenditures	\$-	<input type="text"/>
3. FFY 2013 Closeout Expenditures reported by FNS 798-A Categories		
a. Program Management	\$-	<input type="text"/>
b. Client Services	\$-	<input type="text"/>
c. Nutrition Education	\$-	<input type="text"/>
d. Breastfeeding	\$-	<input type="text"/>
4. Total NSA dollar amount allocated for State-level functions (including indirect costs) in FFY 2013	\$-	<input type="text"/>
5. Total NSA dollar amount allocated for all local-level services in FFY 2013	\$-	<input type="text"/>
6. Other sources of Federal WIC funds:		
a. Infrastructure Funding	\$-	<input type="text"/>
b. Breastfeeding Peer Counseling Funding	\$-	<input type="text"/>
c. WIC Special Project Funding	\$-	<input type="text"/>
d. Special MIS Funding	\$-	<input type="text"/>
e. Special EBT Planning or Implementation Funding	\$-	<input type="text"/>
7. Total infant formula rebate and all other WIC rebates for FFY 2013	\$-	<input type="text"/>

Save
Validate and Continue

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Agency Information Screen

The **Agency Information** screen displays information gathered from FNS on your FFY 2013 NSA Grant, including your final NSA allocation, closeout expenditures, total NSA dollar amount allocated for State-level functions and local-level services, and infant formula rebate.

➤ How to Complete this Screen

Please review and confirm the prepopulated information. If there are any inaccuracies, please make changes accordingly. Please round to the nearest whole cent (Example: \$5,250,500.55).

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 4: Survey Questions/Program Demographics Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout maine

Questions About Program Demographics Please validate

Please respond to the following demographic questions about your agency. You can answer each question by selecting the correct radio button/box or by indicating *Other* and providing an explanation in the text box as appropriate.

1. Which of the following best describes how you fund local services:

- Local services are state agency run, and part of the state WIC budget, and we do not budget separately for local services
- Local services are funded through a funding formula
- Local services are funded both as part of the state budget for state-run sites and through a funding formula for contracted agencies
- Part of the local services budget is through a funding formula, and part is negotiated based on other factors
- All local services are funded through negotiated contracts or grants
- Other (Describe):

2. Which of the following factors are considered in determining the amount of funds allocated for local services (Check all that apply.):

- Prior year caseload served
- Projected current year caseload
- Urban/rural salary differentials
- Need for bilingual staff or interpreter services
- Local travel for clinic sites
- Staff training needs
- Other (Describe):
- None

3. Does your agency require detailed line-item budgets from local agencies? (Choose best answer)

- Yes, for all local agencies
- Yes, for some but not all local agencies
- No
- Other (Describe):

4. Did your total infant formula rebate amount change in FFY 2013?

- Yes, it increased
- Yes, it decreased
- No, it stayed about the same

5. Which if any of the following factors affected your infant formula rebate in FFY 2013?

- Per-can reimbursement was lower than prior year
- Per-can reimbursement was higher than prior year
- The overall percentage of infants breastfeeding increased; thus, fewer cans of infant formula were purchased
- The overall percentage of infants breastfeeding decreased; thus, more cans of infant formula were purchased
- Overall number of infants increased or decreased
- Other (Describe):
- None of the above

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ **Purpose of the Program Demographics Screen**

The **Program Demographics** screen contains survey questions about your agency, including: how you fund local services, budgets required from local agencies, and changes in your infant formula rebate.

➤ **How to Complete this Screen**

For Questions 1, 3, and 4, select the most appropriate radio button response option. For Question 2, check all the response options that apply. If you select “Other” for any questions, please enter an explanation in the text box as appropriate.

Conditional Question(s): Question 5 only appears if you select either “Yes, it decreased” or “Yes, it increased” in Question 4. This is because Question 5 is only relevant for agencies whose infant formula rebate changed in FFY 2013.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 5: Survey Questions/Changes in Program Costs Screen

Questions about Changes in Program Costs

Please respond to the following questions related to factors that may drive the cost of WIC services at your state agency. You can answer each question by selecting the correct radio button/box or by indicating *Other* and providing an explanation in the text box as appropriate.

1. Since FFY 2010, which of the following have resulted in increases of State agency-level staffing costs? (Check all that apply.)

- Increase in FTEs or permanent staff
- Increase in staff salaries
- Increase in fringe benefits costs
- Decrease in staff vacancy rates
- Hiring temporary staff
- Increase in staff training costs
- Increase in staff travel costs
- Increase in staff awards
- None of the above
- Other (Describe)

2. Since FFY 2010, which of the following have resulted in decreases of State agency-level staffing costs? (Check all that apply.)

- Decrease in FTEs or permanent staff
- Decrease in staff salaries (e.g., from salary freezes, furloughs)
- Decrease in fringe benefits costs
- Increase in staff vacancy rates (e.g., from hiring freezes)
- Hiring temporary staff
- Decrease in staff training costs
- Decrease in staff travel costs
- Decrease in staff awards
- None of the above
- Other (Describe)

3. Since FFY 2010, which of the following have resulted in increases of State agency-level costs? (Check all that apply.)

- Increase in costs of facility space (e.g., rent, utilities)
- Increase in costs of facility services (e.g., maintenance, security)
- Increase in costs of equipment and/or supplies
- Increase in telecommunication costs
- Increase in information technology support services
- Increase in costs of banking services
- None of the above
- Other (Describe)

4. Since FFY 2010, which of the following have resulted in decreases of State agency-level costs? (Check all that apply.)

- Decrease in costs of facility space (e.g., rent, utilities)
- Decrease in costs of facility services (e.g., maintenance, security)
- Decrease in costs of equipment and/or supplies
- Decrease in telecommunication costs
- Decrease in information technology support services
- None of the above
- Other (Describe)

5. Since FFY 2010, which of the following factors have contributed to increases of State agency-level costs? (Check all that apply.)

- Increase in indirect cost rates and/or indirect costs
- Increase in program participation
- Increase in number of local agencies
- Increase in local agency monitoring costs
- Increase in vendor management costs
- Decrease in State-appropriated WIC funds
- Decrease in in-kind contributions
- Decrease in outside funding sources
- None of the above
- Other (Describe)

6. Since FFY 2010, which of the following factors have contributed to decreases of State agency-level costs? (Check all that apply.)

- Decrease in local agency's WIC NSA grant funds
- Decrease in program participation
- Decrease in local agency size (e.g., due to lower participation)
- Decrease in number of clinic sites
- Decrease in indirect cost rates and/or indirect costs
- Increase in in-kind contributions
- Increase in outside funding sources
- None of the above
- Other (Describe)

7. How old is the MIS system used by WIC local agencies during FFY 2013?

- 1-4 years old
- 5-9 years old
- 10-15 years old
- Over 15 years old

8. What stage of EBT development is your State agency in?

- Have not started
- Planning
- Piloting EBT
- Implementation

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ **Purpose of the Changes in Program Costs Screen**

The **Changes in Program Costs** screen contains survey questions related to factors that may be influencing the cost of WIC services at your State agency since FFY 2010.

➤ **How to Complete this Screen**

For Questions 1-6, check all the response options that apply. For Questions 7-8, select the most appropriate radio button response option. If you select "Other" for any questions, please enter an explanation in the text box as appropriate.

Conditional Question(s): Question 7a only appears if you select "1-4 years old" in Question 7. This is because Question 7a is only relevant for agencies with new MIS systems. Question 8a only

appears if you check either “Piloting EBT” or “Implementation” in Question 8. This is because Question 8a is only relevant for agencies with EBT systems.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 6: Agency Costing Tool/Labor Personnel Expenditures Screen

Home
Agency Information
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Confirmation
Logout maine

Labor/Personnel Expenditures ?

Please validate

In the table below, please enter your best estimate for the number of FTEs for each state function and the dollar amount allocated to each program area. Please answer the questions at the bottom of the screen.

State Agency Function	Total FTEs ?	Estimated Dollar Amount Allocated to: ?			
		Program Management	Client Services	Nutrition Education	Breastfeeding
A. General Program Administration and Supervision ?	<input type="text" value="0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>
B. Local Program Support ?	<input type="text" value="0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>
C. Vendor Management ?	<input type="text" value="0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>
D. Food Delivery ?	<input type="text" value="0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>
E. Breastfeeding Support and Promotion ?	<input type="text" value="0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>
F. Nutrition Education and Policy ?	<input type="text" value="0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>
G. MIS Management funded from NSA Grant ?	<input type="text" value="0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>
H. Training: Nutrition Educator Skills ?	<input type="text" value="0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>
I. Other: SPECIFY <input type="text"/>	<input type="text" value="0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>
J. Other: SPECIFY <input type="text"/>	<input type="text" value="0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>
K. Other: SPECIFY <input type="text"/>	<input type="text" value="0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>	<input type="text" value="\$ 0.00"/>

1. What is your fringe benefit rate? %

2. Does your WIC agency share staff with other programs (e.g. SNAP, SCHIP MCH, Immunization)?

Yes

No

3. How are WIC staff salaries and benefits charged to WIC and other programs that staff may work on?

100% time reporting (for staff assigned to one functional area only)

Continuous time reporting (i.e., reported on a daily basis across more than one cost area)

Periodic time reporting (once a week/month/quarter)

Random moment-in-time sampling

Costs are shared based on negotiations

Costs are shared based on historical contributions by both programs

Other (Describe):

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Labor/Personnel Screen

The **Labor/Personnel Expenditures** screen is designed to capture FTE and financial data for **ALL** State-level staff conducting State office functions paid for with NSA funds and includes questions about your fringe benefit rate and sharing of staff across programs.

➤ **How to Complete this Screen**

In the table you are asked to enter your best estimate for the number of FTEs for each State Agency function and the dollar amount allocated to each program area. The table requires the following inputs:

Total FTEs: For each State Agency function, enter the total full time equivalent (FTE) units associated with that function for **ALL** WIC staff paid for by NSA funds. Please round to the nearest one hundredth decimal place (example: 1.25).

Estimated Dollar Amount Allocated: For each State agency function, enter the total estimated dollar amount expended for each component of NSA costs: program management, client services, nutrition education, and breastfeeding. Please round to the nearest whole dollar amount (Example: \$5,252.00).

When entering data into the table, please use the following definitions for each State Agency function:

State Agency Function	Definition
A. General Program Administration and Supervision	Program supervision and management, accounting and financial management, grants and contract management, rebate procurement and management, computer system support, local agency financial audits, and general clerical support
B. Local Program Support	Local agency monitoring, training (excluding participant-centered services), providing supplies and materials to local agencies or sites, technical assistance, and outreach activities
C. Vendor Management	Vendor authorization and contracting, vendor rules and policy development, vendor monitoring, peer grouping, and contract management, vendor compliance (including compliance buys and audits), and vendor training (including on-site or web-based)
D. Food Delivery	Food product selection and approval, EBT management, check/voucher processing and banking, management of special formula distribution or delivery, EBT card production, and voucher or check production/management
E. Breastfeeding Support and Promotion	Materials development and distribution, breastfeeding policy development, management and distribution of breast pumps, peer support not funded by special funding, building or revising breastfeeding modules for MIS system, and breastfeeding coalition participation
F. Nutrition Education and Policy	Materials development and distribution, nutrition education plan and policy development, coordination with other nutrition programs, developing nutrition education modules for MIS
G. MIS Management funded from NSA Grant	Systems support and operations, training local staff on computer systems, development of MIS policies and guidelines, system updates and maintenance, and MIS replacement planning and implementation
H. Training: Nutrition Educator Skills	Training on nutrition education skills or participant centered services
I: Other: SPECIFY	Any agency functions not included in other line items

For Question 1, you are asked to enter the fringe benefit rate used by your agency. This is the overall fringe benefit rate reported to FNS on form 798-A. Please round to the nearest one hundredth decimal place (example: 25.25%). This rate will be applied to all staff members listed in the table. If the fringe rate varies across staff members, you should enter the average fringe benefit rate. The following formula can be used to calculate the average fringe benefit rate:

$$\text{Average Fringe Benefit Rate} = \frac{\text{Total Fringe Benefits}}{\text{Total Salary Amounts (without fringes)}} \times 100\%$$

For Questions 2-3, select the most appropriate radio button response option. If you select "Other" for any questions, please enter an explanation in the text box as appropriate.

Conditional Question(s): Question 3 only appears if you respond "Yes" to Question 2. This is because Question 3 is only relevant for agencies that share staff with other programs.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 7: Contracted Services Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout maine

Expenditures Associated with Contracted Services Please validate

In the table below, please enter the amount of NSA expenditures ONLY on contracted services. Do NOT include expenditures associated with breastfeeding peer counselor support or special grants that are not part of NSA funding.

1. Did your agency incur any expenditures associated with contracted services? Yes No

Contracted Services Paid for by NSA Funds ?	Estimated Yearly Expenditure ?	Estimated Percentage Allocated To: ?			
		Program Management	Client Services	Nutrition Education	Breastfeeding
A. Staff training	\$ 0.00	0 %	0 %	0 %	0 %
B. Equipment or computer maintenance	\$ 0.00	0 %	0 %	0 %	0 %
C. Consulting Nutrition Professionals	\$ 0.00	0 %	0 %	0 %	0 %
D. Program evaluation services	\$ 0.00	0 %	0 %	0 %	0 %
E. Clerical support or temporary help	\$ 0.00	0 %	0 %	0 %	0 %
F. Software development or computer programming	\$ 0.00	0 %	0 %	0 %	0 %
G. Referral or outreach services provided by another agency	\$ 0.00	0 %	0 %	0 %	0 %
H. Other: SPECIFY	\$ 0.00	0 %	0 %	0 %	0 %
I. Other: SPECIFY	\$ 0.00	0 %	0 %	0 %	0 %
J. Other: SPECIFY	\$ 0.00	0 %	0 %	0 %	0 %

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Contracted Services Screen

The **Contracted Services** screen is designed to capture information about your NSA expenditures on contracted services.

➤ How to Complete this Screen

For Question 1, you are asked to answer “Yes” or “No” to the question, “Did your agency accrue any expenditures associated with contracted services?” Select the appropriate Yes/No radio button response.

If you select “No,” you do not need to complete the remainder of the screen. Click **Validate and Continue** to validate the data entered and move to the next screen.

If you select "Yes," complete the table by entering the following:

1. **Estimated Yearly Expenditure:** For each contracted service, enter the estimated yearly expenditure in dollars. Please round to the nearest whole dollar amount (Example: \$5,252.00).
2. **Estimated Percentage Allocated:** For each contracted service, enter the estimated percentage allocated to each component of NSA costs, including program management, client services, nutrition education, and breastfeeding. Please round percentages to the nearest whole percent (example: 27%).

When filling in the table, please consider the following:

Contract services should be counted only if they are paid for from the WIC NSA Grant, including Operational Adjustment (OA) and reallocation funding. Do NOT include funding from other sources. However, if contracts are paid for by a combination of special funds and NSA funds, only include the portion of funding coming from the NSA grant. Do NOT include expenditures associated with breastfeeding peer counselor support, EBT grants, etc.

If your State agency is part of a coalition of states receiving NSA or OA funds for multiple states, but one state manages the contract, include your share of the funding and cost only, even if the other state manages the contract. If you are the state managing funds for other states, only include your share of the funding.

If your State agency's contracted services do not fit into one of the seven categories listed, please specify the other type(s) of contracted services paid for by NSA funds using the last three rows of the table.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 8: Materials, Services, and Travel Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout mainex

Expenditures Associated with Materials, Services, and Travel Please validate

In the table below, please enter the amount of NSA expenditures ONLY on materials, services, and travel. Do NOT include expenditures associated with breastfeeding peer counselor support or special projects that are not part of NSA funding. Please also answer the questions at the bottom of the screen.

1. Did your agency incur any expenditures associated with materials, services, or travel? Yes No

Description	Estimated Yearly Expenditure ?	Estimated Percent Allocated To: ?			
		Program Management	Client Services	Nutrition Education	Breastfeeding
A. Supplies	\$ 0.00	0 %	0 %	0 %	0 %
B. Equipment	\$ 0.00	0 %	0 %	0 %	0 %
C. Travel and Conference Costs	\$ 0.00	0 %	0 %	0 %	0 %
D. Communications/Internet	\$ 0.00	0 %	0 %	0 %	0 %
E. Computer Equipment/MIS Training	\$ 0.00	0 %	0 %	0 %	0 %
F. Employee Training	\$ 0.00	0 %	0 %	0 %	0 %
G. Other: SPECIFY <input type="text"/>	\$ 0.00	0 %	0 %	0 %	0 %
H. Other: SPECIFY <input type="text"/>	\$ 0.00	0 %	0 %	0 %	0 %
I. Other: SPECIFY <input type="text"/>	\$ 0.00	0 %	0 %	0 %	0 %
J. Other: SPECIFY <input type="text"/>	\$ 0.00	0 %	0 %	0 %	0 %

2. Does your state WIC agency share costs such as office space or materials with other programs (e.g., SNAP, SCHIP, Immunization)?

Yes
 No

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Materials, Services, and Travel Screen

The **Materials, Services, and Travel** screen is designed to capture information about NSA expenditures associated with materials, services, and travel purchased to support your agency.

Exhibit 8: Materials, Services, and Travel Screen Cont'd

➤ **How to Complete this Screen**

For Question 1, you are asked to answer “Yes” or “No” to the question “Did your agency accrue any expenditures associated with materials, services, or travel?” Select the appropriate Yes/No radio button response.

If you select “No,” you do not need to complete the remainder of the screen. Click **Validate and Continue** to validate the data entered and move to the next screen.

If you select “Yes,” complete the table by entering the following:

Estimated Yearly Expenditure: Enter the estimated yearly NSA expenditure for the designated material, service, or travel. Please round to the nearest whole dollar amount (Example: \$5,252.00).

Estimated Percentage Allocated: For each material, travel, and service enter the estimated percentage allocated to each component of NSA costs, including: program management, client services, nutrition education, and breastfeeding. Please round to the nearest whole percent (example: 27%).

For Question 2, select the most appropriate radio button response option. For Question 3, check all the response options that apply. If you select “Other” for this question, please enter an explanation in the text box as appropriate.

Conditional Question(s): Question 3 only appears if you respond “Yes” to Question 2. This is because Question 3 is only relevant for agencies that share materials with other programs.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 9: Indirect Costs Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout maine

Indirect Costs ? Please validate

Please respond to the following questions about indirect costs.

1. Total program indirect costs (Please indicate amount paid.) ? \$

2. Allocation methodology ?

- Calculated using a percentage of our total budget
- Calculated using a percentage of salaries and benefits only
- Set as a fixed dollar amount of the WIC budget
- Direct charged and negotiated every year
- Other (describe):

3. Types of costs included in the indirect costs

Many times, indirect costs are used to support both overall state departmental expenditures related to departmental administration or activities of offices outside of WIC. However, sometimes WIC programs receive support for activities that are necessary for program activities, such as accounting services, MIS support, space, or HR support. For your State WIC Agency, which, if any, of the following services that might be provided to your State WIC Agency are paid for through the use of indirect costs? (Check all that apply.)

- Resource services, such as staff recruitment, hiring, and employee benefit management, or payroll
- Accounting services
- Utilities
- Cost of space
- Equipment maintenance
- Computer and MIS support
- Office equipment and/or supplies
- General space maintenance and repair
- Communications, such as telephone, fax, or Internet service
- Fair hearings for participants
- Administrative hearings for vendors
- Local agency audits
- Other benefits to WIC funded from indirect cost not covered in the categories above:
 - Specify:
 - Specify:
 - Specify:
 - Specify:
- None of the above

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ **Purpose of the Indirect Costs Screen**

The **Indirect Costs** screen is designed to capture your expenditures associated with indirect costs (e.g. administrative activities) that have not been captured in other screens (Labor/Personnel; Materials, Services, Travel and Contracts; etc.). On this screen you must also indicate how indirect costs are allocated.

➤ **How to Complete this Screen**

For Question 1, enter the total amount paid for program indirect costs during FFY 2013. Please round to the nearest whole dollar amount (example: \$5,252.00).

For Question 2, indicate the allocation method used for determining program indirect costs. Examples of allocation methods include "fixed dollar amount," "allocation as a percentage of direct costs," and "other." If administrative costs are allocated as a percentage of direct costs, please indicate the percentage. If indirect costs are allocated using another methodology, please briefly describe it.

For Question 3, check all the response options that apply for services provided to your State WIC Agency that are paid for through the use of indirect costs. If there are other benefits to WIC funded from indirect costs that not covered in the other categories, please enter an explanation in the text box as appropriate.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 10: Other Sources of Funds Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout maine

Other Sources of Funds ? Please validate

In the table below, please list other sources your State WIC Agency has received in FFY 2013 and their dollar amount.

Did your State WIC agency receive other sources of funds in FFY 2013? Yes No

Source of Funds	Estimated Annual Dollar Amount ?
A. Non-federal state-appropriated funds	\$ 0.00
B. Other: SPECIFY <input type="text"/>	\$ 0.00
C. Other: SPECIFY <input type="text"/>	\$ 0.00
D. Other: SPECIFY <input type="text"/>	\$ 0.00
E. Other: SPECIFY <input type="text"/>	\$ 0.00

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Other Sources of Funds Screen

The **Other Sources of Funds** screen is designed to capture information about other sources of funds that you might have received in FFY 2013 to support your WIC program activities and the amount of funding received.

➤ How to Complete this Screen

Complete the table by entering the estimated annual dollar amount your agency received from non-Federal State-appropriated and other sources. Please round to the nearest whole dollar amount (example: \$5,252.00). If completing row(s) B-E, please provide an explanation for the other source(s) of funds in the text box as appropriate.

➤ Saving and Validating Your Entries

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 11: In-Kind Contributions Screen

In-Kind Contributions

Please validate

In-kind contributions in the State WIC office are defined as support for WIC activities funded and provided by another entity not directly supported by WIC program funds (Federal or State) or from departmental indirect costs. In-kind contributions at the State level are rare, but do exist in some cases and may be more common in ITOs or Trust Territory WIC programs. Some examples of in-kind support may include:

- An epidemiologist supported by CDC funding but working on WIC studies or providing data analysis support for WIC evaluations.
- A staff person assigned to WIC from the immunization program to help coordinate state efforts to increase immunization rates for WIC clients.
- Support staff that answer phones for WIC, but are funded from Maternal and Child Health Block Grant funds.
- Nutrition education materials developed and supplied by the state’s SNAP Education program for distribution and use at local WIC sites.
- A nutritionist paid for by Indian Health Services but providing services to WIC around high-risk nutrition education policies in an ITO State Agency.

1. Are you able to estimate the total dollar value of all in-kind contributions to the WIC program? Yes No

If yes, provide total dollar value \$

Area of in-kind contribution	In-kind received?	Can you estimate the dollar value? ?
A. Staff providing research support or training	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
B. Staff providing support for other state-level activities	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
C. Staff to support computer systems and networks	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
D. Facilities or other space considerations	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
E. Utilities	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
F. Telecommunications	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
G. Computer equipment or maintenance	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
H. Office or other equipment	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
I. Office or other types of supplies	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
J. Vehicles for WIC use	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
K. Other: SPECIFY <input type="text"/>	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>

Comments:

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the In-Kind Contributions Screen

The ***In-Kind Contributions*** screen is designed to capture information about resources donated to the WIC program. These resources are not directly paid for by the agency but need to be accounted for in estimates of the true cost of implementing WIC. You are asked to report whether you received in-kind contributions, overall and in select categories, and the estimated dollar value, if known.

➤ How to Complete this Screen

For Question 1, you are asked to answer “Yes” or “No” to the question “Are you able to estimate the total dollar value of all in-kind contributions to the WIC program?” Select the appropriate Yes/No radio button response.

If you select “Yes,” provide the total dollar value of in-kind contributions, rounding to the nearest whole dollar amount (Example: \$5,252.00).

Then complete the table for each area of in-kind contributions, indicating whether it was received by your State agency (Yes/No/Unknown). If in-kind was received, indicate whether you can estimate the dollar value received (Yes/No). If you can estimate the dollar value received, provide the amount, rounding to the nearest whole dollar amount (Example: \$5,252.00).

Definition of In-Kind: In-kind contributions in the State WIC office are defined as support for WIC activities funded and provided by another entity not directly supported by WIC program funds (Federal or State) or from departmental indirect costs. In-kind contributions at the State level are rare, but do exist in some cases and may be more common in ITOs or Trust Territory WIC programs. Some examples of in-kind support may include:

- An epidemiologist supported by CDC funding but working on WIC studies or providing data analysis support for WIC evaluations.
- A staff person assigned to WIC from the immunization program to help coordinate state efforts to increase immunization rates for WIC clients.
- Support staff that answer phones for WIC, but are funded from Maternal and Child Health Block Grant funds.
- Nutrition education materials developed and supplied by the State’s SNAP Education program for distribution and use at local WIC sites.
- A nutritionist paid for by Indian Health Services but providing services to WIC around high-risk nutrition education policies in an ITO State Agency.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 12: Cost Reduction Strategies Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout maine

Cost Reduction Strategies Please validate

FNS is interested in knowing of any innovative practices or policies your agency may have implemented since FFY 2010 that have helped you to contain NSA costs while still maintaining or improving your overall service delivery. When considering whether a practice or policy meets the criteria of being innovative, please consider that the practice should: continue quality services at a lower or reduced cost, meet challenges of reduced or same-level grant amounts, or replace older, less efficient practices or policies. If you have made any changes in the past three years that you consider to be innovative or cost effective, please provide a brief description, along with the impact these changes have had on your WIC Program NSA costs, in the text box provided below.

Brief description of innovative practice and its impact on WIC NSA costs:

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Cost Reduction Strategies Screen

On the **Cost Reduction Strategies** screen, you are asked to enter information about any innovative practices or policies your agency may have implemented since FFY 2010 that have helped you to contain NSA costs while still maintaining or improving your overall service delivery.

➤ How to Complete this Screen

When considering whether a practice or policy meets the criteria of being innovative, please consider that the practice should: continue quality services at a lower or reduced cost, meet challenges of reduced or same-level grant amounts, or replace older, less efficient practices or policies. If you have made any changes in the past three years that you consider to be innovative or cost-effective, please provide a brief description, along with the impact these changes have had on your WIC Program NSA costs, in the text box provided.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 13: Confirmation Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout mainex

Confirmation of Data ?

This section summarizes expenditure data that you entered in the Survey Questions and Agency Costing Tool screens. The tables display whether the data entered in each screen have been validated by you. You must validate the data entered in all of the screens in order for your submission to be considered complete. The Confirmation screen will display error messages until all entries in all other screens have been validated. To validate the data, go to the appropriate screen and click on the *Validate and Continue* button. Making any changes in a screen that has been previously validated will automatically undo the validate action; the validation stamp will disappear, and the Please Validate message will be displayed again. The user must re-validate the screen if any changes are made since the previous validation.

Agency Information

Category	Validation Status
Agency Information	Validated 09 Jun 2014 10:36 AM ET by mainex

Survey Questions

Category	Validation Status
Demographics	Validated 09 Jun 2014 10:36 AM ET by mainex
Changes in Costs	Please validate

Agency Costing Tool

Category	Yearly Expenditures	Validation Status
Labor/Personnel Expenditures	\$0.00	Please validate
Expenditures Associated with Contracted Services	\$1,000.00	Validated 10 Jun 2014 2:06 PM ET by mainex
Expenditures Associated with Materials, Services and Travel	\$0.00	Please validate
Indirect Costs	\$0.00	Validated 10 Jun 2014 2:07 PM ET by mainex
Agency Costing Total	\$1,000.00	
Other Sources of Funds	\$1,000.00	Validated 10 Jun 2014 2:08 PM ET by mainex
In-Kind Contributions	\$0.00	Please validate

Totals ?

Costing Type	Total from Individual Costing Screens	FFY 2013 Final NSA Closeout Expenditures
Totals	\$1,000.00	\$0.00

Confirm Cost Data Complete

➤ Purpose of the Confirmation Screen

The **Confirmation** screen summarizes your survey question completion and the expenditure data that you entered on the Agency Information and Agency Costing Tool screens. The tables display whether the data entered in each screen have been validated by you. You will use this screen to confirm and submit your survey responses.

➤ How to Use This Screen and Complete the Survey

There are two key checks that must be completed before your survey responses can be confirmed and submitted:

1. **Validation of All Responses:** You must validate the data entered in all of the screens in order for your submission to be considered complete. The **Confirmation** screen will display error messages until all entries in all other screens have been validated. To validate the data, go to the appropriate screen and click on the **Validate and Continue** button. Making any changes in a screen that has been previously validated will automatically undo the validate action; the validation stamp will disappear, and the **Please Validate** message will be displayed again. The user must re-validate the screen if any changes are made since the previous validation.
2. **Verification of Expenditure Data:** The WIC NSA cost collection instrument includes a check verifying that the amount entered in the Yearly Expenditures column of the Agency Costing Tool Summary table is within 10% of the sum of all cost components entered in other screens (excluding other sources of funds and in-kind contributions). If the difference between the total value entered and the sum of all costs is greater than 10%, an error message will be displayed on the **Confirmation** screen.

Users will not be able to finalize their submission until all errors have been resolved. To complete the data submission, click on the **Confirm Cost Data Complete** button on the Confirmation screen.

After you click on the **Confirm Cost Data Complete** button, an automated notification e-mail will be sent to the users whose e-mail addresses are associated with the agency's account to confirm a successful transmission of the data.

WIC NSA Cost Collection Instrument Combination State-Local Agency Users' Guide



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Exhibit 1: Agency Login Screen

WIC NSA Cost Collection Instrument

Form Approved
OMB No. 0584-0589
Exp. Date 03/31/2017

Agency Login

Username: Password:

Change Password

Need help logging in?
Click on the link above to send an email for help. Please include your username in the e-mail text, describe the problem you are having with the Login screen, and send the e-mail to the address indicated. Please contact the help desk at RTI International by email (WICcoststudy_help@rti.org) or by phone at 1-877-287-3782.

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless it displays a valid OMB number. The valid OMB control number for this information collection is 0584-0589. The time required to complete this information collection is estimated to average 60 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

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➤ Logging In

The WIC NSA Cost Collection Instrument can be accessed via the web link provided in your invitation to participate. Once on the **Agency Login** screen, you will be asked to enter your login information (username and password), which was also provided with your invitation. Please enter your login information on this screen and click the **Log In** button. After logging in, please navigate through the WIC NSA Cost Collection Instrument screens using the menu buttons located at the top of the screen and review and enter the required information.

➤ Changing Your Password

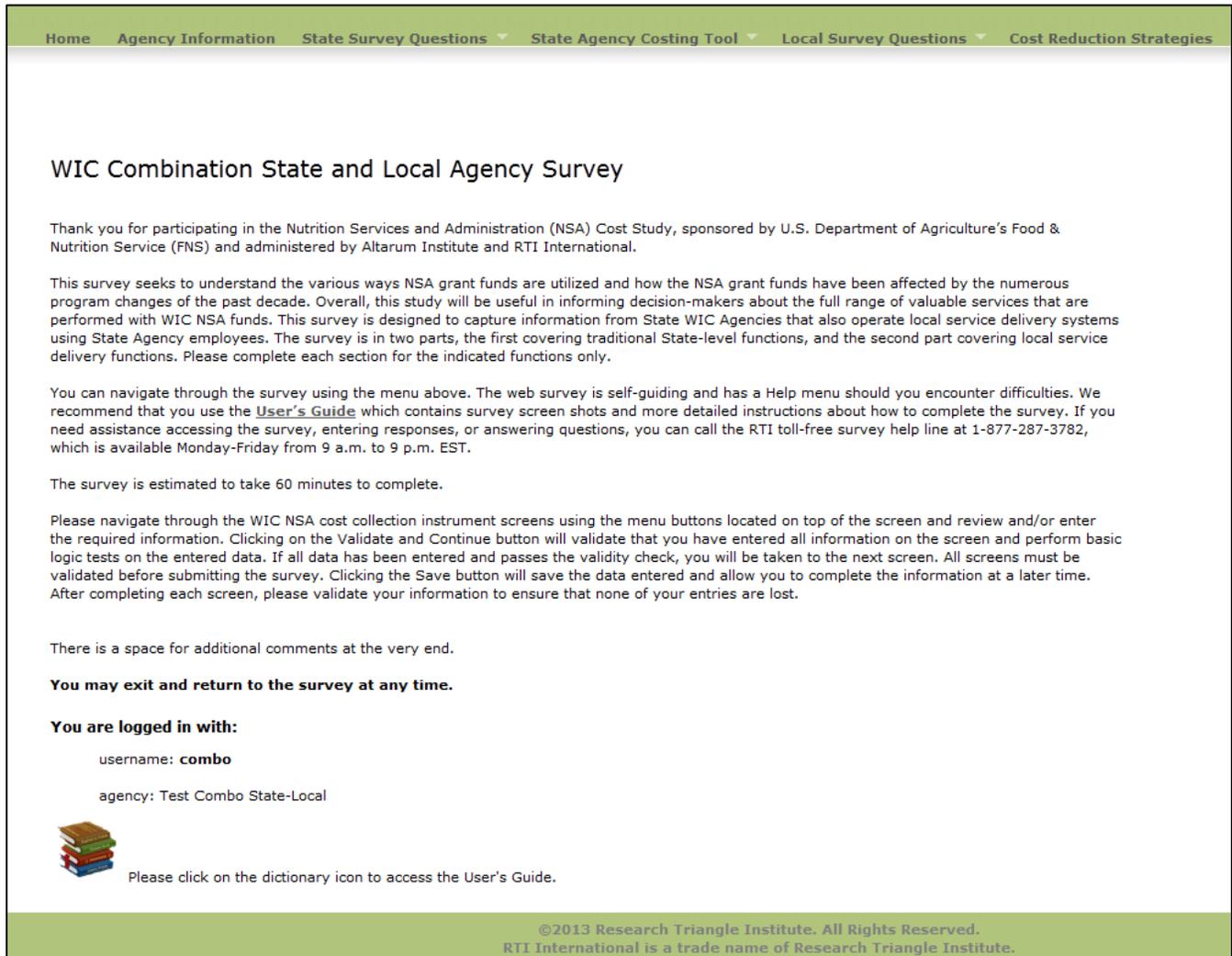
To change your password, check the **Change Password** box and click the **Log In** button. You will be taken to another screen and prompted to enter your username and a new password. Remember to write down your password and keep it in a safe place.

If you forget your password or need help logging in, click on the **Need help logging in?** link. An e-mail window will open addressed to the Web site administrator. Please include your username in the e-mail text, describe the problem you are having with the **Agency Login** screen, and send the email to the address indicated. You may also call the study Help Desk toll-free at 1-877-287-3782.

➤ **Logging Out and Returning to the Survey**

You can save, exit, and return to the survey at any time. You can logout of the survey by clicking on the **Logout** menu button at the top of the screen. Once logged out, you will be redirected to the **Agency Login** screen and must re-enter your username and password to login to the survey.

Exhibit 2: Home Screen



Home Agency Information State Survey Questions State Agency Costing Tool Local Survey Questions Cost Reduction Strategies

WIC Combination State and Local Agency Survey

Thank you for participating in the Nutrition Services and Administration (NSA) Cost Study, sponsored by U.S. Department of Agriculture's Food & Nutrition Service (FNS) and administered by Altarum Institute and RTI International.

This survey seeks to understand the various ways NSA grant funds are utilized and how the NSA grant funds have been affected by the numerous program changes of the past decade. Overall, this study will be useful in informing decision-makers about the full range of valuable services that are performed with WIC NSA funds. This survey is designed to capture information from State WIC Agencies that also operate local service delivery systems using State Agency employees. The survey is in two parts, the first covering traditional State-level functions, and the second part covering local service delivery functions. Please complete each section for the indicated functions only.

You can navigate through the survey using the menu above. The web survey is self-guiding and has a Help menu should you encounter difficulties. We recommend that you use the [User's Guide](#) which contains survey screen shots and more detailed instructions about how to complete the survey. If you need assistance accessing the survey, entering responses, or answering questions, you can call the RTI toll-free survey help line at 1-877-287-3782, which is available Monday-Friday from 9 a.m. to 9 p.m. EST.

The survey is estimated to take 60 minutes to complete.

Please navigate through the WIC NSA cost collection instrument screens using the menu buttons located on top of the screen and review and/or enter the required information. Clicking on the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. All screens must be validated before submitting the survey. Clicking the Save button will save the data entered and allow you to complete the information at a later time. After completing each screen, please validate your information to ensure that none of your entries are lost.

There is a space for additional comments at the very end.

You may exit and return to the survey at any time.

You are logged in with:

username: **combo**

agency: Test Combo State-Local



Please click on the dictionary icon to access the User's Guide.

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➤ Purpose of the Home Screen

The **Home** screen contains background information on the purpose of the survey and the study, ways to obtain help in completing the survey, and instructions on navigating through the survey and validating information entered. The **Home** screen also displays your login information (username and agency).

➤ Accessing this User's Guide

At the bottom of every survey screen is a dictionary icon that you can click to access this User's Guide (in PDF form).

Exhibit 3: Agency Information Screen

Home
Agency Information
State Survey Questions ▾
State Agency Costing Tool ▾
Local Survey Questions ▾
Cost Reduction Strategies

Agency Information

Please validate

Based on information gathered from FNS on your FFY 2013 NSA Grant, we have pre-populated the fields below. The NSA Grant includes the formula grant, operational adjustments (OA), and any reallocations you received in FFY 2013. We have obtained information on other sources of funding you received from FNS, such as infrastructure funds, breastfeeding peer counseling funds, special project funds, MIS funds, and EBT planning or implementation funds as well as on total rebates you received in FFY 2013. In addition, average monthly participation, infant formula rebate, and all other WIC rebate data were obtained from your FNS reporting. Please review these numbers and make any corrections.

1. FFY 2013 Final NSA Allocation, including operational adjustment (OA) funds	\$	<input type="text"/>
2. FFY 2013 Final NSA Closeout Expenditures	\$	<input type="text"/>
3. FFY 2013 Closeout Expenditures reported by FNS 798-A Categories		
a. Program Management	\$	<input type="text"/>
b. Client Services	\$	<input type="text"/>
c. Nutrition Education	\$	<input type="text"/>
d. Breastfeeding	\$	<input type="text"/>
4. Total NSA dollar amount allocated for State-level functions (including indirect costs) in FFY 2013	\$	<input type="text"/>
5. Total NSA dollar amount allocated for all local-level services in FFY 2013	\$	<input type="text"/>
6. Other sources of Federal WIC funds:		
a. Infrastructure Funding	\$	<input type="text"/>
b. Breastfeeding Peer Counseling Funding	\$	<input type="text"/>
c. WIC Special Project Funding	\$	<input type="text"/>
d. Special MIS Funding	\$	<input type="text"/>
e. Special EBT Planning or Implementation Funding	\$	<input type="text"/>
7. Total infant formula rebate and all other WIC rebates for FFY 2013	\$	<input type="text"/>

Save
Validate and Continue

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Agency Information Screen

The **Agency Information** screen displays information gathered from FNS on your FFY 2013 NSA Grant, including your final NSA allocation, closeout expenditures, total NSA dollar amount allocated for State-level functions and local-level services, and infant formula rebate.

➤ **How to Complete this Screen**

Please review and confirm the prepopulated information. If there are any inaccuracies, please make changes accordingly. Please round to the nearest whole cent (example: \$5,250,500.55).

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 4: State-Level Survey Questions/Program Demographics Screen

Home Agency Information State Survey Questions State Agency Costing Tool Local Survey Questions Cost Reduction Strategies

Questions About Program Demographics Please validate

Please respond to the following demographic questions about your agency. You can answer each question by selecting the correct radio button/box or by indicating *Other* and providing an explanation in the text box as appropriate.

1. Which of the following best describes the method by which you fund local services:

- Local services are budgeted along with state-level functions and are not separated as such
- Local services are provided by districts or regions, which have their own budget separate from state-level functions
- Local services are budgeted separately from state-level functions, but all local services are combined into a single budget
- Other (Describe):

2. Which of the following factors are considered in determining the amount of funds allocated for local services (Check all that apply.):

- Prior year caseload served
- Projected current year caseload
- Urban/rural salary differentials
- Need for bilingual staff or interpreter services
- Local travel for clinic sites
- Staff training needs
- Other (Describe):
- None

3. Did your total infant formula rebate amount change in FFY 2013?

- Yes, it increased
- Yes, it decreased
- No, it stayed about the same

4. Which if any of the following factors affected your infant formula rebate in FFY 2013?

- Per-can reimbursement was lower than prior year
- Per-can reimbursement was higher than prior year
- The overall percentage of infants breastfeeding increased; thus, fewer cans of infant formula were purchased
- The overall percentage of infants breastfeeding decreased; thus, more cans of infant formula were purchased
- Overall number of infants increased or decreased
- Other (Describe):
- None of the above

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Program Demographics Screen

The **Program Demographics** screen contains survey questions about your agency, including: how you fund local services, budgets required from local agencies, and changes in your infant formula rebate.

➤ **How to Complete this Screen**

For Questions 1, 3, and 4 select the most appropriate radio button response option. For Question 2, check all the response options that apply. If you select "Other" for any questions, please enter an explanation in the text box as appropriate.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 5: State-Level Survey Questions/Changes in Program Costs Screen

Home Agency Information State Survey Questions State Agency Costing Tool Local Survey Questions Cost Reduction Strategies

Questions about Changes in Program Costs Please validate

Please respond to the following questions related to factors that may drive costs of all WIC Program operations. You can answer each question by selecting the correct radio button/box or by indicating *Other* and providing an explanation in the text box as appropriate.

- Since FFY 2010, which of the following have resulted in increases of State agency-level staffing costs? (Check all that apply.)

 - Increase in FTEs or permanent staff
 - Increase in staff salaries
 - Increase in fringe benefits costs
 - Decrease in staff vacancy rates
 - Hiring temporary staff
 - Increase in staff training costs
 - Increase in staff travel costs
 - Increase in staff awards
 - None of the above
 - Other (Describe)
- Since FFY 2010, which of the following have resulted in decreases of State agency-level staffing costs? (Check all that apply.)

 - Decrease in FTEs or permanent staff
 - Decrease in staff salaries (e.g., from salary freezes, furloughs)
 - Decrease in fringe benefits costs
 - Increase in staff vacancy rates (e.g., from hiring freezes)
 - Hiring temporary staff
 - Decrease in staff training costs
 - Decrease in staff travel costs
 - Decrease in staff awards
 - None of the above
 - Other (Describe)
- Since FFY 2010, which of the following have resulted in increases of State agency-level costs? (Check all that apply.)

 - Increase in costs of facility space (e.g., rent, utilities)
 - Increase in costs of facility services (e.g., maintenance, security)
 - Increase in costs of equipment and/or supplies
 - Increase in telecommunication costs
 - Increase in information technology support services
 - None of the above
 - Other (Describe)
- Since FFY 2010, which of the following have resulted in decreases of State agency-level costs? (Check all that apply.)

 - Decrease in costs of facility space (e.g., rent, utilities)
 - Decrease in costs of facility services (e.g., maintenance, security)
 - Decrease in costs of equipment and/or supplies
 - Decrease in telecommunication costs
 - Decrease in information technology support services
 - None of the above
 - Other (Describe)
- Since FFY 2010, which of the following factors have contributed to increases of State agency-level costs? (Check all that apply.)

 - Increase in indirect cost rates and/or indirect costs
 - Increase in program participation
 - Increase in number of local agencies
 - Increase in local agency monitoring costs
 - Increase in vendor management costs
 - Decrease in State-appropriated WIC funds
 - Decrease in in-kind contributions
 - Decrease in outside funding sources
 - None of the above
 - Other (Describe)

<p>6. Since FFY 2010, which of the following factors have contributed to decreases of State agency-level costs? (Check all that apply.)</p> <p><input type="checkbox"/> Decrease in local agency's WIC NSA grant funds</p> <p><input type="checkbox"/> Decrease in program participation</p> <p><input type="checkbox"/> Decrease in local agency size (e.g., due to lower participation)</p> <p><input type="checkbox"/> Decrease in number of clinic sites</p> <p><input type="checkbox"/> Decrease in indirect cost rates and/or indirect costs</p> <p><input type="checkbox"/> Increase in in-kind contributions</p> <p><input type="checkbox"/> Increase in outside funding sources</p> <p><input type="checkbox"/> None of the above</p> <p><input type="checkbox"/> Other (Describe) <input type="text"/></p> <p>7. How old is the MIS system used by WIC local agencies during FFY 2013?</p> <p><input checked="" type="radio"/> 1-4 years old</p> <p><input type="radio"/> 5-9 years old</p> <p><input type="radio"/> 10-15 years old</p> <p><input type="radio"/> Over 15 years old</p> <p>7a. What net impact has the new MIS system had on total NSA expenditures?</p> <p><input type="radio"/> Reduced overall cost of operating WIC</p> <p><input type="radio"/> Costs have stayed about the same</p> <p><input type="radio"/> Increased overall cost of operating WIC</p> <p><input type="radio"/> Do not know the impact on overall cost</p> <p>8. What stage of EBT development is your State agency in?</p> <p><input type="radio"/> Have not started</p> <p><input checked="" type="radio"/> Planning</p> <p><input type="radio"/> Piloting EBT</p> <p><input type="radio"/> Implementation</p> <p>8a. Since FFY 2010, what net impact has EBT had on total NSA expenditures?</p> <p><input type="radio"/> Reduced overall cost of operating WIC</p> <p><input type="radio"/> Costs have stayed about the same</p> <p><input type="radio"/> Increased overall cost of operating WIC</p> <p><input type="radio"/> Do not know the impact on overall cost</p>	<p><input type="button" value="Save"/> <input type="button" value="Validate and Continue"/></p> <p>Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.</p>
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➤ **Purpose of the Changes in Program Costs Screen**

The ***Changes in Program Costs*** screen contains survey questions related to factors that may be influencing the cost of WIC services of state-level functions at you agency since FFY 2010.

➤ **How to Complete this Screen**

For Questions 1-6, check all the response options that apply. For Questions 7-8, select the most appropriate radio button response option. If you select "Other" for any questions, please enter an explanation in the text box as appropriate.

Conditional Question(s): Question 7a only appears if you select "1-4 years old" in Question 7. This is because Question 7a is only relevant for agencies with new MIS systems. Question 8a only

appears if you check either “Planning,” “Piloting EBT” or “Implementation” in Question 8. This is because Question 8a is only relevant for agencies with EBT systems.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 6: Agency Costing Tool/Labor Personnel Expenditures Screen

Labor/Personnel Expenditures

Please validate

Below are two tables to capture information about personnel providing support for state-level and local-level functions. Please enter the requested information in these tables and answer the questions at the bottom of the screen.

Personnel Supporting State-Level Function ?

In the table below, please enter your best estimate for the number of FTEs for each state-level function and the dollar amount allocated to each program area (based on the four cost categories included in the 798-A report).

State Agency Function	Total FTEs ?	Estimated Dollar Amount Allocated to: ?			
		Program Management	Client Services	Nutrition Education	Breastfeeding
A. General Program Administration and Supervision ?	0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
B. Local Program Support ?	0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
C. Vendor Management ?	0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
D. Food Delivery ?	0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
E. Breastfeeding Support and Promotion ?	0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
F. Nutrition Education and Policy ?	0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
G. MIS Management funded from NSA Grant ?	0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
H. Training: Nutrition Educator Skills ?	0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
I. Other: SPECIFY <input style="width: 100%;" type="text"/>	0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
J. Other: SPECIFY <input style="width: 100%;" type="text"/>	0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
K. Other: SPECIFY <input style="width: 100%;" type="text"/>	0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Personnel Supporting Local-Level Function

In the table below, please enter your best estimate for the number of FTEs and total gross annual salaries for each type of staff delivering WIC services.

Type of Staff	Total FTEs ?	Total Gross Salary (net of fringe benefits) ?
A. Program Manager/Supervisor	0.00	\$ 0.00
B. Registered Dietitian	0.00	\$ 0.00
C. Bachelor's Degreed (or higher) Nutritionist	0.00	\$ 0.00
D. Non-Degreed Paraprofessional	0.00	\$ 0.00
E. Lab Tech/Specialist	0.00	\$ 0.00
F. Clerk	0.00	\$ 0.00
G. Bachelor's Degreed (or higher) Breastfeeding Specialist	0.00	\$ 0.00
H. Breastfeeding Peer Counselor	0.00	\$ 0.00

I. Receptionist	0.00	\$ 0.00
J. Public Health Nurse	0.00	\$ 0.00
K. Social Worker	0.00	\$ 0.00
L. Computer Support and Maintenance	0.00	\$ 0.00
M. Vendor Specialist/Liaison	0.00	\$ 0.00
N. Accounting/Financial Staff	0.00	\$ 0.00
O. Research/Evaluation Specialist	0.00	\$ 0.00
P. Other: SPECIFY <input type="text"/>	0.00	\$ 0.00
Q. Other: SPECIFY <input type="text"/>	0.00	\$ 0.00
R. Other: SPECIFY <input type="text"/>	0.00	\$ 0.00

1. What is your fringe benefit rate? %

2. Does your WIC agency share staff with other programs (e.g. SNAP, SCHIP MCH, Immunization)?

Yes

No

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Labor/Personnel Screen

The **Labor/Personnel Expenditures** screen is designed to capture FTE and financial data for **ALL** State-level and Local-level staff paid for with NSA funds and includes questions about your fringe benefit rate and sharing of staff across programs.

➤ How to Complete this Screen

In the Personnel Supporting State-Level Functions table you are asked to enter your best estimate for the number of FTEs for each State-Level Agency function and the dollar amount allocated to each program area. The table requires the following inputs:

Total FTEs: For each State Agency function, enter the total full time equivalent (FTE) units associated with that function for **ALL** WIC staff paid for by NSA funds. Please round to the nearest one hundredth decimal place (example: 1.25).

Estimated Dollar Amount Allocated: For each State agency function, enter the total estimated dollar amount allocated to each component of NSA costs: program management, client services, nutrition education, and breastfeeding. Please round to the nearest whole dollar amount (example: \$5,252.00).

When entering data into the table, please use the following definitions for each State Agency function:

State Agency Function	Definition
A. General Program Administration and Supervision	Program supervision and management, accounting and financial management, grants and contract management, rebate procurement and management, computer system support, local agency financial audits, and general clerical support
B. Local Program Support	Local agency monitoring, training (excluding participant-centered services), providing supplies and materials to local agencies or sites, technical assistance, and outreach activities
C. Vendor Management	Vendor authorization and contracting, vendor rules and policy development, vendor monitoring, peer grouping, and contract management, vendor compliance (including compliance buys and audits), and vendor training (including on-site or web-based)
D. Food Delivery	Food product selection and approval, EBT management, check/voucher processing and banking, management of special formula distribution or delivery, EBT card production, and voucher or check production/management
E. Breastfeeding Support and Promotion	Materials development and distribution, breastfeeding policy development, management and distribution of breast pumps, peer support not funded by special funding, building or revising breastfeeding modules for MIS system, and breastfeeding coalition participation
F. Nutrition Education and Policy	Materials development and distribution, nutrition education plan and policy development, coordination with other nutrition programs, developing nutrition education modules for MIS
G. MIS Management funded from NSA Grant	Systems support and operations, training local staff on computer systems, development of MIS policies and guidelines, system updates and maintenance, and MIS replacement planning and implementation
H. Training: Nutrition Educator Skills	Training on nutrition education skills or participant centered services
I: Other: SPECIFY	Any agency functions not included in other line items

In the Personnel Supporting Local-Level Functions table you are asked to enter your best estimate for the total FTEs and total gross salary (net of fringe benefits) for each local-level staff type. The table requires the following inputs:

1. *Total FTEs*: For each type of staff, enter the total full time equivalent (FTE) units associated with that position. Please round to the nearest one hundredth decimal place (example: 1.25).
2. *Total Gross Salary*: For each type of staff, enter the total gross salary (excluding fringe benefits) associated with that position. Please round to the nearest whole dollar amount (example: \$5,252.00).

Note: Below is a listing of the staff types that should be either included or excluded from the table.

Include: Only local level staff paid for by the NSA grant, including the federal funding formula allocation, operational adjustment funding, and reallocations.

Exclude: Contract staff, staff paid for out of indirect cost, or staff funded from other states programs; staff funded by special MIS, EBT, WIC Special Project, Infrastructure grants, Breastfeeding peer support grants, or other sources of funds; however, if NSA grant funds are used to support activities in areas such as MIS development and planning, EBT development and planning, breastfeeding peer support, etc., include these staff but please enter the total FTEs funded from the NSA grant only.

For Question 1, you are asked to enter the FFY 2013 fringe benefit rate used by your agency. Please round to the nearest one hundredth decimal place (example: 25.25%). This rate will be applied to all staff members listed in the table. If the fringe rate varies across staff members, you should enter the average fringe benefit rate. The following formula can be used to calculate the average fringe benefit rate:

$$\text{Average Fringe Benefit Rate} = \frac{\text{Total Fringe Benefits}}{\text{Total Salary Amounts (without fringes)}} \times 100\%$$

For Questions 2-3, select the most appropriate radio button response option. If you select "Other" for any questions, please enter an explanation in the text box as appropriate.

Conditional Question(s): Question 3 only appears if you respond "Yes" to Question 2. This is because Question 3 is only relevant for agencies that share staff with other programs.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 7: Contracted Services Screen

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Expenditures Associated with Contracted Services Please validate

In the table below, please enter the amount of NSA expenditures ONLY on contracted services. Do NOT include expenditures associated with breastfeeding peer counselor support or special grants that are not part of NSA funding.

1. Did your agency incur any expenditures associated with contracted services? Yes No

Contracted Services Paid for by NSA Funds ?	Estimated Yearly Expenditure ?	Estimated Percentage Allocated To: ?			
		Program Management	Client Services	Nutrition Education	Breastfeeding
A. Staff training	\$ 0.00	0%	0%	0%	0%
B. Equipment or computer maintenance	\$ 0.00	0%	0%	0%	0%
C. Consulting Nutrition Professionals	\$ 0.00	0%	0%	0%	0%
D. Program evaluation services	\$ 0.00	0%	0%	0%	0%
E. Clerical support or temporary help	\$ 0.00	0%	0%	0%	0%
F. Software development or computer programming	\$ 0.00	0%	0%	0%	0%
G. Referral or outreach services provided by another agency	\$ 0.00	0%	0%	0%	0%
H. Other: SPECIFY <input type="text"/>	\$ 0.00	0%	0%	0%	0%
I. Other: SPECIFY <input type="text"/>	\$ 0.00	0%	0%	0%	0%
J. Other: SPECIFY <input type="text"/>	\$ 0.00	0%	0%	0%	0%

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Contracted Services Screen

The **Contracted Services** screen is designed to capture information about your NSA expenditures on contracted services.

➤ How to Complete this Screen

For Question 1, you are asked to answer “Yes” or “No” to the question, “Did your agency accrue any expenditures associated with contracted services?” Select the appropriate Yes/No radio button response.

If you select "No," you do not need to complete the remainder of the screen. Click **Validate and Continue** to validate the data entered and move to the next screen.

If you select "Yes," complete the table by entering the following:

Estimated Yearly Expenditure: For each contracted service, enter the estimated yearly expenditure in dollars. Please round to the nearest whole dollar amount (example: \$5,252.00).

Estimated Percentage Allocated: For each contracted service, enter the estimated percentage allocated to each component of NSA costs, including program management, client services, nutrition education, and breastfeeding. Please round percentages to the nearest whole percent (example: 27%).

When filling in the table, please consider the following:

Contract services should be counted only if they are paid for from the WIC NSA Grant, including Operational Adjustment (OA) and reallocation funding. Do NOT include funding from other sources. However, if contracts are paid for by a combination of special funds and NSA funds, only include the portion of funding coming from the NSA grant. Do NOT include expenditures associated with breastfeeding peer counselor support, EBT grants, etc.

If your State agency is part of a coalition of states receiving NSA or OA funds for multiple states, but one state manages the contract, include your share of the funding and cost only, even if the other state manages the contract. If you are the state managing funds for other states, only include your share of the funding.

If your State agency's contracted services do not fit into one of the seven categories listed, please specify the other type(s) of contracted services paid for by NSA funds using the last three rows of the table.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 8: Materials, Services, and Travel Screen

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Expenditures Associated with Materials, Services, and Travel Please validate

In the table below, please enter the amount of NSA expenditures ONLY on materials, services, and travel. Do NOT include expenditures associated with breastfeeding peer counselor support or special projects that are not part of NSA funding. Please also answer the questions at the bottom of the screen.

1. Did your agency incur any expenditures associated with materials, services, or travel? Yes No

Description	Estimated Yearly Expenditure <input type="button" value="?"/>	Estimated Percent Allocated To: <input type="button" value="?"/>			
		Program Management	Client Services	Nutrition Education	Breastfeeding
A. Supplies	\$ 0.00	0 %	0 %	0 %	0 %
B. Equipment	\$ 0.00	0 %	0 %	0 %	0 %
C. Travel and Conference Costs	\$ 0.00	0 %	0 %	0 %	0 %
D. Communications/Internet	\$ 0.00	0 %	0 %	0 %	0 %
E. Computer Equipment/MIS Training	\$ 0.00	0 %	0 %	0 %	0 %
F. Employee Training	\$ 0.00	0 %	0 %	0 %	0 %
G. Other: SPECIFY <input type="text"/>	\$ 0.00	0 %	0 %	0 %	0 %
H. Other: SPECIFY <input type="text"/>	\$ 0.00	0 %	0 %	0 %	0 %
I. Other: SPECIFY <input type="text"/>	\$ 0.00	0 %	0 %	0 %	0 %
J. Other: SPECIFY <input type="text"/>	\$ 0.00	0 %	0 %	0 %	0 %

2. For state-level functions only, does your state agency share costs such as staffing, office space, or materials with any other organizational entity?

Yes
 No

3. What is the method used by your state agency to distribute shared costs across multiple programs? (check all that apply)

Fixed dollar amount based on negotiated agreement
 Amount based upon percentage of time working in programs or space used
 Formula allocation based on negotiated rate
 Historical expenditures
 Other (Describe):
 We do not know how the shared costs are allocated

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
 Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Materials, Services, and Travel Screen

The **Materials, Services, and Travel** screen is designed to capture information about NSA expenditures associated with materials, services, and travel purchased to support your agency.

➤ **How to Complete this Screen**

For Question 1, you are asked to answer “Yes” or “No” to the question “Did your agency accrue any expenditures associated with materials, services, or travel?” Select the appropriate Yes/No radio button response.

If you select “No,” you do not need to complete the remainder of the screen. Click **Validate and Continue** to validate the data entered and move to the next screen.

If you select “Yes,” complete the table by entering the following:

Estimated Yearly Expenditure: Enter the estimated yearly NSA expenditure for the designated material, service, or travel. Please round to the nearest whole dollar amount (Example: \$5,252.00).

Estimated Percentage Allocated: For each material, travel, and service enter the estimated percentage allocated to each component of NSA costs, including: program management, client services, nutrition education, and breastfeeding. Please round to the nearest whole percent (example: 27%).

For Question 2, select the most appropriate radio button response option. For Question 3, check all the response options that apply. If you select “Other” for this question, please enter an explanation in the text box as appropriate.

Conditional Question(s): Question 3 only appears if you respond “Yes” to Question 2. This is because Question 3 is only relevant for agencies that share materials with other programs.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 9: Indirect Costs Screen

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Indirect Costs ?

Screen last validated 14 Apr 2014 11:44 AM ET by combo

Please respond to the following questions about indirect costs.

1. Total program indirect costs (Please indicate amount paid.) ? \$

2. Allocation methodology ?

- Calculated using a percentage of our total budget
- Calculated using a percentage of salaries and benefits only
- Set as a fixed dollar amount of the WIC budget
- Direct charged and negotiated every year
- Other (describe):

3. Types of costs included in the indirect costs

Many times, indirect costs are used to support both overall state departmental expenditures related to departmental administration or activities of offices outside of WIC. However, sometimes WIC programs receive support for activities that are necessary for program activities, such as accounting services, MIS support, space, or HR support. For your State WIC Agency, which, if any, of the following services that might be provided to your State WIC Agency are paid for through the use of indirect costs? (Check all that apply.)

- Resource services, such as staff recruitment, hiring, and employee benefit management, or payroll
- Accounting services
- Utilities
- Cost of space
- Equipment maintenance
- Computer and MIS support
- Office equipment and/or supplies
- General space maintenance and repair
- Communications, such as telephone, fax, or Internet service
- Fair hearings for participants
- Administrative hearings for vendors
- Local agency audits
- Other benefits to WIC funded from indirect cost not covered in the categories above:
 - Specify:
 - Specify:
 - Specify:
 - Specify:
- None of the above

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ **Purpose of the Indirect Costs Screen**

The **Indirect Costs** screen is designed to capture your expenditures associated with indirect costs (e.g. administrative activities) that have not been captured in other screens (Labor/Personnel; Materials, Services, Travel and Contracts; etc.). On this screen you must also indicate how indirect costs are allocated.

➤ **How to Complete this Screen**

For Question 1, enter the total amount paid for program indirect costs during FFY 2013. Please round to the nearest whole dollar amount (example: \$5,252.00).

For Question 2, indicate the allocation method used for determining program indirect costs. Examples of allocation methods include "fixed dollar amount," "allocation as a percentage of direct costs," and "other." If administrative costs are allocated as a percentage of direct costs, please indicate the percentage. If indirect costs are allocated using another methodology, please briefly describe it.

For Question 3, check all the response options that apply for services provided to your WIC Agency that are paid for through the use of indirect costs. If there are other benefits to WIC funded from indirect costs that not covered in the other categories, please enter an explanation in the text box as appropriate.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 10: Other Sources of Funds Screen

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Other Sources of Funds Please validate

In the table below, please list other sources your State WIC Agency has received in FFY 2013 and their dollar amount.

Did your State WIC agency receive other sources of funds in FFY 2013? Yes No

Source of Funds	Estimated Annual Dollar Amount ?
A. Non-federal state-appropriated funds	\$ 0.00
B. Other: SPECIFY <input type="text"/>	\$ 0.00
C. Other: SPECIFY <input type="text"/>	\$ 0.00
D. Other: SPECIFY <input type="text"/>	\$ 0.00
E. Other: SPECIFY <input type="text"/>	\$ 0.00

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Other Sources of Funds Screen

The **Other Sources of Funds** screen is designed to capture information about other sources of funds that you might have received in FFY 2013 to support your WIC program activities and the amount of funding received.

➤ How to Complete this Screen

Complete the table by entering the estimated annual dollar amount your agency received from non-Federal State-appropriated and other sources. Please round to the nearest whole dollar amount (example: \$5,252.00). If completing row(s) B-E, please provide an explanation for the other source(s) of funds in the text box as appropriate.

➤ Saving and Validating Your Entries

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 11: In-Kind Contributions Screen

In-Kind Contributions

Please validate

In-kind contributions in the State WIC office are defined as support for WIC activities funded and provided by another entity not directly supported by WIC program funds (Federal or State) or from departmental indirect costs. In-kind contributions at the State level are rare, but do exist in some cases and may be more common in ITOs or Trust Territory WIC programs. Some examples of in-kind support may include:

- An epidemiologist supported by CDC funding but working on WIC studies or providing data analysis support for WIC evaluations.
- A staff person assigned to WIC from the immunization program to help coordinate state efforts to increase immunization rates for WIC clients.
- Support staff that answer phones for WIC, but are funded from Maternal and Child Health Block Grant funds.
- Nutrition education materials developed and supplied by the state's SNAP Education program for distribution and use at local WIC sites.
- A nutritionist paid for by Indian Health Services but providing services to WIC around high-risk nutrition education policies in an ITO State Agency.

1. Are you able to estimate the total dollar value of all in-kind contributions to the WIC program? Yes No
 If yes, provide total dollar value \$

Area of in-kind contribution	In-kind received?	Can you estimate the dollar value? ?
A. Staff providing research support or training	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text" value="0.00"/>
B. Staff providing support for other state-level activities	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text" value="0.00"/>
C. Staff to support computer systems and networks	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text" value="0.00"/>
D. Facilities or other space considerations	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text" value="0.00"/>
E. Utilities	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text" value="0.00"/>
F. Telecommunications	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text" value="0.00"/>
G. Computer equipment or maintenance	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text" value="0.00"/>
H. Office or other equipment	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text" value="0.00"/>
I. Office or other types of supplies	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text" value="0.00"/>
J. Vehicles for WIC use	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text" value="0.00"/>
K. Other: SPECIFY <input type="text"/>	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text" value="0.00"/>

Comments:

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the In-Kind Contributions Screen

The ***In-Kind Contributions*** screen is designed to capture information about resources donated to the WIC program. These resources are not directly paid for by the agency but need to be accounted for in estimates of the true cost of implementing WIC. You are asked to report whether you received in-kind contributions, overall and in select categories, and the estimated dollar value, if known.

➤ How to Complete this Screen

For Question 1, you are asked to answer “Yes” or “No” to the question “Are you able to estimate the total dollar value of all in-kind contributions to the WIC program?” Select the appropriate Yes/No radio button response.

If you select “Yes,” provide the total dollar value of in-kind contributions, rounding to the nearest whole dollar amount (example: \$5,252.00).

Then complete the table for each area of in-kind contribution, indicating whether it was received by your State agency (Yes/No/Unknown). If in-kind was received, indicate whether you can estimate the dollar value received (Yes/No). If you can estimate the dollar value received, provide the amount, rounding to the nearest whole dollar amount (example: \$5,252.00).

Definition of In-Kind: In-kind contributions in the State WIC office are defined as support for WIC activities funded and provided by another entity not directly supported by WIC program funds (Federal or State) or from departmental indirect costs. In-kind contributions at the State level are rare, but do exist in some cases and may be more common in ITOs or Trust Territory WIC programs. Some examples of in-kind support may include:

- An epidemiologist supported by CDC funding but working on WIC studies or providing data analysis support for WIC evaluations.
- A staff person assigned to WIC from the immunization program to help coordinate state efforts to increase immunization rates for WIC clients.
- Support staff that answer phones for WIC, but are funded from Maternal and Child Health Block Grant funds.
- Nutrition education materials developed and supplied by the State’s SNAP Education program for distribution and use at local WIC sites.
- A nutritionist paid for by Indian Health Services but providing services to WIC around high-risk nutrition education policies in an ITO State Agency.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 12: Local-Level Survey Questions/Program Demographics Screen

Home Agency Information State Survey Questions State Agency Costing Tool Local Survey Questions Cost Reduction Strategies Confirmation

Questions About Program Demographics Please validate

Please respond to the following demographic questions about your local WIC service delivery. You can answer each question by selecting the correct radio button/box or by indicating *Other* and providing an explanation in the text box as appropriate.

1. Are local WIC services provided at any sites where services other than WIC are provided? These services could be public health, primary care, or other social services.

Yes
 No

2. Which, if any, of the following services are provided at sites where WIC services are provided? (Check all that apply.)

- Primary care medical services
- Dental services
- Immunizations
- Screenings (e.g., vision, hearing, lead, or other environmental screenings)
- Prenatal care
- Well-child exams
- Mental health services
- Family planning
- Childcare/parenting support
- Substance abuse or smoking cessation counseling
- Home heating or weatherization support
- Food bank/food pantry services
- Other medical services
- Other social services
- None

3. Does the local WIC program share the cost of staff or facilities with other programs providing services in your sponsoring agency?

Yes
 No

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of Program Demographics Screen

The **Program Demographics** screen contains survey questions about local-level functions of your agency, including: other types of services and support provided by sponsoring agencies (if applicable) and cost-sharing of staff or facilities with other programs (if applicable).

➤ How to Complete this Screen

For Questions 1 and 3, select the most appropriate radio button response option. For Question 2, check all the response options that apply.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 13: Local-Level Survey Questions/Services Provided Screen

Home Agency Information State Survey Questions State Agency Costing Tool Local Survey Questions Cost Reduction Strategies

Questions About the Services Provided Please validate

Now we would like you to think about the local provision of WIC services only. Please answer the following questions related to your service delivery at local sites. You can answer each question by selecting the correct radio button/box and entering numeric data in the open fields.

1. How many fixed sites do you have that provide WIC services?
2. How many "satellite sites" (such as a Church, Community Center, etc.) do you have where WIC services are provided?
3. How many mobile vans do you have that provide WIC services?
4. Are services provided at any of your sites in languages other than English?
 Yes
 No
5. If services are provided in languages other than English, which of the following methods are used by your local agency? (Check all that apply.)
 Bilingual staff
 Language line using telephone
 Language interpreters are available for staff use
 Clients are asked to bring their own interpreters
 Other (Describe)
 No services provided in other languages
6. In addition to providing direct WIC services, do staff in local programs also conduct vendor monitoring activities?
 Yes
 No
7. Does your state agency receive separate funding for a breastfeeding peer counseling program?
 Yes, we have a breastfeeding peer counseling program at all or most of our sites
 Yes, we have a breastfeeding peer counseling program at some of our sites
 No, we do not have a breastfeeding peer counseling program
8. How is anthropometric information collected for determining client eligibility?
 Height, weight, or blood tests are completed at the clinic site
 Height, weight, or blood tests are provided by medical providers and clients bring the information to the clinic
 Both methods above are used

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Services Provided Screen

The **Services Provided** screen contains survey questions about your agency's provision of local-level WIC services, including number of fixed sites, satellite sites, and mobile vans, language

offerings, vendor monitoring activities, funding for a breastfeeding peer counselor program, and information collected to determine eligibility.

➤ **How to Complete this Screen**

For Questions 1-3, fill-in the blank with the appropriate numeric response and round to the nearest whole number (e.g., 15). For Questions 4 and 6-8, select the most appropriate radio button response option. For Question 5, check all the response options that apply. If you select “Other” for any questions, please enter an explanation in the text box as appropriate.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 14: Survey Questions/Changes in Program Costs Screen

Questions about Changes in Program Costs

Please validate

Please respond to the following questions related to factors that may drive the cost of WIC services at your agency. You can answer each question by selecting the correct radio button/box or by indicating *Other* and providing an explanation in the text box as appropriate.

1. Choose the option that best describes changes in your agency's costs since FFY 2010.
 - Steadily increased
 - Steadily decreased
 - Stayed about the same
 - Fluctuated up and down, depending on circumstances

2. Since FFY 2010, which of the following have resulted in increases of your agency's staffing costs for local-level functions? (Check all that apply.)
 - Increase in FTEs or permanent staff
 - Increase in staff salaries
 - Increase in fringe benefits costs
 - Decrease in staff vacancy rates
 - Hiring temporary staff
 - Increase in staff training costs
 - Increase in staff travel costs
 - Increase in staff awards
 - None of the above
 - Other (Describe)

3. Since FFY 2010, which of the following have resulted in decreases of your agency's staffing costs for local-level functions? (Check all that apply.)
 - Decrease in FTEs or permanent staff
 - Decrease in staff salaries (e.g., from salary freezes, furloughs)
 - Decrease in fringe benefits costs
 - Increase in staff vacancy rates (e.g., from hiring freezes)
 - Hiring temporary staff
 - Decrease in staff training costs
 - Decrease in staff travel costs
 - Decrease in staff awards
 - None of the above
 - Other (Describe)

4. Since FFY 2010, which of the following have resulted in increases of your agency's costs for local-level functions? (Check all that apply.)
 - Increase in costs of facility space (e.g., rent, utilities)
 - Increase in costs of facility services (e.g., maintenance, security)
 - Increase in costs of equipment and/or supplies
 - Increase in telecommunication costs
 - Increase in information technology support services
 - None of the above
 - Other (Describe)

5. Since FFY 2010, which of the following have resulted in decreases of your agency's costs for local-level functions? (Check all that apply.)
 - Decrease in costs of facility space (e.g., rent, utilities)
 - Decrease in costs of facility services (e.g., maintenance, security)
 - Decrease in costs of equipment and/or supplies
 - Decrease in telecommunication costs
 - Decrease in information technology support services
 - None of the above
 - Other (Describe)

6. Since FFY 2010, which of the following factors have contributed to increases of your agency's costs for local-level functions?
 - Increase in local agency's WIC NSA grant funds
 - Increase in program participation
 - Increase in local agency size (e.g., due to consolidation of local agencies)
 - Increase in number of clinic sites
 - Increase in indirect cost rates and/or indirect costs
 - Decrease in in-kind contributions
 - Decrease in outside funding sources
 - None of the above
 - Other (Describe)

7. Since FFY 2010, which of the following factors have contributed to decreases of your agency's costs for local-level functions?

- Decrease in local agency's WIC NSA grant funds
- Decrease in program participation
- Decrease in local agency size (e.g., due to lower participation)
- Decrease in number of clinic sites
- Decrease in indirect cost rates and/or indirect costs
- Increase in in-kind contributions
- Increase in outside funding sources
- None of the above
- Other (Describe)

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ **Purpose of the Changes in Program Costs Screen**

The **Changes in Program Costs** screen contains survey questions related to factors that may be influencing the cost of WIC services for local-level functions since FFY 2010.

➤ **How to Complete this Screen**

For Question 1, select the most appropriate radio button response option. For Questions 2-7, check all the response options that apply. If you select "Other" for any questions, please enter an explanation in the text box as appropriate.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 15: Cost Reduction Strategies Screen

➤ Purpose of the Cost Reduction Strategies Screen

On the **Cost Reduction Strategies** screen, you are asked to enter information about any innovative practices or policies your agency may have implemented since FFY 2010 that have helped you to contain NSA costs while still maintaining or improving your overall service delivery.

➤ How to Complete this Screen

When considering whether a practice or policy meets the criteria of being innovative, please consider that the practice should: continue quality services at a lower or reduced cost, meet challenges of reduced or same-level grant amounts, or replace older, less efficient practices or policies. If you have made any changes in the past three years that you consider to be innovative or cost-effective, please provide a brief description, along with the impact these changes have had on your WIC Program NSA costs, in the text box provided.

➤ Saving and Validating Your Entries

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 16: Confirmation Screen

Confirmation of Data ?

This section summarizes expenditure data that you entered in the Survey Questions and Agency Costing Tool screens. The tables display whether the data entered in each screen have been validated by you. You must validate the data entered in all of the screens in order for your submission to be considered complete. The Confirmation screen will display error messages until all entries in all other screens have been validated. To validate the data, go to the appropriate screen and click on the *Validate and Continue* button. Making any changes in a screen that has been previously validated will automatically undo the validate action; the validation stamp will disappear, and the Please Validate message will be displayed again. The user must re-validate the screen if any changes are made since the previous validation.

Agency Information

Category	Validation Status
Agency Information	Please validate

Survey Questions

Category	Validation Status
State level functions	
Demographics	Please validate
Changes in Costs	Please validate
Local level functions	
Demographics	Please validate
Services Provided	Please validate
Changes in Costs	Please validate

Agency Costing Tool

Category	Yearly Expenditures	Validation Status
Labor/Personnel Expenditures	\$0.00	Please validate
Expenditures Associated with Contracted Services	\$2,000.00	Validated 10 Jun 2014 1:59 PM ET by combo
Expenditures Associated with Materials, Services and Travel	\$2,000.00	Validated 10 Jun 2014 2:00 PM ET by combo
Indirect Costs	\$0.00	Validated 10 Jun 2014 1:10 PM ET by combo
Agency Costing Total	\$4,000.00	
Other Sources of Funds	\$0.00	Please validate
In-Kind Contributions	\$0.00	Please validate

Totals ?

Costing Type	Total from Individual Costing Screens	FFY 2013 Final NSA Closeout Expenditures
Totals	\$4,000.00	\$0.00

Confirm Cost Data Complete

➤ Purpose of the Confirmation Screen

The **Confirmation** screen summarizes your survey question completion and the expenditure data that you entered on the Agency Information and Agency Costing Tool screens. The tables display whether the data entered in each screen have been validated by you. You will use this screen to confirm and submit your survey responses.

➤ How to Use This Screen and Complete the Survey

There are two key checks that must be completed before your survey responses can be confirmed and submitted:

1. Validation of All Responses: You must validate the data entered in all of the screens in order for your submission to be considered complete. The **Confirmation** screen will display error messages until all entries in all other screens have been validated. To validate the data, go to the appropriate screen and click on the **Validate and Continue** button. Making any changes in a screen that has been previously validated will automatically undo the validate action; the validation stamp will disappear, and the **Please Validate** message will be displayed again. The user must re-validate the screen if any changes are made since the previous validation.
2. Verification of Expenditure Data: The WIC NSA cost collection instrument includes a check verifying that the amount entered in the Yearly Expenditures column of the Agency Costing Tool Summary table is within 10% of the sum of all cost components entered in other screens (excluding other sources of funds and in-kind contributions). If the difference between the total value entered and the sum of all costs is greater than 10%, an error message will be displayed on the **Confirmation** screen.

Users will not be able to finalize their submission until all errors have been resolved. To complete the data submission, click on the **Confirm Cost Data Complete** button on the Confirmation screen.

After you click on the **Confirm Cost Data Complete** button, an automated notification e-mail will be sent to the users whose e-mail addresses are associated with the agency's account to confirm a successful transmission of the data.

WIC NSA Cost Collection Instrument Local Agency Users' Guide



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Exhibit 1: Agency Login Screen

WIC NSA Cost Collection Instrument

Form Approved
OMB No. 0584-0589
Exp. Date 03/31/2017

Agency Login

Username: Password:

Change Password

[Need help logging in?](#)
Click on the link above to send an email for help. Please include your username in the e-mail text, describe the problem you are having with the Login screen, and send the e-mail to the address indicated. Please contact the help desk at RTI International by email (WICCostStudyHelp@rti.org) or by phone at 1-877-287-3782.

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless it displays a valid OMB number. The valid OMB control number for this information collection is 0584-0589. The time required to complete this information collection is estimated to average 60 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

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➤ Logging In

The WIC NSA Cost Collection Instrument can be accessed via the web link provided in your invitation to participate. Once on the **Agency Login** screen, you will be asked to enter your login information (username and password), which was also provided with your invitation. Please enter your login information on this screen and click the **Log In** button. After logging in, please navigate through the WIC NSA Cost Collection Instrument screens using the menu buttons located at the top of the screen and review and enter the required information.

➤ Changing Your Password

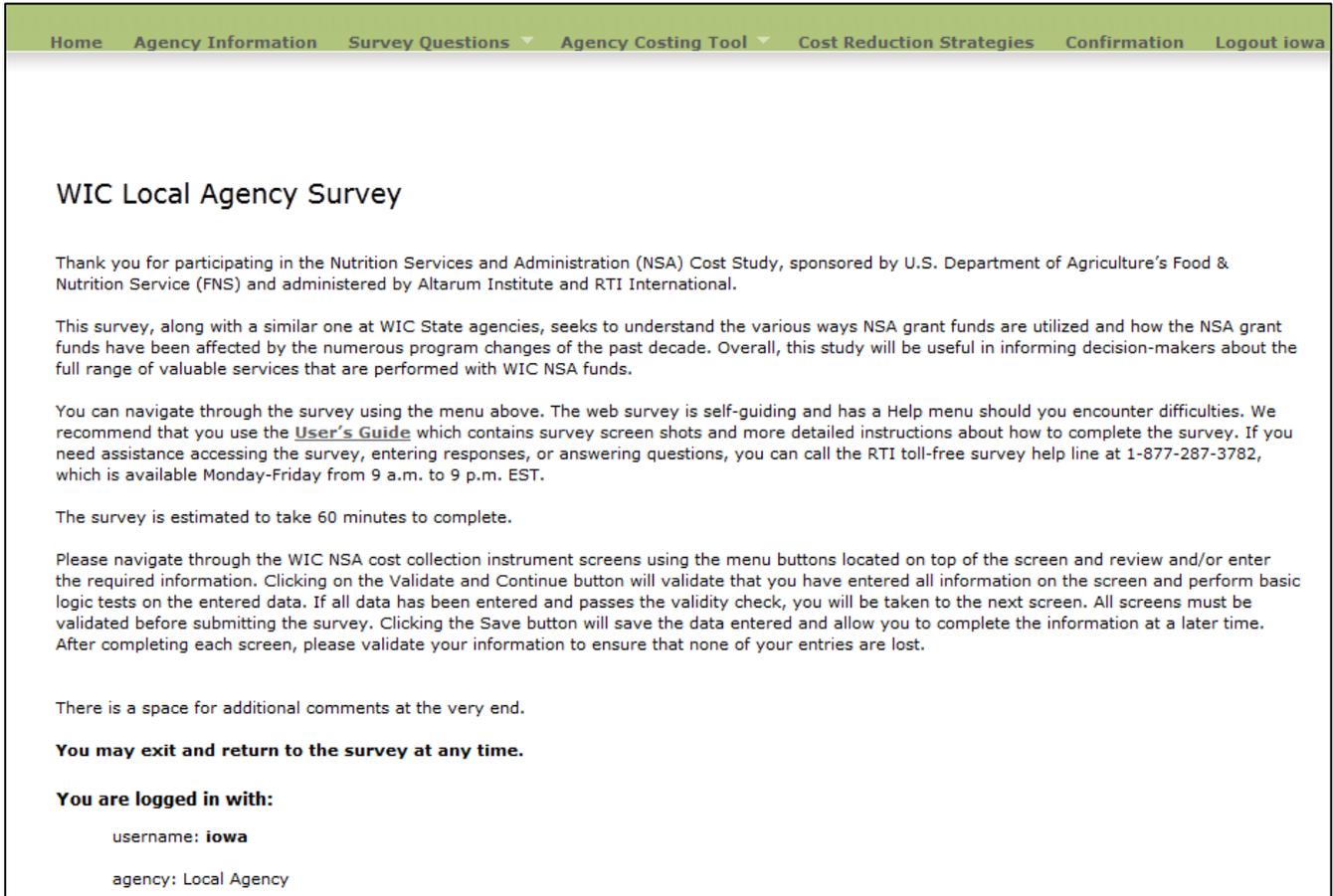
To change your password, check the **Change Password** box and click the **Log In** button. You will be taken to another screen and prompted to enter your username and a new password. Remember to write down your password and keep it in a safe place.

If you forget your password or need help logging in, click on the **Need help logging in?** link. An e-mail window will open addressed to the Web site administrator. Please include your username in the e-mail text, describe the problem you are having with the **Agency Login** screen, and send the email to the address indicated. **You may also call the study Help Desk toll-free at 1-877-287-3782.**

➤ **Logging Out and Returning to the Survey**

You can save, exit, and return to the survey at any time. You can logout of the survey by clicking on the **Logout** menu button at the top of the screen. Once logged out, you will be redirected to the **Agency Login** screen and must re-enter your username and password to login to the survey.

Exhibit 2: Home Screen



Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout iowa

WIC Local Agency Survey

Thank you for participating in the Nutrition Services and Administration (NSA) Cost Study, sponsored by U.S. Department of Agriculture's Food & Nutrition Service (FNS) and administered by Altarum Institute and RTI International.

This survey, along with a similar one at WIC State agencies, seeks to understand the various ways NSA grant funds are utilized and how the NSA grant funds have been affected by the numerous program changes of the past decade. Overall, this study will be useful in informing decision-makers about the full range of valuable services that are performed with WIC NSA funds.

You can navigate through the survey using the menu above. The web survey is self-guiding and has a Help menu should you encounter difficulties. We recommend that you use the [User's Guide](#) which contains survey screen shots and more detailed instructions about how to complete the survey. If you need assistance accessing the survey, entering responses, or answering questions, you can call the RTI toll-free survey help line at 1-877-287-3782, which is available Monday-Friday from 9 a.m. to 9 p.m. EST.

The survey is estimated to take 60 minutes to complete.

Please navigate through the WIC NSA cost collection instrument screens using the menu buttons located on top of the screen and review and/or enter the required information. Clicking on the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. All screens must be validated before submitting the survey. Clicking the Save button will save the data entered and allow you to complete the information at a later time. After completing each screen, please validate your information to ensure that none of your entries are lost.

There is a space for additional comments at the very end.

You may exit and return to the survey at any time.

You are logged in with:

username: iowa

agency: Local Agency

➤ Purpose of the Home Screen

The **Home** screen contains background information on the purpose of the survey and the study, ways to obtain help in completing the survey, and instructions on navigating through the survey and validating information entered. The **Home** screen also displays your login information (username and agency).

➤ Accessing this User's Guide

At the bottom of every survey screen is a dictionary icon that you can click to access this Users' Guide (in PDF form).

Exhibit 3: Agency Information Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout iowa

Agency Information

Screen last validated 07 Jul 2014 9:53 AM ET by iowa

Below is information obtained from your WIC State agency for your FFY 2013 NSA grant. Please review these numbers and make any corrections.

1. FFY 2013 Final NSA Allocation, including operational adjustment (OA) funds	\$ N/A
2. FFY 2013 Final NSA Closeout Expenditures	\$ 1.00
3. FFY 2013 Closeout Expenditures reported by FNS 798-A Categories	
a. Program Management	\$ 2.00
b. Client Services	\$ 0.00
c. Nutrition Education	\$ 0.00
d. Breastfeeding	\$ 0.00

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.



Please click on the dictionary icon to access the User's Guide.

Agency: Local Agency
Contact Name:

➤ Purpose of the Agency Information Screen

The **Agency Information** screen displays information obtained from FNS and your State agency for your FFY 2013 NSA Grant, including your final closeout expenditures, overall and by cost categories.

➤ How to Complete this Screen

Please review and confirm the prepopulated information. If there are any inaccuracies, please make changes accordingly. Please round to the nearest whole cent (example: \$5,250,500.55).

➤ Saving and Validating Your Entries

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 4: Survey Questions/Program Demographics Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout iowa

Questions About Program Demographics Screen last validated 14 Apr 2014 11:05 AM ET by iowa

Please respond to the following demographic questions about your local WIC service delivery. You can answer each question by selecting the correct radio button/box or by indicating *Other* and providing an explanation in the text box as appropriate.

1. Is your local agency a stand-alone WIC provider with no other services, or part of a sponsoring agency that provides services other than WIC?

- We are part of a sponsoring agency that provides more services than just WIC
- Our agency only provides WIC services

2. Which of the following would best describe your agency?

- City or county health department or agency
- State health agency
- Nonprofit WIC-only agency
- Private, nonprofit community health care agency
- Tribal, health care or social service agency
- Private, nonprofit social service agency
- Hospital
- Other (Describe)

3. Which, if any, of the following services are provided at sites where WIC services are provided? (Check all that apply.)

- Primary care medical services
- Dental services
- Immunizations
- Screenings (e.g., vision, hearing, lead, or other environmental screenings)
- Prenatal care
- Well-child exams
- Mental health services
- Family planning
- Childcare/parenting support
- Substance abuse or smoking cessation counseling
- Home heating or weatherization support
- Food bank/food pantry services
- Other medical services
- Other social services
- None

4. Does your sponsoring agency provide clients support with completing applications for other public assistance, such as Medicaid, TANF, or SNAP?

- Yes
- No

5. Does the local WIC program share the cost of staff or facilities with other programs providing services in your sponsoring agency?

- Yes
- No

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ **Purpose of Program Demographics Screen**

The **Program Demographics** screen contains survey questions about your agency, including: structure and type of agency, other types of services and support provided by sponsoring agencies (if applicable), and cost-sharing of staff or facilities with other programs (if applicable).

➤ **How to Complete this Screen**

For Questions 1, 2, 4, and 5 select the most appropriate radio button response option. For Question 3, check all the response options that apply. If you select "Other" for Question 2, please enter an explanation in the text box as appropriate.

Conditional Question(s): Questions 3-5 only appear if you select "We are part of a sponsoring agency that provides more services than just WIC" in Question 1. This is because Questions 3-5 are only relevant for agencies that are part of a sponsoring agency.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 5: Survey Questions/Services Provided Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout iowa

Questions About the Services Provided Screen last validated 14 Apr 2014 11:06 AM ET by iowa

Now we would like you to think about the provision of WIC services only. Please answer the following questions related to your service delivery. You can answer each question by selecting the correct radio button/box and entering numeric data in the open fields.

1. How long has your local agency been providing WIC services in your community?
 - < 2 years
 - 2-5 years
 - 5-10 years
 - 10 years or more
2. Which of the following best describes the geographic service area for your local agency?
 - Primarily provides services in an urban/suburban area
 - Primarily provides services in a rural area
 - Services are provided in urban/suburban and rural areas
3. How many fixed sites do you have that provide WIC services?
4. How many "satellite sites" (such as a Church, Community Center, etc.) do you have where WIC services are provided?
5. How many mobile vans do you have that provide WIC services?
6. Are services provided at any of your sites in languages other than English?
 - Yes
 - No
7. If services are provided in languages other than English, which of the following methods are used by your local agency? (Check all that apply.)
 - Bilingual staff
 - Language line using telephone
 - Language interpreters are available for staff use
 - Clients are asked to bring their own interpreters
 - Other (Describe)
 - No services provided in other languages
8. Does the State agency require your agency to conduct any vendor monitoring activities?
 - Yes
 - No
9. Does your local agency receive separate funding for a breastfeeding peer counseling program?
 - Yes, we receive funds for and conduct a breastfeeding peer counseling program
 - Yes, but the breastfeeding peer counseling services are provided by an agency other than ours
 - No, we do not have a breastfeeding peer counseling program
10. How is anthropometric information collected for determining client eligibility?
 - Height, weight, or blood tests are completed at the clinic site
 - Height, weight, or blood tests are provided by medical providers and clients bring the information to the clinic
 - Both methods above are used

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ **Purpose of the Services Provided Screen**

The **Services Provided** screen contains survey questions about your agency's provision of WIC services, including length of time providing services, geographic service area, number of fixed sites, satellite sites, and mobile vans, language offerings, vendor monitoring activities, funding for a breastfeeding peer counselor program, and information collected to determine eligibility.

➤ **How to Complete this Screen**

For Questions 1, 2, 6, and 8-10, select the most appropriate radio button response option. For Question 7, check all the response options that apply. For Questions 3-5, fill-in the blank with the appropriate numeric response and round to the nearest whole number (e.g., 15). If you select "Other" for any questions, please enter an explanation in the text box as appropriate.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 6: Survey Questions/Changes in Program Costs Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout iowa

Questions about Changes in Program Costs

Please respond to the following questions related to factors that may drive the cost of WIC services at your local agency. You can answer each question by selecting the correct radio button/box or by indicating *Other* and providing an explanation in the text box as appropriate.

1. Choose the option that best describes changes in your agency's costs since FFY 2010.
 - Steadily increased
 - Steadily decreased
 - Stayed about the same
 - Fluctuated up and down, depending on circumstances
2. Since FFY 2010, which of the following have resulted in increases of your agency's staffing costs? (Check all that apply.)
 - Increase in FTEs or permanent staff
 - Increase in staff salaries
 - Increase in fringe benefits costs
 - Decrease in staff vacancy rates
 - Hiring temporary staff
 - Increase in staff training costs
 - Increase in staff travel costs
 - Increase in staff awards
 - None of the above
 - Other (Describe)
3. Since FFY 2010, which of the following have resulted in decreases of your agency's staffing costs? (Check all that apply.)
 - Decrease in FTEs or permanent staff
 - Decrease in staff salaries (e.g., from salary freezes, furloughs)
 - Decrease in fringe benefits costs
 - Increase in staff vacancy rates (e.g., from hiring freezes)
 - Hiring temporary staff
 - Decrease in staff training costs
 - Decrease in staff travel costs
 - Decrease in staff awards
 - None of the above
 - Other (Describe)
4. Since FFY 2010, which of the following have resulted in increases of your agency's costs? (Check all that apply.)
 - Increase in costs of facility space (e.g., rent, utilities)
 - Increase in costs of facility services (e.g., maintenance, security)
 - Increase in costs of equipment and/or supplies
 - Increase in telecommunication costs
 - Increase in information technology support services
 - None of the above
 - Other (Describe)
5. Since FFY 2010, which of the following have resulted in decreases of your agency's costs? (Check all that apply.)
 - Decrease in costs of facility space (e.g., rent, utilities)
 - Decrease in costs of facility services (e.g., maintenance, security)
 - Decrease in costs of equipment and/or supplies
 - Decrease in telecommunication costs
 - Decrease in information technology support services
 - None of the above
 - Other (Describe)

6. Since FFY 2010, which of the following factors have contributed to increases of your agency's costs? (Check all that apply.)

- Increase in local agency's WIC NSA grant funds
- Increase in program participation
- Increase in local agency size (e.g., due to consolidation of local agencies)
- Increase in number of clinic sites
- Increase in indirect cost rates and/or indirect costs
- Decrease in in-kind contributions
- Decrease in outside funding sources
- None of the above
- Other (Describe)

7. Since FFY 2010, which of the following factors have contributed to decreases of your agency's costs? (Check all that apply.)

- Decrease in local agency's WIC NSA grant funds
- Decrease in program participation
- Decrease in local agency size (e.g., due to lower participation)
- Decrease in number of clinic sites
- Decrease in indirect cost rates and/or indirect costs
- Increase in in-kind contributions
- Increase in outside funding sources
- None of the above
- Other (Describe)

8. How old is the MIS system your agency used during FFY 2013?

- 1-4 years old
- 5-9 years old
- 10-15 years old
- Over 15 years old

9. Since FFY 2010, what net impact has EBT had on total NSA expenditures?

- Not applicable (we do not have WIC EBT in my agency)
- Reduced overall cost of operating WIC
- Costs have stayed about the same
- Increased overall cost of operating WIC
- Do not know the impact on overall cost

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Changes in Program Costs Screen

The ***Changes in Program Costs*** screen contains survey questions related to factors that may be influencing the cost of WIC services at your local agency since FFY 2010.

➤ How to Complete this Screen

For Questions 1 and 8-9, select the most appropriate radio button response option. For Questions 2-7, check all the response options that apply. If you select "Other" for any questions, please enter an explanation in the text box as appropriate.

Conditional Question(s): Question 8a only appears if you select "1-4 years old" in Question 8. This is because Question 8a is only relevant for agencies with new MIS systems.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 7: Labor/Personnel Expenditures Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout iowa

Labor/Personnel Expenditures Screen last validated 16 Apr 2014 4:17 PM ET by iowa

In the table below, please enter your best estimate for the number of FTEs and total gross annual salaries for each type of staff. Please answer the questions at the bottom of the screen.

Type of Staff	Total FTEs ?	Total Gross Salary (net of fringe benefits) ?
A. Program Manager/Supervisor	<input type="text"/>	\$ <input type="text"/>
B. Registered Dietitian	<input type="text"/>	\$ <input type="text"/>
C. Bachelor's Degreed (or higher) Nutritionist	<input type="text"/>	\$ <input type="text"/>
D. Non-Degreed Paraprofessional Nutrition Educator	<input type="text"/>	\$ <input type="text"/>
E. Lab Tech/Specialist	<input type="text"/>	\$ <input type="text"/>
F. WIC Clerk	<input type="text"/>	\$ <input type="text"/>
G. Bachelor's Degreed (or higher) Breastfeeding Specialist	<input type="text"/>	\$ <input type="text"/>
H. Breastfeeding Peer Counselor	<input type="text"/>	\$ <input type="text"/>
I. Receptionist	<input type="text"/>	\$ <input type="text"/>
J. Public Health Nurse	<input type="text"/>	\$ <input type="text"/>
K. Social Worker	<input type="text"/>	\$ <input type="text"/>
L. Computer Support and Maintenance	<input type="text"/>	\$ <input type="text"/>
M. Vendor Specialist/Liaison	<input type="text"/>	\$ <input type="text"/>
N. Accounting/Financial Staff	<input type="text"/>	\$ <input type="text"/>
O. Research/Evaluation Specialist	<input type="text"/>	\$ <input type="text"/>
P. Other: SPECIFY <input type="text"/>	<input type="text"/>	\$ <input type="text"/>
Q. Other: SPECIFY <input type="text"/>	<input type="text"/>	\$ <input type="text"/>
R. Other: SPECIFY <input type="text"/>	<input type="text"/>	\$ <input type="text"/>

1. What is your fringe benefit rate? ? %

2. Does your WIC agency share staff with other programs (e.g. SNAP, SCHIP MCH, Immunization)?

Yes
 No

3. How are WIC staff salaries and benefits charged to WIC and other programs that staff may work on?

100% time reporting (for staff assigned to one functional area only)
 Continuous time reporting (i.e., reported on a daily basis across more than one cost area)
 Periodic time reporting (once a week/month/quarter)
 Random moment-in-time sampling
 Costs are shared based on negotiations
 Costs are shared based on historical contributions by both programs
 Other (Describe):

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
 Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ **Purpose of the Labor/Personnel Screen**

The **Labor/Personnel Expenditures** screen is designed to capture FTE and salary information for all local-level staff types conducting traditional local level functions (e.g., client services). This screen also includes questions about your fringe benefit rate and sharing of staff across programs.

➤ **How to Complete this Screen**

In the table you are asked to enter your best estimate for the total FTEs and total gross salary (net of fringe benefits) for each staff type. The table requires the following inputs:

1. **Total FTEs:** For each type of staff, enter the total full time equivalent (FTE) units associated with that position. Please round to the nearest one hundredth decimal place (example: 1.25).
2. **Total Gross Salary:** For each type of staff, enter the total gross salary (excluding fringe benefits) associated with that position. Please round to the nearest whole dollar amount (example: \$5,252.00).

Note: Below is a listing of the staff types that should be either included or excluded from the table.

Include: Only local level staff paid for by the NSA grant, including the federal funding formula allocation, operational adjustment funding, and reallocations.

Exclude: Contract staff, staff paid for out of indirect cost, or staff funded from other states programs; staff funded by special MIS, EBT, WIC Special Project, Infrastructure grants, Breastfeeding peer support grants, or other sources of funds; however, if NSA grant funds are used to support activities in areas such as MIS development and planning, EBT development and planning, breastfeeding peer support, etc., include these staff but please enter the total FTEs funded from the NSA grant only.

For Question 1, you are asked to enter the fringe benefit rate used by your agency. Fringe benefit rate is that rate approved by your agency for employee benefits. Please round to the nearest one hundredth decimal place (example: 25.25%). If your agency has multiple fringe benefit rates (e.g., union and non-union employees), you should enter the average benefit rate for all employees. The following formula can be used to calculate the average fringe benefit rate:

$$\text{Average Fringe Benefit Rate} = \frac{\text{Total Fringe Benefits}}{\text{Total Salary Amounts (without fringes)}} \times 100\%$$

For Questions 2-3, select the most appropriate radio button response option. If you select "Other" for any questions, please enter an explanation in the text box as appropriate.

Conditional Question(s): Question 3 only appears if you respond "Yes" to Question 2. This is because Question 3 is only relevant for agencies that share staff with other programs.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 8: Contracted Services Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout iowa

Expenditures Associated with Contracted Services Screen last validated 16 Apr 2014 2:20 PM ET by iowa

In the table below, please enter the amount of NSA expenditures ONLY on contracted services. Do NOT include expenditures associated with breastfeeding peer counselor support or special grants that are not part of NSA funding.

1. Did your agency incur any expenditures associated with contracted services? Yes No

Contracted Services Paid for by NSA Funds ?	Estimated Yearly Expenditure ?
A. Staff training	\$ <input type="text"/>
B. Equipment or computer maintenance	\$ <input type="text"/>
C. Consulting Nutrition Professionals	\$ <input type="text"/>
D. Program evaluation services	\$ <input type="text"/>
E. Clerical support or temporary help	\$ <input type="text"/>
F. Software development or computer programming	\$ <input type="text"/>
G. Referral or outreach services provided by another agency	\$ <input type="text"/>
H. Other: SPECIFY <input type="text"/>	\$ <input type="text"/>
I. Other: SPECIFY <input type="text"/>	\$ <input type="text"/>
J. Other: SPECIFY <input type="text"/>	\$ <input type="text"/>

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Contracted Services Screen

The **Contracted Services** screen is designed to capture information about your NSA expenditures on contracted services.

➤ How to Complete this Screen

For Question 1, you are asked to answer “Yes” or “No” to the question, “Did your agency accrue any expenditures associated with contracted services?” Select the appropriate Yes/No radio button response.

If you select "No," you do not need to complete the remainder of the screen. Click **Validate and Continue** to validate the data entered and move to the next screen.

If you select "Yes," complete the table by entering the following:

Estimated Yearly Expenditure: For each contracted service, enter the estimated yearly expenditure in dollars. Please round to the nearest whole dollar amount (example: \$5,252.00).

When filling in the table, please consider the following:

Contract services should be counted only if they are paid for from the WIC NSA Grant, including Operational Adjustment (OA) and reallocation funding. Do NOT include funding from other sources. However, if contracts are paid for by a combination of special funds and NSA funds, only include the portion of funding coming from the NSA grant.

If your local agency's contracted services do not fit into one of the 7 categories listed, please specify the other type(s) of contracted services paid for by NSA funds using the last three rows of the table.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 9: Materials, Services, and Travel Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout iowa

Expenditures Associated with Materials, Services, and Travel Screen last validated 14 Apr 2014 11:17 AM ET by iowa

In the table below, please enter the amount of NSA expenditures ONLY on materials, services, and travel. Do NOT include expenditures associated with breastfeeding peer counselor support or special projects that are not part of NSA funding. Please also answer the questions at the bottom of the screen.

1. Did your agency incur any expenditures associated with materials, services, or travel? Yes No

Description	Estimated Yearly Expenditure ?
A. Supplies	\$ <input type="text"/>
B. Equipment	\$ <input type="text"/>
C. Travel and Conference Costs	\$ <input type="text"/>
D. Communications/Internet	\$ <input type="text"/>
E. Computer Equipment/MIS Training	\$ <input type="text"/>
F. Employee Training	\$ <input type="text"/>
G. Other: SPECIFY <input type="text"/>	\$ <input type="text"/>
H. Other: SPECIFY <input type="text"/>	\$ <input type="text"/>
I. Other: SPECIFY <input type="text"/>	\$ <input type="text"/>
J. Other: SPECIFY <input type="text"/>	\$ <input type="text"/>

2. Does your local WIC agency share costs such as office space or materials with other programs (e.g., SNAP, SCHIP, Immunization)?

Yes
 No

3. What is the method used by your local agency to distribute shared costs across multiple programs? (check all that apply)

Fixed dollar amount based on negotiated agreement
 Amount based upon percentage of time working in programs or space used
 Formula allocation based on negotiated rate
 Historical expenditures
 Other (Describe):
 We do not know how the shared costs are allocated

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
 Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Materials, Services, and Travel Screen

The **Materials, Services, and Travel** screen is designed to capture information about NSA expenditures associated with materials, services, and travel purchased to support your agency.

➤ **How to Complete this Screen**

For Question 1, you are asked to answer “Yes” or “No” to the question “Did your agency accrue any expenditures associated with materials, services, or travel?” Select the appropriate Yes/No radio button response.

If you select “No,” you do not need to complete the remainder of the screen. Click **Validate and Continue** to validate the data entered and move to the next screen.

If you select “Yes,” complete the table by entering the following:

Estimated Yearly Expenditure: Enter the estimated yearly NSA expenditure for the designated material, service, or travel. Please round to the nearest whole dollar amount (example: \$5,252.00).

For Question 2, select the most appropriate radio button response option. For Question 3, check all the response options that apply. If you select “Other” for this question, please enter an explanation in the text box as appropriate.

Conditional Question(s): Question 3 only appears if you respond “Yes” to Question 2. This is because Question 3 is only relevant for agencies that share materials with other programs.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 10: Indirect Costs Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout iowa

Indirect Costs ?

Screen last validated 15 Apr 2014 10:37 AM ET by iowa

Please respond to the following questions about indirect costs.

1. Total program indirect costs (Please indicate amount paid.) ? \$

2. Allocation methodology ?

Calculated using a percentage of our total budget

Calculated using a percentage of salaries and benefits only

Set as a fixed dollar amount of the WIC budget

Direct charged and negotiated every year

Other (describe):

3. Types of costs included in the indirect costs

Many times, indirect costs are used to support both overall local agency expenditures related to departmental administration and activities of offices outside of WIC. However, sometimes WIC programs receive support for activities that are necessary for program activities, such as accounting services or HR support. For your local agency which, if any, of the following services that might be provided to your WIC agency are paid for through indirect costs? (Check all that apply.)

Resource services, such as staff recruitment, hiring, and employee benefit management, or payroll

Accounting services

Utilities

Cost of space

Equipment maintenance

Computer and MIS support

Office equipment and/or supplies

General space maintenance and repair

Communications, such as telephone, fax, or Internet service

Fair hearings for participants

Other benefits to WIC funded from indirect cost not covered in the categories above:

Specify:

Specify:

Specify:

Specify:

None of the above

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen. Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ **Purpose of the Indirect Costs Screen**

The **Indirect Costs** screen is designed to capture your expenditures associated with indirect costs (e.g. administrative activities) that have not been captured in other screens (Labor/Personnel; Materials, Services, Travel and Contracts; etc.). On this screen you must also indicate how indirect costs are allocated.

➤ **How to Complete this Screen**

For Question 1, enter the total amount paid for program indirect costs during FFY 2013. Please round to the nearest whole dollar amount (example: \$5,252.00).

For Question 2, indicate the allocation method used for determining program indirect costs. Examples of allocation methods include "fixed dollar amount," "allocation as a percentage of direct costs," and "other." If administrative costs are allocated as a percentage of direct costs, please indicate the percentage. If indirect costs are allocated using another methodology, please briefly describe it.

For Question 3, check all the response options that apply for services provided to your local agency that are paid for through the use of indirect costs. If there are other benefits to WIC funded from indirect costs that not covered in the other categories, please enter an explanation in the text box as appropriate.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 11: Other Sources of Funds Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout iowa

Other Sources of Funds ? Screen last validated 14 Apr 2014 11:20 AM ET by iowa

In the table below, please estimate the dollar value of other sources of funds received by your local agency in FFY2013.

Did your local agency receive other sources of funds in FFY 2013? Yes No

Source of Funds	Estimated Annual Dollar Amount ?
A. WIC infrastructure funds	\$ <input type="text"/>
B. WIC special project grant	\$ <input type="text"/>
C. WIC breastfeeding peer counselor funds	\$ <input type="text"/>
D. Non-federal local-appropriated funds	\$ <input type="text"/>
E. Non-federal state-appropriated funds	\$ <input type="text"/>
F. Other: SPECIFY <input type="text"/>	\$ <input type="text"/>
G. Other: SPECIFY <input type="text"/>	\$ <input type="text"/>
H. Other: SPECIFY <input type="text"/>	\$ <input type="text"/>
I. Other: SPECIFY <input type="text"/>	\$ <input type="text"/>

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.
Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the Other Sources of Funds Screen

The **Other Sources of Funds** screen is designed to capture information about other sources of funds that you might have received to support your agency activities and the amount of funding received.

➤ How to Complete this Screen

Complete the table by entering the estimated annual dollar amount your agency received from the following categories: WIC infrastructure funds, WIC special project grants, WIC breastfeeding peer counselor funds, non-federal local-appropriated funds, non-federal State-appropriated funds, and other sources. Please round to the nearest whole dollar amount (example: \$5,252.00). If completing row(s) F-I, please provide an explanation for the other source(s) of funds in the text box as appropriate.

➤ **Saving and Validating Your Entries**

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 12: In-Kind Contributions Screen

In-Kind Contributions

Screen last validated 08 Apr 2014 12:07 PM ET by iowa

Please indicate whether your local agency received any in-kind contributions (labor and non-labor) in FFY 2013 and the estimated dollar value for each area of in-kind contribution. In-kind contributions for local WIC agencies are defined as support for WIC activities funded and provided by another entity not directly supported by WIC program funds (Federal or State) or from departmental indirect costs. In-kind contributions at the local level may be funded by county government funds, block grant or other related program funding, or are donated to the WIC program from the sponsoring or other community agency. Some examples of in-kind support may include:

- Space donated for WIC services by a local church or community center
- Staff supported by county funds that work in the WIC site
- A receptionist paid for from sources other than WIC that greets clients and conducts intake
- Childcare services provided at a WIC site by an organization such as the YMCA

1. Are you able to estimate the total dollar value of all in-kind contributions to the WIC Yes No

If yes, provide total dollar value \$

Area of in-kind contribution	In-kind received?	Can you estimate the dollar value? 
A. Staff providing research support or training	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
B. Staff providing support for other state-level activities	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
C. Staff to support computer systems and networks	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
D. Facilities or other space considerations	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
E. Utilities	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
F. Telecommunications	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
G. Computer equipment or maintenance	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
H. Office or other equipment	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
I. Office or other types of supplies	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
J. Vehicles for WIC use	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>
K. Other: SPECIFY <input type="text"/>	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown	<input type="radio"/> Yes <input type="radio"/> No If yes, provide amount \$ <input type="text"/>

Comments:

Clicking the Validate and Continue button will validate that you have entered all information on the screen and perform basic logic tests on the entered data. If all data has been entered and passes the validity check, you will be taken to the next screen.

Clicking the Save button will save the data entered and allow you to complete the information at a later time.

➤ Purpose of the In-Kind Contributions Screen

The ***In-Kind Contributions*** screen is designed to capture information about resources donated to the WIC program. These resources are not directly paid for by the agency but need to be accounted for in estimates of the true cost of implementing WIC. You are asked to report whether you received in-kind contributions, overall and in select categories, and the estimated dollar value, if known.

➤ How to Complete this Screen

For Question 1, you are asked to answer “Yes” or “No” to the question “Are you able to estimate the total dollar value of all in-kind contributions to the WIC program?” Select the appropriate Yes/No radio button response.

If you select “Yes,” provide the total dollar value of in-kind contributions, rounding to the nearest whole dollar amount (example: \$5,252.00).

Then complete the table for each area of in-kind contribution, indicating whether it was received by your local agency (Yes/No/Unknown). If in-kind was received, indicate whether you can estimate the dollar value received (Yes/No). If you can estimate the dollar value received, provide the amount, rounding to the nearest whole dollar amount (example: \$5,252.00).

Definition of In-Kind: In-kind contributions for local WIC agencies are defined as support for WIC activities funded and provided by another entity not directly supported by WIC program funds (Federal or State) or from departmental indirect costs. In-kind contributions at the local level may be funded by county government funds, block grant or other related program funding, or are donated to the WIC program from the sponsoring or other community agency. Some examples of in-kind support may include:

- Space donated for WIC services by a local church or community center;
- Staff supported by county funds that work in the WIC site;
- A receptionist paid for from sources other than WIC that greets clients and conducts intake; and
- Childcare services provided at a WIC site by an organization, such as the YMCA.

➤ Saving and Validating Your Entries

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 13: Cost Reduction Strategies

➤ Purpose of the Cost Reduction Strategies Screen

On the **Cost Reduction Strategies** screen, you are asked to enter information about any innovative practices or policies your agency may have implemented since FFY 2010 that have helped you to contain NSA costs while still maintaining or improving your overall service delivery.

➤ How to Complete this Screen

When considering whether a practice or policy meets the criteria of being innovative, please consider that the practice should: continue quality services at a lower or reduced cost, meet challenges of reduced or same-level grant amounts, or replace older, less efficient practices or policies. If you have made any changes in the past three years that you consider to be innovative or cost-effective, please provide a brief description, along with the impact these changes have had on your WIC Program NSA costs, in the text box provided.

➤ Saving and Validating Your Entries

To save your work in progress, click on the **Save** button. You are encouraged to save your work often. After entering all information required on this screen, click **Validate and Continue** to validate the data entered. If all data have been entered and pass the validity check, you will be taken to the next screen.

Exhibit 14: Confirmation Screen

Home Agency Information Survey Questions Agency Costing Tool Cost Reduction Strategies Confirmation Logout iowa

Confirmation of Data ?

This section summarizes expenditure data that you entered in the Survey Questions and Agency Costing Tool screens. The tables display whether the data entered in each screen have been validated by you. You must validate the data entered in all of the screens in order for your submission to be considered complete. The Confirmation screen will display error messages until all entries in all other screens have been validated. To validate the data, go to the appropriate screen and click on the *Validate and Continue* button. Making any changes in a screen that has been previously validated will automatically undo the validate action; the validation stamp will disappear, and the Please Validate message will be displayed again. The user must re-validate the screen if any changes are made since the previous validation.

Agency Information

Category	Validation Status
Agency Information	Validated 14 Apr 2014 11:05 AM ET by iowa

Survey Questions

Category	Validation Status
Demographics	Validated 14 Apr 2014 11:05 AM ET by iowa
Services Provided	Validated 14 Apr 2014 11:06 AM ET by iowa
Changes in Costs	Validated 14 Apr 2014 11:05 AM ET by iowa

Agency Costing Tool

Category	Yearly Expenditures	Validation Status
Labor/Personnel Expenditures	\$60,000.00	Validated 16 Apr 2014 4:17 PM ET by iowa
Expenditures Associated with Contracted Services	\$2.00	Validated 16 Apr 2014 2:20 PM ET by iowa
Expenditures Associated with Materials, Services and Travel	\$2.00	Validated 14 Apr 2014 11:17 AM ET by iowa
Indirect Costs	\$1.00	Validated 15 Apr 2014 10:37 AM ET by iowa
Other Sources of Funds	\$2.00	Validated 14 Apr 2014 11:20 AM ET by iowa
Agency Costing Total	\$60,007.00	
In-Kind Contributions	\$0.00	Validated 08 Apr 2014 12:07 PM ET by iowa

Totals ?

Costing Type	Total from Individual Costing Screens	FFY 2013 Final NSA Closeout Expenditures
Totals	\$100,000.00	\$100,000.00

[Confirm Cost Data Complete](#)

➤ Purpose of the Confirmation Screen

The **Confirmation** screen summarizes your survey question completion and the expenditure data that you entered on the Agency Information and Agency Costing Tool screens. The tables display whether

the data entered in each screen have been validated by you. You will use this screen to confirm and submit your survey responses.

➤ How to Use This Screen and Complete the Survey

There are two key checks that must be completed before your survey responses can be confirmed and submitted:

1. **Validation of All Responses:** You must validate the data entered in all of the screens in order for your submission to be considered complete. The Confirmation screen will display error messages until all entries in all other screens have been validated. To validate the data, go to the appropriate screen and click on the Validate and Continue button. Making any changes in a screen that has been previously validated will automatically undo the validate action; the validation stamp will disappear, and the Please Validate message will be displayed again. The user must re-validate the screen if any changes are made since the previous validation.
2. **Verification of Expenditure Data:** The WIC NSA cost collection instrument includes a check verifying that the amount entered in the Yearly Expenditures column of the Agency Costing Tool Summary table is within 10% of the sum of all cost components entered in other screens (excluding other sources of funds and in-kind contributions). If the difference between the total value entered and the sum of all costs is greater than 10%, an error message will be displayed on the Confirmation screen.

Users will not be able to finalize their submission until all errors have been resolved. To complete the data submission, click on the **Confirm Cost Data Complete** button on the Confirmation screen.

After you click on the **Confirm Cost Data Complete** button, an automated notification e-mail will be sent to the users whose e-mail addresses are associated with the agency's account to confirm a successful transmission of the data.

APPENDIX B: Recruitment Letters

WIC State Agency Introductory Letter

Dear [State WIC Agency Director],

The USDA Food and Nutrition Service (FNS) has contracted with Altarum Institute (Altarum) and RTI International (RTI) to conduct a comprehensive study of WIC Nutrition Services and Administration (NSA) costs at state and local WIC agencies. The last time a study of this nature was conducted was in 2000 and, since then, numerous program changes have occurred. FNS is interested in understanding the various ways in which NSA grant funds are utilized, the range of operations covered by NSA funds, and the impact of program changes on NSA grant funds. Overall, this study will be important for informing decision-makers about the full range of valuable services that are performed with WIC NSA funds.

This letter provides you with an overview of the WIC NSA Cost Study, the study timeline, and the study activities in which we will be requesting your participation. Attached to this letter is the WIC NSA Study brochure that summarizes the study purpose, timeline, and activities.

The study has four main components, which will take place from June through September 2014:

1. Collection of two different data sources from the state: (1) local agency expenditure information used to complete the state's FFY2013 FNS Form 798-A; and (2) a report of enrolled participants in local agencies during FFY2013.

- Altarum will ask each state agency for copies of the local agency FFY2013 expenditure data that will be used to complete the FFY2013 798-A report. For each local agency, this means the expenditures for each of the following categories: program management, client services, nutrition education, and breastfeeding. This information can be sent to us via email as an Excel file, Word document, or in any format in which you may collect this information from the local agencies.
- Altarum will ask each state agency to run a report of enrolled participants in each local agency for each month during FFY2013. Enrolled participants are those participants who, for each month, are certified to receive WIC benefits and may or may not have received food benefits for that month. The report can be sent to us via email as an Excel file or Word document.

2. A Web-based survey of all State and local WIC agencies to collect more detailed information.

- The survey for State Agencies will focus on the process for allocating funds to local agencies for WIC operations, the utilization of NSA funds at the state level, and staffing that supports state level operations.
- The survey for local agencies will focus on the utilization of NSA funds at the local level, staff that provide services and associated salary costs, associated costs of WIC program services, and the extent to which costs are shared with other programs.

3. Case studies in 14 state, tribal, and territorial State Agencies and associated local agencies to examine the 'how and why' factors that contribute to costs.

- Case studies will consist of in-depth interviews with state WIC agencies and two to three local agencies within the state, and will provide greater context for understanding WIC NSA costs.
 - These interviews are considered a supplement to the data collected by the Web survey.
- 4. Collection of State-level cost information on the Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) programs in 9 of the 14 case study states for comparison purposes.**
- These short meetings with SNAP and TANF officials will be conducted by Altarum to collect comparative data from these federally-funded assistance programs.
 - These interviews will not require direct involvement of your WIC agency.

The information from individual agencies will be kept confidential and will only be reported as an aggregate along with other agencies' information.

We expect Office of Management and Budget (OMB) clearance for the study in the second quarter of 2014, at which time we will follow up with a more detailed communication about the data needed to conduct the study.

We thank you for your participation in the study and look forward to working with you! If you have questions, please contact Diane Phillips at diane.phillips@altarum.org or (202) 603-7142.

Regards,

Loren Bell, Project Director
Institute Fellow
Co-Director of Center for Food Assistance and Nutrition
Altarum Institute

ENC: WIC NSA Cost Study brochure

WIC plays a critical role in the nutrition and health of over 9 million women, infants and young children.



To better understand the important role of Nutrition Services Administration (NSA) costs in providing program services, USDA is conducting a national

WIC NSA Cost Study

When is the study being conducted?

Late 2013 to Early 2014 ▶ **Notify state WIC agencies about overview of data collection and timeline.**

Spring 2014

- ▶ **Select 14 state WIC agencies for case studies.**
- ▶ **Select 2-3 local agencies in each of the 14 states for case studies.**
- ▶ **Select 9 SNAP/TANF state organizations for case studies.**

Spring 2014

- ▶ **Send information to all state and local agencies about the Web survey that will be used for data collection.**
- ▶ **For the agencies selected for case studies, send information about the case study interviews.**

Spring to Summer 2014 ▶ **Conduct Web survey of all state and local agencies.**

- ▶ **Conduct interviews for case studies in selected state and local agencies.**

Fall 2015 ▶ **Submit final report to FNS.**

Who is conducting this study?

Under contract with USDA/FNS, Altarum Institute is the coordinating contractor leading the study team, which includes RTI International of Research Triangle Park, North Carolina.

In addition, an external Advisory Panel of WIC experts and researchers will provide input at critical points in the study.



Where do I get more information?

Email questions to NSAcoststudy@altarum.org



The United States Department of Agriculture (USDA), Food and Nutrition Service (FNS) is conducting this study through a contract with Altarum Institute.

USDA is an equal opportunity provider and employer.

USDA's Food and Nutrition Service is sponsoring this study to gather information about how NSA funds are used by state and local WIC agencies and to evaluate the impact of recent program changes on NSA costs.

WIC participants receive nutrition education and food benefits, a mixture of services that are provided through different funding streams. Nutrition Services Administrative (NSA) funds are used in four cost categories: program management, client services, nutrition education, and breastfeeding promotion. This study will provide insight into how NSA funds are used in each of the diverse WIC settings throughout the nation.

What is the Purpose of the study?

- To gather and analyze data on the NSA grant system in order to better understand NSA costs at the state and local level.
- To understand how state agencies utilize NSA funds to provide services, how funds are provided to local agencies, and the extent to which expenses are shared with other programs.
- To determine the impact of increased use of technology — MIS and EBT — on NSA costs.
- To identify the effect of economies of scale between larger and smaller WIC programs.
- To compare administrative costs in WIC and other federal programs, such as SNAP and TANF.

All state and local WIC agencies throughout the nation and US territories are included in this study.

How will the study be conducted?

Administering the Data Collection Instruments

The data collection instruments for this study include:

- A Web survey for state agencies and local agencies;
- Case study interview guides for state agency and local agency interviews;
- Case study interview guides for SNAP and TANF interviews.



Consulting with the Advisory Panel

An Advisory Panel of 10 WIC program and research experts has been convened to provide feedback on the data collection instruments, provide suggestions and support to encourage full participation of their colleagues at the state and local level, and review the findings and final report.

Collecting Data

Data will be collected from the following sources:

- FNS 798 and 798-A for FFY 2013
- Supporting documentation from local agencies for FNS 798-A for FFY 2013
- Web survey of state and local agencies
- Interviews from case studies in 14 state agencies and local agencies within those states
- Interviews from case studies in 9 SNAP and TANF organizations



WIC State Agency Recruitment Letter (Non-Case Study States)

OMB Control Number: 0584-0589
Expiration Date: 03/31/2017

Dear [State WIC Agency Director],

Several months ago you were informed about the WIC Nutrition Services and Administration (NSA) Cost Study being conducted by Altarum Institute (Altarum) and their subcontractor, RTI International. Sponsored by the USDA Food and Nutrition Service (FNS), this study will (1) collect cost information from State and local WIC agencies to examine the impact of administrative changes on WIC NSA costs since the last WIC Administrative Costs Report in 2000; (2) provide an updated assessment of the types and categories of costs charged to WIC NSA grants and the variation of these costs among state and local agencies; and (3) review the impact of current technology-related changes in WIC program operations.

Altarum and RTI have received final approval from the Office of Management and Budget (OMB) to proceed with the study. As part of the study, all WIC State agencies will be asked to participate in several activities which are described below. We are requesting your participation in the study and thank you in advance for your cooperation and assistance in collecting the necessary data.

The following information outlines the activities for which we are requesting your participation.

- 1. Please email us with a point of contact to help coordinate completion of the study activities by May 16, 2014.**
 - Please provide us with the name, title, email address, and phone number of the person at your State Agency with whom we can coordinate this study. We anticipate that you may have follow up questions on various details; working with one staff member to coordinate communications will help to streamline the process. Please send this staff member's contact information to NSAcoststudy@altarum.org.
- 2. Collect copies of local agency expenditure data used to complete the state's FFY2013 FNS 798-A report and submit to NSAcoststudy@altarum.org by June 6, 2014.**
 - We will need to collect copies of the local expenditure data that were used to complete your state's FFY2013 798-A report. For each local agency, this means the expenditures associated with each of the following categories: program management, client services, nutrition education, and breastfeeding. This information can be sent to us via email as an Excel file, Word document, or in any format in which you collect this information from the local agencies.
- 3. Query your management information system (MIS) to obtain a report of total monthly participation for each local agency during FFY2013. Submit to NSAcoststudy@altarum.org by August 1, 2014.**
 - 1.** Please provide the total monthly participation, which is the count of participants who received WIC food benefits each month, for each of your local agencies in FFY2013. We will use this information to calculate average participation for the FFY2013. If you have already calculated the average for your local agencies, please feel free to send this information instead of total monthly participation. The report can be sent to us via email as an Excel file or Word document. Please identify the local agency by name and address.

4. Complete your State Agency Web survey by October 1, 2014.

- You will receive an email from RTI on June 9, 2014 providing you with a link to the survey and all the information you will need to access it, including a username and password. The survey will take about 60 minutes to complete. Once logged in, you will be able to print a user's guide with screen prints, should you want to review and discuss the information with your staff before responding. Additionally, you will be able to save and exit and return to the survey at a later time to complete your entry. Helpdesk support will be readily available during the response period.

5. Contact your local WIC agencies about their Web survey and encourage them to participate.

- USDA FNS is conducting the study among all local agencies as well and is seeking their full participation.
- RTI will email the local agencies directly to provide them with Web survey access and a username and password sometime in July. Please let us know if any of your local agencies will not be able to complete the survey online (e.g., do not have access to the internet).
- We appreciate your encouragement of local agencies' participation in completing their survey. Our experience shows that support from the State Agency is critical in seeking local agency cooperation. We have created content for an email (attached) that you may use to encourage local agency participation in this study. It will be best if you can send this email to your local agencies closer to the time of the local agency Web survey launch.

This study is very important to FNS and the WIC community as a whole as it will help to explain the full range of valuable services that are performed with NSA funds. We thank you for your participation and look forward to working with you!

If you have any questions, feel free to contact Diane Phillips at diane.phillips@altarum.org or (202) 603-7142.

Regards,

Loren Bell, Project Director
Institute Fellow
Co-Director, Center for Food Assistance and Nutrition
Altarum Institute

Attached: Copy of email content for local agency encouragement

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless it displays a valid OMB number. The valid OMB control number for this information collection is 0584-0589. The time required to complete this information collection is estimated to average 15 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

WIC State Agency Recruitment Letter (Case Study States)

OMB Control Number: 0584-0589

Expiration Date: 03/31/2017

Dear [State WIC Agency Director],

Several months ago you were informed about the WIC Nutrition Services and Administration (NSA) Cost Study being conducted by Altarum Institute (Altarum) and their subcontractor, RTI International. Sponsored by the USDA Food and Nutrition Service (FNS), this study will (1) collect cost information from State and local WIC agencies to examine the impact of administrative changes on WIC NSA costs since the last WIC Administrative Costs Report in 2000; (2) provide an updated assessment of the types and categories of costs charged to WIC NSA grants and the variation of these costs among state and local agencies; and (3) review the impact of current technology-related changes in WIC program operations.

Altarum and RTI have received final approval from the Office of Management and Budget (OMB) to proceed with the study. As part of the study, all WIC State agencies will be asked to participate in several activities which are described below (items 1 and 3-6). Your agency is one of 14 agencies selected for additional case study (see item 2). We are requesting your participation in the study and thank you in advance for your cooperation and assistance in collecting the necessary data.

The following information outlines the activities for which we are requesting your participation.

1. Please email us with a point of contact to help coordinate completion of the study activities by May 1, 2014.

- Please provide us with the name, title, email address, and phone number of the person at your State Agency with whom we can coordinate this study. We anticipate that you may have follow up questions on various details; working with one staff member to coordinate communications will help to streamline the process. Please send this staff member's contact information to NSAcoststudy@altarum.org.

2. Help us to schedule the case study interview with the appropriate staff at your State Agency and with two to three local agencies. Please confirm your availability for a case study interview during the study timeframe by May 1, 2014.

- We anticipate the interview with State Agency staff will take between 1-1 ½ hours depending on the number of staff members involved. We will plan to interview the state WIC director, state financial manager (or equivalent position), and the lead staff of state-level program components, including the vendor manager, the lead for MIS or EBT projects, the nutrition services director, and the breastfeeding coordinator.
- We will also need your help identifying two to three local agencies that best represent and can explain the budgeting procedures and challenges faced by local agencies in utilizing NSA funds provided to them. Altarum will conduct an interview with key informants at these local agencies on the day before and/or day after the State Agency interview, depending on scheduling and availability. We anticipate a 1 ½ - 2 hour time commitment for the local agency. Although we may have ideas of local agency selection based on location and demographics, we will schedule a conference call to discuss which of your local agencies would be the best candidates to include in the Study.

- 3. Collect copies of local agency expenditure data used to complete the state's FFY2013 FNS 798-A report and submit to NSAcoststudy@altarum.org by June 6, 2014.**
 - We will need to collect copies of the local expenditure data that were used to complete your state's FFY2013 798-A report. For each local agency, this means the expenditures associated with each of the following categories: program management, client services, nutrition education, and breastfeeding. This information can be sent to us via email as an Excel file, Word document, or in any format in which you collect this information from the local agencies.
- 4. Query your management information system (MIS) to obtain a report of total monthly participation for each local agency during FFY2013. Submit to NSAcoststudy@altarum.org by August 1, 2014.**
 2. Please provide the total monthly participation, which is the count of participants who received WIC food benefits each month, for each of your local agencies in FFY2013. We will use this information to calculate average participation for the FFY2013. If you have already calculated the average for your local agencies, please feel free to send this information instead of total monthly participation. The report can be sent to us via email as an Excel file or Word document. Please identify the local agency by name and address.
- 5. Complete your State Agency Web survey by October 1, 2014.**
 - You will receive an email from RTI on June 9, 2014 providing you with a link to the survey and all the information you will need to access it, including a username and password. The survey will take about 60 minutes to complete. Once logged in, you will be able to print a user's guide with screen prints, should you want to review and discuss the information with your staff before responding. Additionally, you will be able to save and exit and return to the survey at a later time to complete your entry. Helpdesk support will be readily available during the response period.
- 6. Contact your local WIC agencies about their Web survey and encourage them to participate.**
 - USDA FNS is conducting the study among all local agencies as well and is seeking their full participation.
 - RTI will email the local agencies directly to provide them with Web survey access and a username and password sometime in July. Please let us know if any of your local agencies will not be able to complete the survey online (e.g., do not have access to the internet).
 - We appreciate your encouragement of local agencies' participation in completing their survey. Our experience shows that support from the State Agency is critical in seeking local agency cooperation. We have created content for an email (attached) that you may use to encourage local agency participation in this study. It will be best if you can send this email to your local agencies closer to the time of the local agency Web survey launch.

This study is very important to FNS and the WIC community as a whole as it will help to explain the full range of valuable services that are performed with NSA funds. We thank you for your participation and look forward to working with you!

If you have any questions, feel free to contact Diane Phillips at diane.phillips@altarum.org or (202) 603-7142.

Regards,

Loren Bell, Project Director
Institute Fellow
Co-Director, Center for Food Assistance and Nutrition
Altarum Institute

Attached: Copy of email content for local agency encouragement

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless it displays a valid OMB number. The valid OMB control number for this information collection is 0584-0589. The time required to complete this information collection is estimated to average 15 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

WIC Local Agency Web Survey Access Letter

OMB Control Number: 0584-0589
Expiration Date: 03/31/2017

Dear [Local WIC Agency Director],

The USDA Food and Nutrition Service (FNS) has contracted with Altarum Institute and RTI International (RTI) to conduct a comprehensive study of WIC Nutrition Services and Administration (NSA) costs at state and local WIC agencies. The last time such a study was done was in 2000 and, since then, numerous program changes have occurred that may have impacted NSA costs. FNS is interested in understanding the ways in which NSA grant funds are utilized, the range of operations covered by NSA funds, and the impact of program changes on NSA grant funds.

All state and local WIC agencies are being asked to participate in the WIC NSA Cost study by completing a web survey. The local agency web survey to which you are being asked to respond will capture information on how you use NSA funds to operate and provide WIC services. Thank you in advance for your cooperation in completing the web survey!

The link to access the WIC NSA Cost Study web survey is <https://wicnsacost.rti.org>. In order to log into the web survey, you will need a username and password.

Your username is: _____

Your password is: _____

A few important things to note:

- The survey will take about 60 minutes to complete.
- The web survey is self-paced and has help text and a user's guide to assist you during completion.
- Once logged in to the survey, you will be able to print the user's guide which contains screen prints, should you want to review and discuss the information with your staff before responding. Additionally, you will be able to save and exit and return to the survey at a later time to complete your entry.
- All survey questions must be answered. The web survey has a final confirmation process which provides summary information for your review prior to final submission. **Please complete this web survey by October 1, 2014.**
- Your responses will be confidential. The data collected from your agency will not be linked to an individual employee or agency; the data will only be used in summary form to describe the overall use of funds by local WIC agencies.
- Helpdesk support is readily available by calling 1-877-287-3782 between 9:00 a.m. to 7:00 p.m. Eastern or emailing WICcoststudyHelp@rti.org.

This study is very important to FNS and the WIC community as a whole as it will help to explain the full range of valuable services that are performed with NSA funds. We thank you for your participation in completing this web survey.

Regards,

Loren Bell, Project Director
Co-Director, Center for Food Assistance and Nutrition
Altarum Institute

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless it displays a valid OMB number. The valid OMB control number for this information collection is 0584-0589. The time required to complete this information collection is estimated to average 60 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

WIC State Agency Web Survey Access Letter

OMB Control Number: 0584-0589
Expiration Date: 03/31/2017

Dear [State WIC Agency Director],

Last month you were informed about the WIC Nutrition Services and Administration (NSA) Cost Study being conducted by Altarum Institute (Altarum) and their subcontractor, RTI International and the activities involved in this study. The purpose of this email is to provide you with the information necessary to access the web survey including that is being administered to all WIC State agencies.

The link to access the WIC NSA Cost Study web survey is <https://wicnsacost.rti.org>. In order to log into the web survey, you will need a username and password.

Your username is _____.

Your password is _____.

A few important things to note:

- ▲ The web survey is self-paced and has help text and a user's guide to assist you during completion.
- ▲ Once logged in to the survey, you will be able to print the user's guide which contains screen prints, should you want to review and discuss the information with your staff before responding. Additionally, you will be able to save and exit and return to the survey at a later time to complete your entry.
- ▲ All survey questions must be answered. The web survey has a final confirmation process which provides summary information for your review prior to final submission. **Please complete this web survey by October 1, 2014.**
- ▲ Helpdesk support is readily available by calling 1-877-287-3782 between 9:00 a.m. to 7:00 p.m. Eastern or emailing WICcoststudy_help@rti.org.

This study is very important to FNS and the WIC community as a whole as it will help to explain the full range of valuable services that are performed with NSA funds. We thank you for your participation in completing this web survey.

Regards,

Loren Bell, Project Director
Co-Director, Center for Food Assistance and Nutrition
Altarum Institute

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless it displays a valid OMB number. The valid OMB control number for this information collection is 0584-0589. The time required to complete this information collection is estimated to average 15 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

APPENDIX C: Response Rate Formula

Response Rate Formula

For the weighted and unweighted response rates, we will use the formula in OMB's *Standards and Guidelines for Statistical Surveys* (2006).

For the unweighted response rates, the formula is

$$RRU = \frac{C}{(C + R + NC + O + e(U))},$$

where

- C = number of completed cases or sufficient partials;
- R = number of refused cases;
- NC = number of noncontacted sample units known to be eligible;
- O = number of eligible sample units not responding for reasons other than refusal;
- U = number of sample units of unknown eligibility, not completed; and
- E = estimated proportion of sample units of unknown eligibility that are eligible.

We do not have noncontacted cases, eligible cases not responding for reasons other than a refusal, or unknown eligible cases for either the SA or local agency survey, thus, the terms NC, O, and e(U) drop out of the equation.

For weighted response rates will use the sampling weights, which for this survey equal 1 because a Census was selected, thus the weighted and unweighted response rates are equal.

APPENDIX D: Web Survey Unit Response Rates

Web Survey Unit Response Rates

State Agency Partial Responder Response Rates

FNS Region

FNS Region	Population Total	Number of Respondents	Number of Nonrespondents	Response Rates
MARO	9	9	0	100.0%
MPRO	20	16	4	80.0%
MWRO	6	6	0	100.0%
NERO	10	8	2	80.0%
SERO	10	8	2	80.0%
SWRO	21	18	3	85.7%
WRO	14	12	2	85.7%
OVERALL	90	77	13	85.6%

5 Cost Category

5 Cost Category	Population Total	Number of Respondents	Number of Nonrespondents	Response Rates
ITO	34	23	11	67.6%
Small	19	19	0	100.0%
Medium	18	17	1	94.4%
Large	11	11	0	100.0%
High	8	7	1	87.5%
OVERALL	90	77	13	85.6%

EBT status

EBT Status	Population Total	Number of Respondents	Number of Nonrespondents	Response Rates
Yes	10	10	0	100.0%
No	80	67	13	83.8%
OVERALL	90	77	13	85.6%

State Agency Full Responder Response Rates

FNS Region

FNS Region	Population Total	Number of Respondents	Number of Nonrespondents	Response Rates
MARO	9	7	2	77.8%
MPRO	20	12	8	60.0%
MWRO	6	6	0	100.0%
NERO	10	8	2	80.0%
SERO	10	8	2	80.0%
SWRO	21	15	6	71.4%
WRO	14	11	3	78.6%
OVERALL	90	67	23	74.4%

5 Cost Category

5 Cost Category	Population Total	Number of Respondents	Number of Nonrespondents	Response Rates
ITO	34	18	16	52.9%
Small	19	18	1	94.7%
Medium	18	14	4	77.8%
Large	11	11	0	100.0%
High	8	6	2	75.0%
OVERALL	90	67	23	74.4%

EBT Status

EBT Status	Population Total	Number of Respondents	Number of Nonrespondents	Response Rates
Yes	10	9	1	90.0%
No	80	58	22	72.5%
OVERALL	90	67	23	74.4%

Local Agency Partial Responder Response Rates

Size Based on Caseload

Size Based on Caseload	Population Total	Number of Respondents	Number of Nonrespondents	Response Rates
Small	923	720	203	78.0%
Medium	484	398	86	82.2%
Large	201	170	31	84.6%
OVERALL	1608	1288	320	80.1%

MSA

MSA	Population Total	Number of Respondents	Number of Nonrespondents	Response Rates
Metropolitan Statistical Area	868	703	165	81.0%
Micropolitan Statistical Area	324	262	62	80.9%
Neither	364	284	80	78.0%
State	52	39	13	75.0%
OVERALL	1608	1288	320	80.1%

EBT Status

EBT Status	Population Total	Number of Respondents	Number of Nonrespondents	Response Rates
EBT status				
Yes	202	176	26	87.1%
No	1406	1112	294	79.1%
OVERALL	1608	1288	320	80.1%

Local Agency Full Responder Response Rates**Size Based on Caseload**

Size Based on Caseload	Population Total	Number of Respondents	Number of Nonrespondents	Response Rates
Small	923	572	351	62.0%
Medium	484	338	146	69.8%
Large	201	142	59	70.6%
OVERALL	1608	1052	556	65.4%

MSA

MSA	Population Total	Number of Respondents	Number of Nonrespondents	Response Rates
Metropolitan Statistical Area	868	587	281	67.6%
Micropolitan Statistical Area	324	210	114	64.8%
Neither	364	224	140	61.5%
State	52	31	21	59.6%
OVERALL	1608	1052	556	65.4%

EBT Status

EBT Status	Population Total	Number of Respondents	Number of Nonrespondents	Response Rates
Yes	202	146	56	72.3%
No	1406	906	500	64.4%
OVERALL	1608	1052	556	65.4%

APPENDIX E: Nonresponse Bias Analysis Results Tables

Nonresponse Bias Analysis Results Tables

State Agency Partial Responder Nonresponse Bias Analysis Results, Before and After No Response Weight Adjustments

FNS Region

FNS Region	Population Total	Before: Number of Respondents	Before: Distribution of Population	Before: Distribution of Respondents	Before: Unweighted Estimated Bias (Population Mean - Respondent Mean)	Before: p-value	After: Weighted Number of Respondents	After: Weighted Distribution of Respondents	After: Weighted Estimated Bias (Population Mean - Weighted Respondent Mean)	After: p-value
MARO	9	9	0.1000	0.1169	0.0169	0.7283	9	0.1000	0.0000	>0.9999
MPRO	20	16	0.2222	0.2078	-0.0144	0.8216	20	0.2222	0.0000	>0.9999
MWRO	6	6	0.0667	0.0779	0.0113	0.7810	6	0.0667	0.0000	>0.9999
NERO	10	8	0.1111	0.1039	-0.0072	0.8811	10	0.1111	0.0000	>0.9999
SERO	10	8	0.1111	0.1039	-0.0072	0.8811	10	0.1111	0.0000	>0.9999
SWRO	21	18	0.2333	0.2338	0.0004	0.9948	21	0.2333	0.0000	>0.9999
WRO	14	12	0.1556	0.1558	0.0003	0.9959	14	0.1556	0.0000	>0.9999
Overall	90	77	1.0000	1.0000	0.0000	n/a	90	1.0000	0.0000	n/a

5 Cost Category

5 Cost Category	Population Total	Before: Number of Respondents	Before: Distribution of Population	Before: Distribution of Respondents	Before: Unweighted Estimated Bias (Population Mean - Respondent Mean)	Before: p-value	After: Weighted Number of Respondents	After: Weighted Distribution of Respondents	After: Weighted Estimated Bias (Population Mean - Weighted Respondent Mean)	After: p-value
ITO	34	23	0.3778	0.2987	-0.0791	0.2819	34	0.3778	0.0000	>0.9999
Small	19	19	0.2111	0.2468	0.0356	0.0587	19	0.2111	0.0000	>0.9999
Medium	18	17	0.2000	0.2208	0.0208	0.7440	18	0.2000	0.0000	>0.9999
Large	11	11	0.1222	0.1429	0.0206	0.6970	11	0.1222	0.0000	>0.9999
High	8	7	0.0889	0.0909	0.0020	0.9639	8	0.0889	0.0000	>0.9999
Overall	90	77	1.0000	1.0000	0.0000	n/a	90	1.0000	0.0000	n/a

EBT Status

EBT Status	Population Total	Before: Number of Respondents	Before: Distribution of Population	Before: Distribution of Respondents	Before: Unweighted Estimated Bias (Population Mean - Respondent Mean)	Before: p-value	After: Weighted Number of Respondents	After: Weighted Distribution of Respondents	After: Weighted Estimated Bias (Population Mean - Weighted Respondent Mean)	After: p-value
Yes	10	10	0.1111	0.1299	0.0188	0.7124	10	0.1111	0.0000	>0.9999
No	80	67	0.8889	0.8701	-0.0188	0.7124	80	0.8889	0.0000	>0.9999
Overall	90	77	1.0000	1.0000	0.0000	n/a	90	1.0000	0.0000	n/a

State Agency Full Responder Nonresponse Bias Analysis Results, Before and After No Response Weight Adjustments

FNS Region

FNS Region	Population Total	Before: Number of Respondents	Before: Distribution of Population	Before: Distribution of Respondents	Before: Unweighted Estimated Bias (Population Mean - Respondent Mean)	Before: p-value	After: Weighted Number of Respondents	After: Weighted Distribution of Respondents	After: Weighted Estimated Bias (Population Mean - Weighted Respondent Mean)	After: p-value
MARO	9	7	0.1000	0.1045	0.0045	0.9275	9	0.1000	0.0000	>0.9999
MPRO	20	12	0.2222	0.1791	-0.0431	0.0504	20	0.2222	0.0000	>0.9999
MWRO	6	6	0.0667	0.0896	0.0229	0.6023	6	0.0667	0.0000	>0.9999
NERO	10	8	0.1111	0.1194	0.0083	0.8730	10	0.1111	0.0000	>0.9999
SERO	10	8	0.1111	0.1194	0.0083	0.8730	10	0.1111	0.0000	>0.9999
SWRO	21	15	0.2333	0.2239	-0.0095	0.8895	21	0.2333	0.0000	>0.9999
WRO	14	11	0.1556	0.1642	0.0086	0.8848	14	0.1556	0.0000	>0.9999
Overall	90	67	1.0000	1.0000	0.0000	n/a	90	1.0000	0.0000	>0.9999

5 Cost Category

5 Cost Category	Population Total	Before: Number of Respondents	Before: Distribution of Population	Before: Distribution of Respondents	Before: Unweighted Estimated Bias (Population Mean - Respondent Mean)	Before: p-value	After: Weighted Number of Respondents	After: Weighted Distribution of Respondents	After: Weighted Estimated Bias (Population Mean - Weighted Respondent Mean)	After: p-value
ITO	34	18	0.2000	0.2687	0.0687	0.1461	34	0.3778	0.0000	>0.9999
Small	19	18	0.2000	0.2687	0.0687	0.4081	19	0.2111	0.0000	>0.9999
Medium	18	14	0.1556	0.2090	0.0534	0.8912	18	0.2000	0.0000	>0.9999
Large	11	11	0.1222	0.1642	0.0420	0.4636	11	0.1222	0.0000	>0.9999
High	8	6	0.0667	0.0896	0.0229	0.9886	8	0.0889	0.0000	>0.9999
Overall	90	67	1.0000	1.0000	0.0000	n/a	90	1.0000	0.0000	>0.9999

EBT Status

EBT Status	Population Total	Before: Number of Respondents	Before: Distribution of Population	Before: Distribution of Respondents	Before: Unweighted Estimated Bias (Population Mean - Respondent Mean)	Before: p-value	After: Weighted Number of Respondents	After: Weighted Distribution of Respondents	After: Weighted Estimated Bias (Population Mean - Weighted Respondent Mean)	After: p-value
Yes	10	9	0.1111	0.1343	0.0232	0.6643	10	0.1111	0.0000	>0.9999
No	80	58	0.8889	0.8657	-0.0232	0.6643	80	0.8889	0.0000	>0.9999
Overall	90	67	1.0000	1.0000	0.0000	n/a	90	1.0000	0.0000	>0.9999

Local Agency Partial Responder Nonresponse Bias Analysis Results, Before and After No Response Weight Adjustments

MSA

MSA	Population Total	Before: Number of Respondents	Before: Distribution of Population	Before: Distribution of Respondents	Before: Unweighted Estimated Bias (Population Mean - Respondent Mean)	Before: p-value	After: Weighted Number of Respondents	After: Weighted Distribution of Respondents	After: Weighted Estimated Bias (Population Mean - Weighted Respondent Mean)	After: p-value
Metropolitan Statistical Area	868	703	0.5398	0.5458	0.0060	0.7472	868	0.5398	0.0000	>0.9999
Micropolitan Statistical Area	324	262	0.2015	0.2034	0.0019	0.8982	324	0.2015	0.0000	>0.9999
Neither	364	284	0.2264	0.2205	-0.0059	0.7061	364	0.2264	0.0000	>0.9999
State	52	39	0.0323	0.0303	-0.0021	0.7515	52	0.0323	0.0000	>0.9999
Overall	1608	1288	1.0000	1.0000	0.0000	n/a	1608	0.0000	0.0000	n/a

EBT Status

EBT Status	Population Total	Before: Number of Respondents	Before: Distribution of Population	Before: Distribution of Respondents	Before: Unweighted Estimated Bias (Population Mean - Respondent Mean)	Before: p-value	After: Weighted Number of Respondents	After: Weighted Distribution of Respondents	After: Weighted Estimated Bias (Population Mean - Weighted Respondent Mean)	After: p-value
Yes	202	176	0.1256	0.1366	0.0110	0.3835	202	0.1256	0.0000	>0.9999
No	1406	1112	0.8744	0.8634	-0.0110	0.3835	1406	0.8744	0.0000	>0.9999
Overall	1608	1288	1.0000	1.0000	0.0000	n/a	1608	0.0000	0.0000	n/a

Nonresponse Bias Analysis Results on NSA Expenditures and Participation Among Local Agency Partial Responders

	Population Average	Respondent Average	Nonresponse Weighted (Final Analysis Weights) Average	Weighted Estimated Bias (Population Mean - Weighted Respondent Mean)
Total NSA Expenditures	945,050.44	996,698.28	945,050.44	0.000
Participant Caseload	5,384.27	5,659.00	5,384.27	0.000

Local Agency Full Responder Nonresponse Bias Analysis Results¹⁰, Before and After No Response Weight Adjustments

MSA

MSA	Population Total	Before: Number of Respondents	Before: Distribution of Population	Before: Distribution of Respondents	Before: Unweighted Estimated Bias (Population Mean - Respondent Mean)	Before: p-value	After: Weighted Number of Respondents	After: Weighted Distribution of Respondents	After: Weighted Estimated Bias (Population Mean - Weighted Respondent Mean)	After: p-value
Metropolitan Statistical Area	868	445	0.5398	0.5794	0.0396	0.0683	868	0.5398	0.0000	>0.9999
Micropolitan Statistical Area	324	161	0.2015	0.2096	0.0081	0.6469	324	0.2015	0.0000	>0.9999
Neither	364	150	0.2264	0.1953	-0.0311	0.0797	364	0.2264	0.0000	>0.9999
State ¹⁰	52	12	0.0323	0.0156	-0.0167	0.0079	52	0.0323	0.0000	>0.9999
Overall	1608	768	1.0000	1.0000	0.0000	n/a	1608	1.0000	0.0000	n/a

EBT Status

EBT Status	Population Total	Before: Number of Respondents	Before: Distribution of Population	Before: Distribution of Respondents	Before: Unweighted Estimated Bias (Population Mean - Respondent Mean)	Before: p-value	After: Weighted Number of Respondents	After: Weighted Distribution of Respondents	After: Weighted Estimated Bias (Population Mean - Weighted Respondent Mean)	After: p-value
Yes	202	122	0.1256	0.1589	0.0332	0.0329	202	0.1256	0.0000	>0.9999
No	1406	646	0.8744	0.8411	-0.0332	0.0329	1406	0.8744	0.0000	>0.9999
Overall	1608	768	1.0000	1.0000	0.0000	n/a	1608	1.0000	0.0000	n/a

1 Includes only full responders whose reported costs were within 10 percent of actual expenditures.

2 The data will be subset to exclude State-run local agencies when analyzing local agency costs. When applying the appropriate weight variable for these analyses, the total number of respondents will weight up to the eligible population of contracted local agencies.

Nonresponse Bias Analysis Results on NSA Expenditures and Participation Among Local Agency Full Responders

	Population Average	Respondent Average	Nonresponse Weighted (Final Analysis Weights) Average	Weighted Estimated Bias (Population Mean - Weighted Respondent Mean)
Total NSA Expenditures	945,050.44	1,004,142.52	945,050.44	0.000
Participant Caseload	5,384.27	5,702.72	5,384.27	0.000

APPENDIX F: Web Survey Item Response Rates

Web Survey Item Response Rates

State Agency Item Response Rates

Survey Style Questions

Question	Item Response Rate
Demographic Question 1	98.7%
Demographic Question 2	98.7%
Demographic Question 4	98.7%
Demographic Question 5	98.7%
Change in Costs Question 1	98.5%
Change in Costs Question 2	97.0%
Change in Costs Question 3	98.5%
Change in Costs Question 4	98.5%
Change in Costs Question 5	97.0%
Change in Costs Question 6	98.5%
Change in Costs Question 7	98.5%
Change in Costs Question 8	98.5%
Change in Costs Question 8a	94.0%

Costing Screens

Question	Item Response Rate
Labor Cost Table	97.0%
Labor Question 1	100.0%
Labor Question 2	100.0%
Contracted Costs Table	100.0%
contracted1	100.0%
Materials Travel and Services Costs Table	98.5%
Materials Travel and Services Question 1	100.0%
Materials Travel and Services Question 2	100.0%
Indirect Costs total	94.0%
Indirect Costs Question 2	100.0%
Indirect Costs Question 3	100.0%
Other Source of Funds Table	92.5%
In Kind Question 1	100.0%
In Kind Question 2	100.0%
In Kind Question 3	100.0%
In Kind Question 4	100.0%
In Kind Question 5	100.0%
In Kind Question 6	100.0%
In Kind Question 7	100.0%
In Kind Question 8	100.0%
In Kind Question 9	100.0%
In Kind Question 10	100.0%
In Kind Question 11	100.0%

Local Agency Item Response Rates

Survey Style Questions

Question	Item Response Rate
Demographic Question 1	99.4%
Demographic Question 2	96.8%
Demographic Question 3	99.8%
Demographic Question 4	96.8%
Demographic Question 5	99.4%
Services Provided Question 1	96.9%
Services Provided Question 2	96.9%
Services Provided Question 3	99.7%
Services Provided Question 4	99.7%
Services Provided Question 5	99.7%
Services Provided Question 6	99.6%
Services Provided Question 7	92.0%
Services Provided Question 8	99.6%
Services Provided Question 9	99.6%
Services Provided Question 10	99.6%
Change in Costs Question 1	99.7%
Change in Costs Question 2	99.4%
Change in Costs Question 3	99.0%
Change in Costs Question 4	99.1%
Change in Costs Question 5	96.9%
Change in Costs Question 6	98.7%
Change in Costs Question 7	98.3%
Change in Costs Question 8	96.4%
Change in Costs Question 9	99.4%

Costing Screens

Question	Item Response Rate
Labor Cost Table	99.1%
Labor Question 1	99.7%
Labor Question 2	99.7%
Contracted Costs Table	98.0%
Contracted Costs Question 1	99.6%
Materials Travel and Services Costs Table	99.5%
Materials Travel and Services Question 1	99.6%
Materials Travel and Services Question 2	99.7%
Indirect Costs total	99.8%
Indirect Costs Question 2	99.6%
Indirect Costs Question 3	99.5%
Other Source of Funds Table	98.9%
In Kind Question 1	99.6%
In Kind Question 2	99.6%
In Kind Question 3	99.6%
In Kind Question 4	99.6%
In Kind Question 5	99.6%
In Kind Question 6	99.6%
In Kind Question 7	99.6%
In Kind Question 8	99.6%
In Kind Question 9	99.6%
In Kind Question 10	99.6%
In Kind Question 11	99.6%

APPENDIX G: Model Used to Derive Weight Adjustment Factor

Model Used to Derive Nonresponse Weight Adjustment Factor

The WTADJUST model that we will use to derive the nonresponse weight adjustment factor is based on a *generalized exponential model* discussed in Folsom and Singh (2000), which in turn draws on work originally proposed by Folsom (1991), Deville and Särndal (1992), and Folsom and Witt (1994). Weight adjustments under the model have the following form:

Equation B.1

$$\theta_k = \gamma_k \alpha_k = \gamma_k \left(\frac{l_k (u_k - c_k) + u_k (c_k - l_k) \exp(A_k \mathbf{x}_k \boldsymbol{\beta})}{(u_k - c_k) + (c_k - l_k) \exp(A_k \mathbf{x}_k \boldsymbol{\beta})} \right)$$

Where

- k = an index corresponding to each record on the input data file.
- θ_k = the final weight adjustment for each record k .
- γ_k = a weight-trimming factor that will be computed before the $\boldsymbol{\beta}$ -parameters of the exponential model (i.e., parameters of α_k) are estimated. These parameters will be computed using the WTMIN and WTMAX computational statements in WTADJUST.
- α_k = the nonresponse or post stratification weight adjustment computed. When compensating for nonresponse, it will estimate the *inverse* of the unit's probability of response. When compensating for frame errors, it will estimate the *inverse* of the expected number of times the unit appears on the frame.
- l_k = lower bound imposed on the adjustment α_k . This bound can be set using the optional LOWERBD statement in WTADJUST. Note from Equation B.1 that as $\mathbf{x}_k \boldsymbol{\beta} \rightarrow -\infty$, then $\alpha_k \rightarrow l_k$. In other words, the weight adjustment produced from this procedure, α_k , will always equal some number greater than or equal to l_k , regardless of the value of the explanatory variables or the associated model parameters in $\boldsymbol{\beta}$.
- u_k = upper bound imposed on the adjustment α_k . This bound can be set using the optional UPPERBD statement in WTADJUST. Note from Equation B.1 that as $\mathbf{x}_k \boldsymbol{\beta} \rightarrow +\infty$, then $\alpha_k \rightarrow u_k$. In other words, the weight adjustment produced from this procedure, α_k , will always equal some number less than or equal to u_k , regardless of the value of the explanatory variables or the associated model parameters in $\boldsymbol{\beta}$.

So both l_k and u_k are predetermined constants that bound the resultant adjustment, α_k .

- c_k = centering constant for the model. It must be true that $l_k < c_k < u_k$. This constant can be set using the optional CENTER statement in WTADJUST.

- A_k = $\frac{(u_k - l_k)}{(u_k - c_k)(c_k - l_k)}$. This is a constant in the model that will be used to control the behavior of θ_k as the upper and lower bounds get closer to the centering constant.

- \mathbf{x}_k = row vector of model explanatory variables.
- $\boldsymbol{\beta}$ = column vector of model parameters that will be estimated within this procedure.

Also, suppose

- w_k = input weight for record k . This weight corresponds to whatever is on the WEIGHT statement.
- r_k = response indicator.

For nonresponse adjustments, this variable should be set

- to 1 for records corresponding to eligible respondents,
- to zero for records corresponding to eligible nonrespondents, and
- to missing for records corresponding to ineligible cases.

This will be the dependent variable on the MODEL statement in WTADJUST.

SUDAAN will compute the weight adjustment factors, α_k , by estimating the β 's in Equation B.1 using an iterative procedure that mirrors the procedure used to estimate the β 's in SUDAAN's LOGISTIC model. In summary, suppose

$$\mathbf{s}_x = \sum_k \mathbf{x}_k w_k y_k \gamma_k \alpha_k - \mathbf{t}_x,$$

where \mathbf{t}_x is a row vector of control totals to which the user seeks to adjust the weights. \mathbf{t}_x is of the same dimension as \mathbf{x}_k for all k . For nonresponse adjustments, $\mathbf{t}_x = \sum_k \mathbf{x}_k w_k$. For post stratification

adjustments, \mathbf{t}_x will be provided to WTADJUST using the POSTWGT statement. \mathbf{s}_x is a row vector that is the same dimension as the row vector \mathbf{x}_k and represents the difference between the sum of the products of the adjusted sample weights times \mathbf{x}_k and the control totals we would like the adjusted weights to sum to. \mathbf{s}_x are the *calibration equations*.

Then we will seek to minimize the distance:

$$\text{Min}\{\mathbf{s}_x \cdot \mathbf{s}_x'\}.$$

We will obtain an absolute minimum with \mathbf{s}_x equaling zero, so WTADJUST will seek the value of $\boldsymbol{\beta}$ that satisfies the calibration equations:

Equation B.2

$$\mathbf{s}_x = \sum_k \mathbf{x}_k w_k y_k \gamma_k \alpha_k - \mathbf{t}_x = \mathbf{0}.$$

$\boldsymbol{\beta}$ can be found in Equation B.2 using a Newton-Raphson iterative algorithm.

APPENDIX H: Case Study Interview Guides

WIC Nutrition Services Administration (NSA) Cost Study A National Study

USDA Food and Nutrition Service Office of Research and Analysis

Case Study Interview Guide for WIC State Agency

State:

Respondent/Title/Organization:

Phone:

E-mail:

Interviewer:

Date of Interview:

Time of Interview:

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless it displays a valid OMB number. The valid OMB control number for this information collection is 0584-0589. The time required to complete this information collection is estimated to average 90 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

INTRODUCTION

Thank you for agreeing to participate as one of 14 case study State Agencies for the WIC Nutrition Services and Administration (NSA) Cost Study. As you are aware, the U.S. Department of Agriculture's Food and Nutrition Service (FNS) has contracted with Altarum Institute (Altarum) and RTI International to conduct a comprehensive study of WIC NSA costs at the State and local level. Altarum is a health and nutrition policy research and consulting institute. Our work focuses on helping to improve the health and nutrition status of children, families, and adults.

The last NSA cost study was conducted in 2000 and, since then, numerous program changes have occurred. FNS is interested in understanding the various ways in which NSA funds are utilized, the range of operations covered by NSA funds, and the impact of program changes on NSA grant funds.

The funding for and accounting of WIC NSA costs is complex. As you know, WIC State Agencies receive an annual base grant with allocations for food and nutrition services and administrative support. These WIC grants must support a range of required activities at the State Agency level as well as provide for direct service delivery to WIC participants.

The WIC NSA cost study design involves data collection from FNS 798 and 798-A reports and supporting documentation, a Web survey of State and local agencies, and this case study interview. We are conducting this interview to examine the 'how and why' factors that contribute to the costs associated with operating your WIC program. As such, our focus here will be more on understanding the dynamics of various program components and policies and their influence on costs, rather than on specific numbers.

INTERVIEW PROCEDURES

This interview will consist of a series of open-ended questions organized by various topics focused on how your WIC State Agency makes decisions around funding both State- and local-level services. The focus of this discussion is on your NSA grant, which includes federal funding formula allocations, Operational Adjustment funds, and reallocations; however, we may discuss other federal and State funding sources, and how these funds may impact your NSA expenditures and budgeting.

We realize that these topic areas may be best addressed by various staff members who may have expertise in the respective topics. We hope that by receiving this case study guide four weeks prior to this interview, you and your staff have had some time to gather information as necessary to respond to questions so that the actual interview time is spent directly on the question-answer dialogue.

The entire interview will likely take up to one hour. We encourage you to include staff members in the interview according to their topic expertise. We will be recording the interview in order to ensure that your responses are captured accurately for the analysis. The recording will be maintained securely with access limited to a small number of authorized study team members for data entry and quality control purposes.

Your answers will be considered private. Nothing said today will be identified back to you individually in any reports prepared for this study.

Do you have any questions before we begin?

Let's get started.

I. Budgeting and Planning for NSA Funds

Purpose: To identify the process, procedures, and key decision-making points for preparing annual WIC budgets and how funding priorities are determined.

First, we would like to discuss the process by which you develop your annual WIC budget, the factors that go into how decisions are made to allocate funds between program functions, and how priorities are set for funding.

1. Can you please describe the process that was used by your agency to develop your WIC budget for FFY 2013? In particular, we are interested in:
 - (a) What is the step-by-step process used for developing the WIC budget and submitting for approval?
 - (b) How does the development of the WIC program budget fit into your [Health Department's/Tribal Organization/ District/Territorial] budget development?
 - (c) Who is responsible for preparing the budget? What level(s) of approvals is required?
 - (d) Does your detailed WIC budget require approval by the legislature or other governing body or is it part of an overall budget that must be approved without any specific detail?

We would now like to discuss how specific elements of your WIC budget are developed.

2. One of the key decisions that must be made is how to divide the WIC NSA funds between State-level operations and local program services. Please describe the process you use to determine how much of the NSA funding will support State-level functions as compared to local-level functions.
 - (a) Has the percentage of funds allocated between State and local functions stayed about the same over the past three years or has it changed? If the percentage has changed, why was this change necessary?
3. With regard to budgeting for State-level functions, do individual organizational sub-units or functions within WIC have their own budget (e.g., regional budgets) or do you manage the State-level functions in aggregate without regard to sub-unit budgets?
 - (a) What key decisions, if any, did you have to make about how to allocate your NSA funds for FFY 2013? What factors contributed to these key decisions?
 - (b) Did any State-level activity or function require re-budgeting during FFY 2013?

[IF YES:] What function and why?

- (c) What was the federally approved indirect cost rate for FFY 2013 for your state? Was it applied to the WIC program for this FFY? If no, what rate was applied and why was it different?

4. With regard to budgeting for local WIC services:

- (a) According to your response to the Web survey, you used [METHOD] for allocating funding to local services. Do you feel this method works well?

[IF NO:] What are the drawbacks?

- (b) [Decentralized ONLY and IF DETAILED LOCAL BUDGETS ARE REQUIRED] According to the Web survey, your local agencies/programs are required to submit detailed budgets. Can local agencies spend across budget categories without approval or must they receive approval from your office through budget modifications or other approval methods?

- (c) Do you cap local agency indirect cost rates?

[IF YES:] What methods do you use to determine the cap?

[IF NO:] Do you have any other methods to control local agency indirect costs?

- (d) If local WIC agencies or local service providers are not meeting caseload levels or under-spending their budgets, do you make mid-year adjustments to their budgets?

[IF YES:] What process is used?

[IF NO:] Are budgets reduced or modified in the subsequent year?

- (e) If local WIC agencies or local service providers are serving more participants than originally budgeted or over-spending their budgets, may they receive additional funds in that same fiscal year?

[IF YES:] What process is used?

[IF NO:] Are budgets increased or modified in the subsequent year?

- (f) Do the majority of local agencies spend all of their allocated funds?

[IF NO:] What in your opinion are the primary reasons for not spending all the funds?

- (g) Do you provide any equipment, materials or other services to local programs that are included in the State-level functions but used mostly by the local programs (e.g., equipment, supplies, computers, training, breast pumps)?

[IF YES:] How do you determine how much goes to each local program? (e.g., demand or need, process for requests and approval, formula allocation)

5. Do you use any NSA funds for contracted services, such as training, MIS support or development, evaluations, local monitoring?

[IF YES:] What types of functions are supported by contractors? Is this amount larger or smaller than prior years?

[IF YES:] Why

II. Factors Influencing NSA Costs and Expenditures

Purpose: To examine in detail the various factors that influence how NSA funds are expended, how changes in federal fund availability may impact expenditures, and how program cost shifts impact expenditures.

Now we would like to move from budgeting to discuss actual costs of operating the WIC program and examining expenditures.

6. The data provided by FNS shows that in FFY 2013 you [UNDER-SPENT/OVERSPENT] your NSA grant by [XX%]. Were these [UNDER/OVER] expenditures attributable to State-level functions, local level functions or a combination of both?
 - (a) Was this level of [UNDER/OVER] expenditure typical or were there extenuating factors in FFY 2013 that contributed to this (e.g., vacancy rates, unexpended expenditures, cost increase or decrease)? When did you recognize these factors were occurring, and how did you handle the situation?
7. According to FNS, you received [\$XX] in NSA reallocation funds in FFY 2013. How were these funds used? Did you receive them in time to maximize their use, or did they come at a time when budget and expenditure opportunities were limited?
8. According to FNS, you received [\$XX] in Operational Adjustment funds in FFY 2013. How were these funds used?
9. In your opinion, what factors do you consider the most important in driving your overall program costs and expenditure levels (e.g., caseload fluctuation, increased personnel costs, layoffs, vacancy rates or furloughs, increased contribution of NSA funds to MIS or EBT)? How much control over these factors do you believe you have?
10. With regard to NSA costs, what measures, if any, have you taken over the past three years to control program costs or address any budget issues? How well do you feel these measures have worked? Have there been any negative impacts on your program's operations? If yes, please describe.

III. Other Funds and their Impact on NSA Expenditures

Purpose: To examine the extent to which funding from FNS for special projects, EBT, MIS, and breastfeeding peer counseling impact NSA budgets and expenditures.

Now we want to talk about how the availability of other funds has impacted your NSA costs.

11. According to FNS you received the following sources of funding in FFY 2013 [e.g., EBT, MIS, SPECIAL PROJECTS, BFPC]. Were these funds adequate to meet your needs in these areas or did you have to supplement these funds with NSA funding?

[IF YES:] How did this supplementation impact your program activities normally funded through NSA funds?

12. (If applicable) According to the Web survey, you also had [XXX] funds from other sources (e.g., State funds, other federal program funds). Did the availability of these funds impact your use of NSA funds and program services? How so?

(a) Do you anticipate ongoing support in future years from these other funding sources (both State and federal) or do you feel that they will be limited or unavailable? How do you anticipate this will affect future decisions related to the allocation of NSA funds?

IV. Relationships with other Programs

Purpose: To examine how coordination and cooperation between WIC and other programs contribute to in-kind or other support for WIC activities.

For our last section, we would like to discuss how coordination with other programs impacts your use of NSA funds.

13. Are there any State-level programs with which you coordinate WIC services that impact your NSA expenditures (e.g., immunization programs, Maternal and Child Health, SNAP Education)?

[IF YES:] Please describe these relationships and how these programs impacted your NSA expenditures?

14. [ASK ONLY IF STATE AGENCY REPORTED ANY IN-KIND FUNDING OR SHARED STAFF] According to the Web survey, you reported in-kind support or shared staff with other programs. Please describe how this in-kind funding is determined or how costs are allocated for shared staffing.

15. [DECENTRALIZED AND COMBO ONLY] To the best of your knowledge, do your local programs receive funds from either State-funded programs, local funds or other sources that help to support WIC program services?

[IF YES:]

(a) Do most or all of your local programs receive this support or only some?

(b) If local programs receive additional support for WIC services, how do you account for this support when you budget local services? Are decisions about how to use these funds left up to local programs?

That ends my formal interview questions. Is there anything that we haven't discussed about WIC NSA costs that you think is relevant and would like to share?

Thank you so much for spending the time with us to explain the factors and influences on your agency's budgeting processes.

WIC Nutrition Services and Administration (NSA) Cost Study A National Study

USDA Food and Nutrition Service Office of Research and Analysis

Case Study Interview Guide for WIC Local Agency

State:

Local Agency Name:

Respondent/Title/Organization:

Phone:

E-mail:

Interviewer

Date of Interview:

Time of Interview:

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless it displays a valid OMB number. The valid OMB control number for this information collection is 0584-0589. The time required to complete this information collection is estimated to average 120 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

INTRODUCTION

Thank you for agreeing to participate in the case study of local WIC agencies for the WIC Nutrition Services and Administration (NSA) Cost Study. As part of this effort, we are also interviewing staff members at your WIC State Agency and in one or two other local agencies in your state.

The USDA's Food and Nutrition Service (FNS) has contracted with Altarum Institute and RTI International to conduct a comprehensive study of WIC NSA costs at the state and local level. Altarum is a health and nutrition policy research and consulting institute. Our work focuses on helping to improve the health and nutrition status of children, families, and adults.

The last NSA cost study was conducted in 2000 and since then numerous program changes have occurred. FNS is interested in understanding the various ways in which NSA funds are utilized, the range of operations covered by NSA funds, and the impact of program changes on NSA grant funds.

The funding for and accounting of WIC NSA costs are complex. As you know, WIC State Agencies receive an annual base grant with allocations for food and nutrition services and administrative support; these WIC grants must support a range of required activities at the State Agency level as well as provide for direct service delivery to WIC participants. For purposes of this study, we are defining NSA funds as those funds received by the WIC State Agency from the federal funding formula, Regional Office Operational Adjustment funding, and reallocations received during the year. They exclude funds for WIC Special Projects (for which applications are competitive and funded separately from formula funds), Breastfeeding Peer Counseling Funds, MIS and EBT Special Funding, and Infrastructure funds. While you may not know the source of your funds prior to this interview, we will talk about the particular funds that you receive that should be included in the discussion.

The WIC NSA cost study design involves data collection from FNS 798 and 798-A reports and supporting documentation, a Web-based survey of state and local agencies, and this case study interview. We are conducting this interview to examine the 'how and why' factors that contribute to the costs associated with operating your WIC program. As such, our focus here will be more on understanding the dynamics of various program components and policies and their influence on costs, rather than on specific numbers.

INTERVIEW PROCEDURES

This interview will consist of a series of questions organized by various topics. These topic areas may be best addressed by various staff members who may have expertise in the respective topics. We hope that by receiving this case study guide four weeks prior to this interview, you and your staff have had some time to gather information as necessary to respond to questions so that the actual interview time is spent directly on the question and answer dialogue.

The entire interview will likely take one hour to complete. We will be recording the interview in order to ensure that your responses are captured accurately for the analysis. The recording will be maintained securely with access limited to a small number of authorized study team members for data entry and quality control purposes. Your answers will be considered private and will not be shared with the State agency. Nothing said today will be able to be identified as coming from you in any reports prepared for this study.

Do you have any questions before we begin?

Let's get started!

I. Local Agency Organization and Administrative Structure

Purpose: To understand the organizational structure of the sponsoring agency and the WIC Program within that agency. This includes: 1) how the WIC program functions and, 2) the extent to which the sponsoring agency provides services other than WIC.

First, we would like to become more familiar with how your local agency is organized and how services are provided.

Thank you for providing a copy of your agency's organization chart, one that shows how WIC fits into the organization and also a second chart that shows how the WIC staff are organized.

1. Please describe how WIC fits into the organizational structure of your agency?
2. How are WIC services coordinated with other services provided by your sponsoring agency (e.g., joint appointments, shared staff, common receptionist, shared space)?
3. Does your local WIC agency have an administrative or management structure that oversees the program but is not involved in the direct provision of services? If applicable, please briefly describe specific features of this aspect of the WIC program's organization.
4. Now focusing on your WIC program, please provide a brief description of how you provide WIC services (e.g., local sites, satellite sites, mobile sites, staffing at sites), and the geographic service delivery area,

II. Program Budgeting

Purpose: To examine ways in which budget policies may affect cost.

Next, we want to discuss how you developed your FFY 2013 WIC budget and the factors that contributed to decision-making regarding how to allocate funds to various program functions.

5. Please describe for us the budget development process used for creating your local WIC program's FFY 2013 budget. In particular:
 - a) When did you receive information about your grant level from the State Agency and how were final budget amounts agreed to? Are you able to negotiate with the State Agency on a final budget number?

[IF YES:] Did you do so for FFY 2013? What were the results of those negotiations?
 - b) How did you decide on how funds would be allocated across program functions (e.g., historical, formula, estimates)? Were there any difficult decisions that were made or adjustments that needed to happen to balance your budget in FFY 2013?

[IF YES:] Please describe these issues and how they were resolved.

- c) What internal review and approval (if any) is required within your agency before your budget is submitted to the State WIC Office? How does that budget process affect your ability to use the WIC funds you receive?
6. How has the proportion of your WIC budget used for indirect costs changed over the past three years? If they have changed, how so?
7. Do you receive in-kind contributions that support WIC services? If so, how did these in-kind contributions impact your budget development? Were these contributions similar to those in past years, or were they different? How so?
8. Do you receive non-WIC state or local funds that are incorporated into your WIC budget (e.g., funds to pay for positions, funding for bi-lingual staff or interpreters, grant funds to provide additional services)? How does the availability of these funds impact your budget development? How do you decide what the funds will be used for? Was the amount available in FFY 2013 similar to prior years, or different? If different, how so?
 - a) If local government funds were allocated in your budget, do you have any policies related to whether or not state WIC funds must be expended first before local government funds are used?

III. Expenditures and Program Costs

Purpose: To identify the factors which contribute to the costs of operating the local WIC agency and providing WIC services.

Now we would like to discuss your program expenditures and costs for FFY 2013. We are interested in factors that impact your ability to use all of the funds available to you or have an impact on the cost of providing WIC services.

9. Were you able to spend all of your WIC funds in FFY 2013?

[IF NO:] What were the primary reasons for not expending all of your funds?

[IF YES:] Did you overspend your budget? If yes, what factors contributed to your overspending? How was this over-expenditure handled?
10. During FFY 2013 was your WIC program affected by any layoffs or furloughs?

[IF YES:] How did this affect your ability to expend all of your WIC funds?
11. Did the federal sequestration of WIC funds in FFY 2013 have any impact on your WIC expenditures?

12. If you shared costs with other programs during FFY 2013, please describe how you determine the WIC Program's share of costs?

13. When thinking about how services are delivered, are there factors that you believe have contributed to increases or decreases in cost (e.g., MIS systems, staffing shortages, increase in use of bilingual staff, added requirements)?

[IF YES:] What service delivery factors do you think most affected WIC program costs in FY 2013?

14. Are there particular state policies or regulations that you believe contributed to increases or decreases in program costs during FFY 2013? If so, what are these?

15. [APPLICABLE TO SD AND ITCA ONLY] We understand from the State Office that there were major changes made in FFY 2013 with regard to a new MIS system that may have had an impact on your program efficiencies or costs. Please describe how these changes impacted your costs.

That ends my formal interview questions. Is there anything that we haven't discussed about the WIC budgeting process or costs that you think is relevant and would like to share?

Thank you so much for spending the time with us to explain the factors and influences on your WIC budgeting processes.

**WIC Nutrition Services Administration (NSA) Cost Study
A National Study**

**USDA Food and Nutrition Service
Office of Research and Analysis**

Case Study Interview Guide for State SNAP Program

State:

Respondent/Title/Organization:

Phone:

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Interviewer:

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INTRODUCTION

Thank you for agreeing to participate as one of the nine case studies being conducted that compares the costs of administering the TANF and SNAP programs to the costs of administering the WIC Program.

As mentioned in our letter to you, the U.S. Department of Agriculture's Food and Nutrition Service has contracted with Altarum Institute (Altarum) and RTI International (RTI) to conduct a comprehensive study of WIC Nutrition Services and Administration costs. As part of that study, FNS has asked Altarum to look at how administrative costs are handled in similar federal programs, such as SNAP and TANF. Altarum is a health and nutrition policy research and consulting institute. Our work focuses on helping to improve the health and nutrition status of children, families, and adults.

The focus of this interview will be to examine how your state administers the SNAP program, including a description of the core functions, program components, and factors that determine the cost of these components. For the purposes of this study we consider the core functions to include any and all activities spent to support eligibility determination and benefit delivery, outside of the food/cash benefit received by the participant.

For example, for the SNAP program we are not interested in the cost of the monthly food benefit to families; instead, our focus will be on the processes used for certification and verification of eligibility, costs of providing services—such as employment and training support, outreach, child care support, SNAP nutrition education—and other services provided directly through your office or through contracts with community organizations. We are also interested in the total cost of administering the core functions, including both federal and state financial participation.

INTERVIEW PROCEDURES

This interview will consist of a series of questions organized by various topics. The entire interview will take up to 2 hours. We can take short breaks as necessary. We will be recording the interview in order to ensure that your responses are captured accurately for the analysis. The recording will be maintained securely with access limited to a small number of authorized study team members for data entry and quality control purposes.

Your answers will be considered private. Nothing said today will be identified back to you individually in any reports prepared for this study.

Do you have any questions before we begin?

Let's get started.

Section 1: SNAP State Agency Organizational Structure and Staffing

Purpose: To obtain background information on the organization of the state SNAP agency relative to its core operations, and the extent to which services are provided to it from sources outside of the organization.

1. Let's start by discussing the organizational structure of SNAP here in [NAME OF STATE].
 - (a) Thank you for providing an organization chart that shows how SNAP fits into your agency's structure. I would like to go over this with you briefly to understand where various functions are located and who is responsible for them. Please briefly describe the functions for SNAP in your state, including where they are located in the organization:
 - SNAP Policy
 - Local Operations
 - Management Information Systems
 - EBT Card Issuance and Production
 - Program Monitoring
 - Fraud and Compliance
 - Financial Reporting
 - (b) [FOR STATE-RUN PROGRAMS] With regard to the organization of SNAP itself, what is the operational structure by which your state agency conducts eligibility determination and provides benefits? For example, do you operate with local or regional service delivery units?
 - (c) [FOR COUNTY-RUN PROGRAMS, CA ONLY] With regard to the organization of SNAP itself, what is the operational structure by which counties conduct eligibility determination and provides benefits? Do all counties have independent agencies conducting these tasks or are some small counties consolidated for administrative reasons? Do any large cities run their own programs?
 - (d) How many FTEs are attributed to SNAP in your state? Of those, how many FTEs are used for eligibility determination and income verification?
2. Are any SNAP positions funded by other sources of funds (e.g., social services block grant, special federal grants)?
 - (a) [IF YES:] What areas are being supported and how is funding for these staff obtained?
 - (b) [IF YES:] How many FTEs are supported by these other funds?

3. Can you please describe how funding decisions are made to support local costs? If services at the local level are consolidated between SNAP, TANF, and Medicaid, how do you determine each programs' share of the local costs (e.g., point of entry, fixed cost share, funding formula, percentage based on eligibility numbers)?
 - (a) Over the past two years, has your share of these costs increased, decreased or stayed about the same?
 - (b) [IF USING CALL CENTERS OR INTERNET-BASED ENROLLMENT] What percent of participants enroll through local offices as compared to call centers or Web-based applications?
4. What resources do eligibility workers access in order to complete income or employment verification (e.g., Work Number, IRS, PARIS, E-verify, Social Security)?
 - (a) Do you share costs associated with income and employment verification across programs?
 - i. [IF YES]: How is cost sharing determined?
5. Does the department in which the SNAP program resides take a percentage of your federal grant for indirect costs?
 - (a) IF YES:] What is that percent?
 - (b) [IF YES:] How is that percentage determined?
6. Is data processing support, accounting support, personnel support or general services paid for through an indirect cost or through a direct charge? If direct, how are those charges determined?
7. Do you receive services from any contractors to support SNAP program services, such as MIS, EBT, audits or program evaluations?
 - (a) [IF YES:] Please describe.
 - (b) [IF YES:] Are these services obtained through competitive bidding, sole source or some other way?
 - (c) [IF YES:] Are any of these services obtained by other departments in your state organization?

Section 2: Sources of Funding

Purpose: To identify all sources of SNAP funding, including federal funds, state funds, and in-kind contributions.

8. What is the total dollar amount of your state's FFY 2013 SNAP grant amount from the federal government? [WRITE DOWN \$ AMOUNT IF OBTAINED PRIOR & VERIFY]
9. What is the total dollar amount of state funds (match) that support your operations? [WRITE DOWN \$ AMOUNT IF OBTAINED PRIOR & VERIFY]
 - (a) Do you provide more than the required state financial participation percentage?
 - (b) [IF YES:] Are these funds budgeted for specific supplemental activities or are they part of basic operations?
 - (c) Do you receive any funding that comes from sources other than federal funds?
 - (d) IF YES:] Please describe.
10. Does your SNAP program benefit from any in-kind contributions to support program operations, such as free or subsidized office space or utilities, free equipment or materials or staff on another payroll?
 - (a) [IF YES:] Please describe.
 - (b) By what method do you estimate their value?
 - (c) Are these contributions required to be reported at the federal level?

Section 3: Factors Influencing Cost of Program

Purpose: To look at how specific ways of conducting agency operations and other factors impacts SNAP administrative costs.

11. Over the past three years, have your program costs increased, decreased or stayed about the same? If they have changed, what factors do you believe contributed the most to the increase or decrease in program costs and why?
12. In FFY 2013 did you make any policy, regulatory or practice changes designed to reduce program costs or improve program efficiency? If so, please describe. How effective were these measures?
13. In FFY 2013 did you apply for and receive any FNS waivers that helped to reduce program costs or make the program more efficient? If so, what were these waivers and how did they impact your program costs?

Section 4: Cost Allocation Methods

Purpose: To examine how the SNAP programs allocate funds to local service sites and supports these sites in other ways.

14. Please describe how you decide which funds are retained for state office administration versus allocated to local service sites to provide SNAP benefits?
15. By what method do you allocate monies *between* local service sites?
 - (a) Do you use a funding formula and, if so, may we have a written description about how this formula works?
 - [IF YES: GET A COPY, THANK INTERVIEWEE, AND CONTINUE TO NEXT QUESTION.]
 - [IF NO:] Please describe how monies are allocated between local service sites or functional areas?
 - (b) Has this method changed in last three years?
 - [IF YES:] How has it changed? What are/were the internal and external influences driving the change?
16. Do you provide support to local offices in the form of equipment and supply purchases?
 - (a) [IF YES:] Do you purchase equipment for local counties/offices or do you provide funds to local counties/ offices for them to purchase themselves? Please describe.

That ends my formal interview questions. Is there anything I haven't raised about SNAP budgeting and administrative costs that you think is relevant and would like to share?

Thank you so much for spending the time with us to explain all the factors and influences on your budgeting processes.

**WIC Nutrition Services Administration (NSA) Cost Study
A National Study**

**USDA Food and Nutrition Service
Office of Research and Analysis**

Case Study Interview Guide for State TANF Program

State:

Respondent/Title/Organization:

Phone:

E-mail:

Interviewer:

Date of Interview:

Time of Interview:

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless it displays a valid OMB number. The valid OMB control number for this information collection is 0584-0589. The time required to complete this information collection is estimated to average 90 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

INTRODUCTION

Thank you for agreeing to participate as one of the nine case studies being conducted that compares the costs of administering the TANF and SNAP programs to the costs of administering the WIC Program.

As mentioned in our letter to you, the U.S. Department of Agriculture's Food and Nutrition Service has contracted with Altarum Institute (Altarum) and RTI International (RTI) to conduct a comprehensive study of WIC Nutrition Services and Administration costs. As part of that study, FNS has asked Altarum to look at how administrative costs are handled in similar federal programs, such as SNAP and TANF. Altarum is a health and nutrition policy research and consulting institute. Our work focuses on helping to improve the health and nutrition status of children, families, and adults.

The focus of this interview will be to examine how your state administers the TANF program, including a description of the core functions, program components, and factors that determine the cost of these components. For the purposes of this study we consider the core functions to include any and all activities spent to support eligibility determination and benefit delivery, outside of the food/cash benefit received by the participant.

For example, for the TANF program we are not interested in the cost of monthly cash benefits to families; instead, our focus will be on the certification and verification of income process, cost of providing employment or transition services, cost of child care support (non-cash), family support services, education and training support, and other services that may be provided through your office or contracts with community agencies or county government.

INTERVIEW PROCEDURES

This interview will consist of a series of questions organized by various topics. The entire interview will take up to 2 hours. We can take short breaks as necessary. We will be recording the interview in order to ensure that your responses are captured accurately for the analysis. The recording will be maintained securely with access limited to a small number of authorized study team members for data entry and quality control purposes.

Your answers will be considered private. Nothing said today will be identified back to you individually in any reports prepared for this study.

Do you have any questions before we begin?

Let's get started.

Section 1: TANF State Agency Organizational Structure and Staffing

Purpose: To obtain background information on the organization of the state TANF agency relative to its core operations, and the extent to which services are provided to it from sources outside of the organization.

1. Let's start by discussing the organizational structure of TANF here in [NAME OF STATE].
 - (a) Thank you for providing an organization chart that shows how TANF fits into your agency's structure. I would like to go over this with you briefly to understand where various functions are located and who is responsible for them. Please briefly describe the functions for TANF in your state, including where they are located in the organization:
 - TANF Policy
 - Local Operations
 - Management Information Systems
 - EBT Card Issuance and Production
 - Program Monitoring
 - Fraud and Compliance
 - Financial Reporting
 - (b) [FOR STATE-RUN PROGRAMS] With regard to the organization of TANF itself, what is the operational structure by which your state agency conducts eligibility determination and provides benefits? For example, do you operate with local or regional service delivery units?
 - (c) [FOR COUNTY-RUN PROGRAMS, CA ONLY] With regard to the organization of TANF itself, what is the operational structure by which counties conduct eligibility determination and provides benefits? Do all counties have independent agencies conducting these tasks or are some small counties consolidated for administrative reasons? Do any large cities run their own programs?
 - (d) How many FTEs are attributed to TANF in your state? Of those, how many FTEs are used for eligibility determination and income verification?
2. Are any TANF positions funded by other sources of funds (e.g., social services block grant, special federal grants)?
 - (a) [IF YES:] What areas are being supported and how is funding for these staff obtained?
 - (b) [IF YES:] How many FTEs are supported by these other funds?

3. Can you please describe how funding decisions are made to support local costs? If services at the local level are consolidated between SNAP, TANF, and Medicaid, how do you determine which program provides its share of the local costs (e.g., point of entry, fixed cost share, funding formula, percentage based on eligibility numbers)?
 - (a) Over the past two years, has your share of these costs increased, decreased or stayed about the same?
 - (b) [IF USING CALL CENTERS OR INTERNET-BASED ENROLLMENT] What percent of participants enroll through local offices as compared to call centers or Web-based applications?
4. What resources do eligibility workers access in order to complete income or employment verification (e.g., Work Number, IRS, PARIS, E-verify, Social Security)?
 - (a) Do you share costs associated with income and employment verification across programs?
 - i. [IF YES]: How is cost sharing determined?
5. Does the department in which the TANF program resides take a percentage of your federal grant for indirect costs?
 - (a) IF YES:] What is that percent?
 - (b) [IF YES:] How is that percentage determined?
6. Is data processing support, accounting support, personnel support or general services paid for through an indirect cost or through a direct charge? If direct, how are those charges determined?
7. Do you receive services from any contractors to support TANF program services, such as MIS, EBT, audits or program evaluations?
 - (a) [IF YES:] Please describe.
 - (b) [IF YES:] Are these services obtained through competitive bidding, sole source or some other way?
 - (c) [IF YES:] Are any of these services obtained by other departments in your state organization?

Section 2: Sources of Funding

Purpose: To identify all sources of TANF funding, including federal funds, state funds, and in-kind contributions.

17. [IF HAVEN'T RECEIVED TANF ACF FORM 196 FOR FFY2013, REQUEST IT]
What is the total dollar amount of your state's FFY 2013 TANF grant amount from the federal government? [WRITE DOWN \$ AMOUNT IF OBTAINED PRIOR & VERIFY]
18. What is the total dollar amount of state funds (match) that support your operations? [WRITE DOWN \$ AMOUNT IF OBTAINED PRIOR & VERIFY]
 - (e) Do you provide more than the required state financial participation percentage?
 - (f) [IF YES:] Are these funds budgeted for specific supplemental activities or are they part of basic operations?
 - (g) Do you receive any funding that comes from sources other than federal funds?
 - (h) IF YES:] Please describe.
19. Does your TANF program benefit from any in-kind contributions to support program operations, such as free or subsidized office space or utilities, free equipment or materials or staff on another payroll?
 - (b) [IF YES:] Please describe.
 - (d) By what method do you estimate their value?
 - (e) Are these contributions required to be reported at the federal level?

Section 3: Factors Influencing Cost of Program

Purpose: To look at how specific ways of conducting agency operations and other factors impacts SNAP/TANF administrative costs.

20. Over the past three years, have your program costs increased, decreased or stayed about the same? If they have changed, what factors do you believe contributed the most to the increase or decrease in program costs and why?
21. In FFY 2013 did you make any policy, regulatory or practice changes designed to reduce program costs or improve program efficiency? If so, please describe. How effective were these measures?
22. In FFY 2013 did you apply for and receive any FNS or ACF waivers that helped to reduce program costs or make the program more efficient? If so, what were these waivers and how did they impact your program costs?

Section 4: Cost Allocation Methods

Purpose: To examine how the TANF programs allocate funds to local service sites and supports these sites in other ways.

23. Please describe how you decide which funds are retained for state office administration versus allocated to local service sites to provide TANF benefits?
24. By what method do you allocate monies *between* local service sites?
- (c) Do you use a funding formula and, if so, may we have a written description about how this formula works?
- [IF YES: GET A COPY, THANK INTERVIEWEE, AND CONTINUE TO NEXT QUESTION.]
 - [IF NO:] Please describe how monies are allocated between local service sites or functional areas?
- (c) Has this method changed in last three years?
- [IF YES:] How has it changed? What are/were the internal and external influences driving the change?
25. Do you provide support to local offices in the form of equipment and supply purchases?
- (b) [IF YES:] Do you purchase equipment for local counties/offices or do you provide funds to local counties/ offices for them to purchase themselves? Please describe.

That ends my formal interview questions. Is there anything I haven't raised about TANF budgeting and administrative costs that you think is relevant and would like to share?

Thank you so much for spending the time with us to explain all the factors and influences on your budgeting processes.

APPENDIX I: Data Tables

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1. Study Population Tables

State Agency (SA)

1.1 Characteristics of SAs by Agency Structure

Agency structure	Unweighted number of SAs	Unweighted percent of SAs
Total	90	100
Decentralized	38	42.2
Centralized	43	47.8
Centralized, SA	10	11.1
Centralized, State & Indian Tribal Organization (ITO)	33	36.7
Combination	9	10.0

Source: SA structure was verified by FNS Regional Office representatives.

By agency size

Agency size	Unweighted number of SAs	Unweighted percent of SAs
Total	90	100
Large	14	15.6
Medium	16	17.8
Small	26	28.9
ITO	34	37.8

Source: FFY 2013 FNS-798 report. Based on percentage of total NSA dollars expended in FFY 2013.

By benefit delivery method

Benefit delivery method	Unweighted number of SAs	Unweighted percent of SAs
Total	90	100
Electronic Benefits Transfer (EBT)	11	12.2
<i>EBT Online</i>	6	6.7
<i>EBT Offline</i>	5	5.6
Paper food instruments	79	87.8

Source: FNS website, accessed November 2014.

By number of authorized vendors

Number of authorized vendors	Unweighted number of SAs	Unweighted percent of SAs
Total	90	100
Fewer than 50	34	37.8
50 to fewer than 250	18	20.0
250 to fewer than 750	17	18.9
750 and more	21	23.3

Source: The Integrity Profile, FFY 2013.

By number of local agencies (LAs)

Number of LAs	Unweighted number of SAs	Unweighted percent of SAs
Total	90	100
None	44	48.9
1 to 19	21	23.3
20 or more	25	27.8

Source: LA lists provided by SAs.

1.2 Age of WIC SA Management Information System (MIS)

Age of MIS	Unweighted number of SAs	Weighted percent of SAs
1 to 4 years old	16	23.8
5 to 9 years old	20	29.1
10-15 years old	13	17.0
More than 15 years old	17	30.1

Source: SA survey. Estimates were weighted to represent the population of SAs using the full responder survey weight. Number of respondents = 66.

1.3 WIC SA Size and Structure

Size	Structure	Unweighted number of SAs	SA abbreviation
Large (n=14)	Decentralized	11	AZ, CA, GA, IL, MI, NC, NY, OH, PA, TX, WA
Large (n=14)	Centralized	1	Puerto Rico
Large (n=14)	Combination	2	FL, TN
Medium (n=16)	Centralized	1	AL
Medium (n=16)	Decentralized	11	CO, IN, KY, MD, MA, MN, MO, NJ, OR, VA, WI
Medium (n=16)	Combination	4	OK, LA, MS, SC
Small (n=26)	Centralized	8	AR, American Samoa, DE, Guam, NM, Northern Marianas, Virgin Islands, VT
Small (n=26)	Decentralized	15	AK, CT, DC, ID, IA, KS, ME, MT, ND, NE, NH, NV, RI, UT, WV
Small (n=26)	Combination	3	HI, SD, WY
Tribal (n=34)	Centralized	33	All ITOs (except ITCA)
Tribal (n=34)	Decentralized	1	ITCA
All	Total	90	-

Local Agency

1.4 Characteristics of LAs by size

LA size	Unweighted number of LAs	Unweighted percent of LAs
Total	1556	100.0
Large (9001 and more participants)	185	11.9
Medium (2501 to 9000 participants)	461	29.6
Small (Fewer than or 2500 participants)	910	58.5

Note: LA size is based on FFY 2013 average monthly participation provided by SAs on behalf of their LAs.

By FNS region

FNS region	Unweighted number of LAs	Unweighted percent of LAs
Total	1556	100.0
MARO	108	6.9
MPRO	297	19.1
MWRO	389	25.0
NERO	163	10.5
SERO	230	14.8
SWRO	109	7.0
WRO	260	16.7

1.5 Demographics of LAs by agency type

LA type	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
City or county health department or agency	822	65.8	63.2	68.4
Nonprofit WIC-only agency	23	1.8	1.1	2.5
Private, nonprofit community health care agency	155	12.3	10.5	14.2
Tribal, health care or social service agency	51	4.2	3.1	5.3
Private, nonprofit social service agency	104	8.4	6.8	9.9
Hospital	74	5.9	4.6	7.2
Other	20	1.6	0.9	2.3

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the partial and full responder survey weight. Number of respondents = 1249. CL = confidence limit.

By agency type category

LA type category	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Local government	822	65.8	63.2	68.4
Non-government	376	30.0	27.5	32.6
Tribal	51	4.2	3.1	5.3

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the partial and full responder survey weight. Number of respondents = 1249. CL = confidence limit.

By stand-alone agency status

Stand-alone agency status	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Yes	76	6.0	4.7	7.3
No	1173	94.0	92.7	95.3

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the partial and full responder survey weight. Number of respondents = 1249. CL = confidence limit.

By other services provided

Other services provided at agency sites	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Immunizations	988	79.1	76.9	81.4
Screenings (e.g., vision, hearing, lead)	751	60.1	57.4	62.8
Family planning	677	54.0	51.3	56.8
Primary care medical services	653	52.3	49.5	55.1
Well-child exams	528	42.1	39.3	44.8
Substance abuse or smoking cessation	491	39.2	36.5	41.9
Other social services	472	37.7	35	40.4
Dental services	455	36.3	33.6	38.9
Prenatal care	446	35.6	33	38.3
Other medical services	373	29.8	27.2	32.3
Childcare/parenting support	288	23.1	20.7	25.4
Mental health services	284	22.7	20.4	25
Home heating or weatherization support	121	9.7	8.1	11.4
Food bank or food pantry services	105	8.4	6.9	10
None	85	6.7	5.3	8.1

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the partial and full responder survey weight. Number of respondents = 1249. CL = confidence limit.

By status of providing client support with applications for other programs

Sponsoring agency provides client support with applications for other public assistance programs	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Yes	808	64.7	62.1	67.4
No	441	35.3	32.6	37.9

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the partial and full responder survey weight. Number of respondents = 1249. CL = confidence limit.

By status of sharing cost of staff or facilities with other programs

Local WIC program shares the cost of staff or facilities with other programs providing services in your sponsoring agency	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Yes	794	63.7	61.0	66.4
No	455	36.3	33.6	39.0

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the partial and full responder survey weight. Number of respondents = 1249. CL = confidence limit.

1.6 Additional characteristics of LAs

Length of time providing services	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Fewer than 2 years	4	0.4	0.0	0.8
2 to 5 years	12	1.2	0.5	1.8
5 to 10 years	24	2.3	1.4	3.3
10 years or more	981	96.1	94.9	97.3

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit.

By geographic service area

Geographic service area	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Primarily provides services in an urban/suburban area	223	21.2	18.7	23.7
Primarily provides services in a rural area	444	44.8	41.7	47.8
Services are provided in urban/suburban and rural areas	354	34.1	31.2	37.0

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit.

By number of fixed sites

Number of Fixed Sites	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
0 to 1	481	47.9	44.8	51.0
2	206	20.3	17.8	22.7
3	109	10.6	8.7	12.5
4	70	6.6	5.1	8.1
5	49	4.7	3.4	6.0
6 or more	106	9.9	8.1	11.7

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit.

By status of mobile vans that provide WIC services

Have mobile vans that provide WIC services	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Yes	22	2.1	1.2	3.0
No	999	97.9	97.0	98.8

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit.

By status of providing services in languages other than English

Provide services in languages other than English	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Yes	888	86.6	84.5	88.8
No	132	13.4	11.2	15.5

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Data missing for one full responder. Number of respondents = 1021. CL = confidence limit.

By methods used to provide services in languages other than English

Methods used to provide services in languages other than English	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Bilingual staff	618	59.7	56.6	62.7
Language line using telephone	706	68.5	65.7	71.4
Language interpreters are available for staff use	406	39.5	36.5	42.5
Clients are asked to bring their own interpreters	126	12.5	10.4	14.5
Other	85	8.3	6.6	10.0
No services provided in other languages	77	7.9	6.2	9.5

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit.

By status of vendor monitoring requirement

Required by SA to conduct vendor monitoring	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Yes	491	48.3	45.2	51.4
No	529	51.7	48.6	54.8

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit

By status of receiving separate funding for breastfeeding peer counselor program

Receive separate funding for breastfeeding peer counselor program (BFPC)	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Yes, we have a BFPC at all or most of our sites	715	69.7	66.8	72.5
Yes, we have a BFPC at some of our sites	27	2.7	1.7	3.6
No, we do not have a BFPC	278	27.7	24.9	30.4

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Data missing for one full responder. Number of respondents = 1021. CL = confidence limit.

By anthropometric information collected

Anthropometric information collected to determine client eligibility	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Height, weight, or blood tests completed at the clinic site	443	43.8	40.8	46.9
Provided by medical provider and client brings information to the clinic	14	1.4	0.6	2.1
Both methods above are used	563	54.8	51.7	57.9

Source: LA survey. Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Data missing for one full responder. Number of respondents = 1021. CL = confidence limit

2. NSA Budget Planning Tables

SA Agency

2.1 Type and amount of other sources of funding provided to SAs, FFY2013

Type of funding received	Unweighted number of SAs	Unweighted percent of SAs	Average amount granted	Standard deviation	Minimum amount granted	Maximum amount granted	Total amount granted
WIC Electronic Benefits Transfer	8	8.9	\$3,373,970	\$1,416,360	\$774,456	\$5,299,200	\$26,991,757
WIC Infrastructure EBT	3	3.3	\$1,159,169	\$1,096,005	\$98,074	\$2,287,032	\$3,477,506
WIC Technology SA model (SAM)	1	1.1	\$4,751,711	n/a	n/a	n/a	\$4,751,711
WIC General Infrastructure SAM	4	4.4	\$2,051,699	\$1,529,617	\$750,000	\$3,789,957	\$8,206,794
WIC Technology MIS	1	1.1	\$654,859	n/a	n/a	n/a	\$654,859
WIC Infrastructure MIS	1	1.1	\$307,700	n/a	n/a	n/a	\$307,700
WIC Special Project Concept Grant	2	2.2	\$74,999	\$0	\$74,999	\$74,999	\$149,998
WIC Breastfeeding Peer Counselor Grant	86	95.6	\$639,535	\$1,290,177	\$22,598	\$8,664,479	\$55,000,000
WIC Breastfeeding Performance Bonus	2	2.2	\$269x,995	\$374,759	\$5,000	\$534,989	\$539,989
WIC Farmers Market Nutrition Program	46	51.1	\$407,031	\$603,786	\$6,337	\$3,139,019	\$18,723,445
Senior Farmers Market Nutrition Program	51	56.7	\$415,235	\$482,666	\$14,430	\$1,844,852	\$21,176,982

Source: FNS administrative data. Total number of SAs = 90. Note: Calculations for average amount granted, standard deviation, minimum amount granted, and maximum amount granted only include SAs receiving any funds from respective funding type.

2.2 Type and amount of other non-federal sources of funding provided to SAs, FFY2013

Type of non-federal source	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL	Average amount granted	Standard deviation	Minimum amount granted	Maximum amount granted	Total amount granted (unweighted)
All non-federal sources	10	13.0	5.0	20.9	-	-	-	-	\$40,936,816
SA-appropriated	8	10.0	3.1	16.9	\$4,675,203	\$9,350,775	\$370	\$26,254,900	\$37,401,623
Other	5	6.8	0.7	12.8	\$707,039	\$1,142,138	\$4,242	\$2,663,103	\$3,535,193

Source: SA survey. Notes: Estimates were weighted to represent the population of SAs using the full responder survey weight. Number of respondents = 67. CL = confidence limit. Calculations for average amount granted, standard deviation, minimum amount granted, and maximum amount granted only include SAs receiving any funds from respective funding type.

2.3 Number of SAs with SA appropriated funding for NSA, FFY2013

WIC SA	Total amount of SA funds reported to FNS
Arkansas	\$572,502
Cherokee Nation of Oklahoma (OK)	\$17,850
Louisiana	\$120,000
Massachusetts	\$9,833,678
New Hampshire	\$15,557
New Mexico	\$130,000
Oklahoma	\$1,845,988
Osage Nation (OK)	\$4,000
Otoe-Missouria Tribe (OK)	\$1,800
Citizen-Potawatomi (OK)	\$1,000
Texas	\$1,400,000
Total	\$13,942,375

Source: FNS administrative data

2.4 Percentage of SAs that reported receiving in-kind contributions in FFY2013

Types of in-kind contributions	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Total reporting receipt of in-kind	16	25.0	13.4	36.6
Staff providing research support or training	6	9.5	1.4	17.7
Staff providing support for other SA-level activities	5	7.9	0.4	15.4
Staff to support computer systems and networks	7	11.8	2.8	20.7
Facilities or other space considerations	7	12.1	2.9	21.3
Utilities	8	15.1	4.8	25.3
Telecommunications	6	10.7	1.9	19.5
Computer equipment or maintenance	3	5.7	0.0	12.7
Office or other equipment	5	9.5	0.9	18.1
Office or other types of supplies	1	3.1	0.0	9.1
Vehicles for WIC use	1	3.1	0.0	9.1
Other	1	1.5	0.0	4.7

Notes: Estimates were weighted to represent the population of SAs using the full responder SA survey weight. Number of respondents = 62. Response option "unknown" was recoded to missing. A total of 5 SA full responders did not know whether their agency received one or more types of in-kind contributions. CL = confidence limit. Respondents could select multiple responses.

2.5 Percentage of SAs using various methods to fund local services, FFY2013

Methods used to fund local services	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Part of SA budget because local services are SA-run	23	35.5	23.5	47.4
Funded through a funding formula only	23	27.3	17.2	37.5
Funded through negotiated contracts or grants only	11	12.6	5.4	19.9
Other	9	12.5	4.5	20.4
Combination of SA budget for SA-run sites and funding formula for sites	5	6.4	0.8	12.0
Funded partially through funding formula and partially negotiated based on other factors	5	5.7	0.7	10.7

Notes: Estimates were weighted to represent the population of SAs using the full + partial responder SA survey weight. Number of respondents = 76. CL = confidence limit.

2.6 Percentage of SAs considering various factors when allocating funds for local services, FFY2013

Factors considered	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Prior year or projected caseload or participation	55	69.7	58.8	80.7
Local travel for clinic sites	25	32.1	21.0	43.1
Staff salaries or training needs	18	24.4	14.0	34.9
None	12	17.8	8.4	27.2
Geographic location (e.g., urban/rural)	10	11.8	4.7	18.9
Other	9	10.4	3.7	17.0
Need for bilingual staff or interpreter services	8	9.2	2.9	15.5
Not Applicable (do not plan separately for local services)	7	9.1	2.4	15.7
Expenditures or need (e.g., rent, utilities)	5	6.2	0.8	11.7
Service driven, performance factors	4	4.7	0.1	9.3

Notes: Estimates were weighted to represent the population of SAs using the full + partial responder SA survey weight. Number of respondents = 77. CL = confidence limit. Respondents could select multiple responses.

2.7 Percentage of decentralized SAs that require detailed line item budgets from LAs, FFY2013

Answer	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Yes, for all LAs	30	79.6	66.3	92.9
Yes, for some LAs	1	2.5	0.0	7.6
No	6	15.4	3.5	27.3
Other	1	2.5	0.0	7.6

Notes: Estimates were weighted to represent the population of SAs using the full + partial responder SA survey weight. Number of respondents = 38 (decentralized agencies only). CL = confidence limit.

2.8 Percentage of LAs reporting other sources of funding, FFY2013

Type of funding received	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL	Average amount granted	Standard deviation	Minimum	Maximum	Total amount granted
Type of funding received	-	-	-	-	\$451,938	\$680,681	\$1,000	\$2,875,725	\$20,789,137
WIC infrastructure funds	46	4.4	3.2	5.7	\$48,769	\$112,347	\$47	\$914,236	\$4,974,423
WIC special project grant	102	9.8	8.0	11.6	\$59,097	\$114,928	\$842	\$1,800,000	\$129,630,725
WIC breastfeeding peer counselor funds	587	57.2	54.2	60.3	\$222,765	\$416,064	\$446	\$3,000,000	\$20,494,385
Non-federal local-appropriated funds	92	8.9	7.2	10.7	\$529,153	\$1,267,103	\$2,267	\$6,167,288	\$18,520,361
Non-federal SA-appropriated funds	35	3.5	2.3	4.6	\$80,103	\$277,939	\$185	\$2,684,260	\$29,956,873
Other	216	20.9	18.4	23.4	\$186,406	\$629,189	\$47	\$8,366,045	\$17,222,218
Received funding in addition to federal WIC NSA grant	695	67.9	65.0	70.8	\$186,406	\$629,189	\$47	\$8,366,045	\$224,365,906

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1019. Two full responders are excluded due to missing data on other sources of funds. CL = confidence limit. Calculations for average amount granted, standard deviation, minimum amount granted, and maximum amount granted only include LAs receiving any funds (unweighted).

2.9 Percentage of WIC LAs that reported receiving in-kind contributions in FFY2013

Types of in-kind	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Facilities or other space considerations	371	39.9	36.7	43.1
Utilities	260	28	25.1	30.9
Staff to support computer systems and networks	220	23.7	21	26.5
Telecommunications	200	21.5	18.9	24.2
Computer equipment or maintenance	165	17.9	15.4	20.4
Office or other equipment	152	16.4	14	18.8
Office or other types of supplies	142	15.4	13.1	17.7
Vehicles for WIC use	115	12.3	10.2	14.4
Other	104	11.7	9.6	13.9
Staff providing research support	91	9.8	7.9	11.8
Staff providing support for other SA-level activities	52	5.6	4.1	7.1
Total reporting receipt of in-kind	485	50.5	47.3	53.6

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 965. Response option “unknown” was recoded to missing. A total of 56 LA full responders did not know whether their agency received one or more types of in-kind contribution. CL = confidence limit. Respondents could select multiple responses.

3. NSA Expenditure Levels

SA Agency

3.1 Total amount and percentage of WIC NSA federal outlays allocated to SA- versus local-level expenditures, by agency size, FFY2013

Agency size	Unweighted number of SAs	Total amount (\$)	Total unweighted percent of dollars	SA-level expenditures Amount (\$)	SA-level expenditures unweighted percent of dollars	Local-level expenditures amount (\$)	Local-level expenditures unweighted percent of dollars
National	90	\$1,885,748,573	100	\$387,953,887	20.6	\$1,497,794,686	79.4
Large	14	\$1,207,615,064	100	\$220,249,497	18.2	\$987,365,567	81.8
Medium	16	\$446,333,326	100	\$99,129,935	22.2	\$347,203,391	77.8
Small	26	\$206,011,189	100	\$56,299,625	27.3	\$149,711,564	72.7
ITO	34	\$25,788,994	100	\$12,274,830	47.6	\$13,514,164	52.4

Notes: FFY2013 FNS administrative data. Percentages calculated based on total dollars expended at SA- and local-level in each category. Agency size is Note: based on proportion of the SA's FFY2013 WIC NSA federal outlays relative to national FFY2013 WIC NSA federal outlays).

By agency structure

Agency structure	Unweighted number of SAs	Total amount (\$)	Total unweighted percent of dollars	SA-level expenditures Amount (\$)	SA-level expenditures unweighted percent of dollars	Local-level expenditures amount (\$)	Local-level expenditures unweighted percent of dollars
National	90	\$1,885,748,573	100	\$387,953,887	20.6	\$1,497,794,686	79.4
Decentralized	38	\$1,488,903,459	100	\$302,517,775	20.3	\$1,186,385,684	79.7
Centralized, SAs	10	\$121,722,363	100	\$27,185,160	22.3	\$94,537,203	77.7
Centralized, ITOs	33	\$22,600,697	100	\$10,896,023	48.2	\$11,704,674	51.8
Combination	9	\$252,522,054	100	\$47,354,929	18.8	\$205,167,125	81.2

Notes: FFY2013 FNS administrative data. Percentages calculated based on total dollars expended at SA- and local-level in each category. There is 1 ITO included in the decentralized category because it has LAs.

3.2 Average percentage of WIC NSA federal outlays allocated to SA versus local-level expenditures, by agency size, FFY2013

Agency size	Unweighted number of SAs	SA Level expenditures: average percent of federal outlays	SA level expenditures: standard deviation	SA level expenditures: minimum	SA level expenditures: maximum	Local-level expenditures: average percent of federal outlays	Local-level expenditures: standard deviation	Local-level expenditures: minimum	Local-level expenditures: maximum
Large	14	18.9	6.9	6.5	33.7	81.1	6.9	66.3	93.5
Medium	16	22.1	7.5	8.8	35.3	77.9	7.5	64.7	91.2
Small	26	33.7	20.1	12.4	100	66.3	20.1	0	87.6
ITO	34	70.4	36.1	0	100	29.6	36.1	0	100

Notes: FFY2013 FNS administrative data. Group mean percentages are presented. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is greater than 0.0001. Agency size is based on proportion of the SA's FFY2013 WIC NSA federal outlays relative to national FFY2013 WIC NSA federal outlays.

By agency structure

Agency structure	Unweighted number of SAs	SA Level expenditures: average percent of federal outlays	SA level expenditures: standard deviation	SA level expenditures: minimum	SA level expenditures: maximum	Local-level expenditures: average percent of federal outlays	Local-level expenditures: standard deviation	Local-level expenditures: minimum	Local-level expenditures: maximum
Decentralized	38	24.2	8.5	9.6	43.2	75.8	8.5	56.8	90.4
Centralized, SAs	10	40.3	26.6	8.3	100	59.7	26.6	0	91.7
Centralized, ITOs	33	71.2	36.4	0	100	28.8	36.4	0	100
Combination	9	24.0	19.4	6.5	71.8	76.0	19.4	28.2	93.5

Notes: FFY2013 FNS administrative data. Group mean percentages are presented. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is greater than 0.0001. Under agency structure, 1 ITO is included in the decentralized category because it has LAs.

3.2.1 Tukey significance tests for paired SA size groups, percentage of WIC NSA funds allocated to local-level expenditures

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Large v. medium	3.2	-21.0	27.3	No
Large v. small	14.7	-7.2	36.6	No
Large v. ITO	51.5	30.5	72.4	Yes
Medium v. small	11.5	-9.4	32.5	No
Medium v. ITO	48.3	28.3	68.3	Yes
Small v. ITO	36.7	19.5	53.9	Yes

Note: CL = confidence limit.

3.2.2 Tukey significance tests for paired SA structure, percentage of WIC NSA funds allocated to local-level expenditures

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Decentralized v. centralized (SAs)	16.1	-7.3	39.5	No
Decentralized v. centralized (ITOs)	47.1	31.4	62.7	Yes
Decentralized v. combination	-0.1	-24.6	24.3	No
Centralized (SAs) v. centralized (ITOs)	30.9	7.2	54.7	Yes
Centralized (SAs) v. combination	-16.2	-46.5	14.0	No
Centralized (ITOs) v. combination	-47.2	-72.0	-22.4	Yes

Note: CL = confidence limit.

3.3 Average percentage of WIC NSA federal outlays allocated to SA- versus local-level expenditures, by agency organization, FFY2013

Agency organization	Unweighted number of SAs	SA Level expenditures: average percent of federal outlays	SA level expenditures: standard deviation	SA level expenditures: minimum	SA level expenditures: maximum	Local-level expenditures: average percent of federal outlays	Local-level expenditures: standard deviation	Local-level expenditures: minimum	Local-level expenditures: maximum
SA	56	26.7	15.9	6.5	100	73.3	15.9	0	93.5
ITO	34	70.4	36.1	0	100	29.6	36.1	0	100

Notes: FFY2013 FNS administrative data. Group mean percentages are presented. There is significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is greater than 0.0001.

3.4 Average total monthly WIC NSA expenditures (in dollars), by agency size, FFY2013

Agency size	Unweighted number of SAs	Average monthly NSA expenditure	Standard deviation	Minimum	Maximum
National	90	\$1,746,063	\$3,416,312	\$2,918	\$25,425,851
Large	14	\$7,188,185	\$6,108,896	\$3,244,526	\$25,425,851
Medium	16	\$2,324,653	\$370,000	\$1,690,485	\$2,827,758
Small	26	\$660,292	\$417,637	\$99,676	\$1,562,994
ITO	34	\$63,208	\$87,156	\$2,918	\$356,544

Notes: FFY2013 FNS administrative data. Based on proportion of the SA's FFY2013 WIC NSA federal outlays relative to national FFY2013 WIC NSA federal outlays.

By agency structure

Agency structure	Unweighted number of SAs	Average monthly NSA expenditure	Standard deviation	Minimum	Maximum
National	90	\$1,746,063	\$3,416,312	\$2,918	\$25,425,851
Decentralized	38	\$3,265,139	\$4,624,735	\$265,691	\$25,425,851
Centralized, SAs	10	\$1,014,353	\$1,199,161	\$99,676	\$3,532,489
Centralized, ITOs	33	\$57,072	\$80,706	\$2,918	\$356,544
Combination	9	\$2,338,167	\$2,342,186	\$319,683	\$8,013,354

Notes: FFY2013 FNS administrative data. One ITO is included in the decentralized category, because it has LAs.

3.5 Average monthly WIC NSA expenditure per participant, by agency size, FFY2013

Agency size	Unweighted number of SAs	Average monthly NSA expenditure	Standard deviation	Minimum	Maximum
Large	14	\$18.37	\$1.91	\$15.60	\$22.04
Medium	16	\$18.33	\$1.67	\$15.36	\$21.80
Small	26	\$22.07	\$4.43	\$15.94	\$34.92
ITO	34	\$46.33	\$18.49	\$23.70	\$93.07

Notes: FFY2013 FNS administrative data. The national WIC NSA expenditure per participant was calculated by dividing total federal outlays by total WIC participation. Group means represent an average of SA monthly expenditures per person. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is greater than 0.0001. Agency size based on proportion of the SA's FFY2013 WIC NSA federal outlays relative to national FFY2013 WIC NSA federal outlays.

By agency structure

Agency structure	Unweighted number of SAs	Average monthly NSA expenditure	Standard deviation	Minimum	Maximum
Decentralized	38	\$19.44	\$3.02	\$15.36	\$27.61
Centralized, SAs	10	\$22.50	\$5.50	\$17.41	\$34.92
Centralized, ITOs	33	\$46.94	\$18.43	\$23.70	\$93.07
Combination	9	\$20.74	\$3.95	\$16.57	\$28.40

Notes: FFY2013 FNS administrative data. The national WIC NSA expenditure per participant was calculated by dividing total federal outlays by total WIC participation. Group means represent an average of SA monthly expenditures per person. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is greater than 0.0001. One ITO was included in the decentralized category because it has LAs.

By FNS region

FNS region	Unweighted number of SAs	Average monthly NSA expenditure	Standard deviation	Minimum	Maximum
Mid-Atlantic	9	\$21.01	\$6.18	\$15.36	\$34.92
Mountain Plains	10	\$21.11	\$3.47	\$17.73	\$28.40
Midwest	6	\$17.89	\$2.22	\$15.75	\$20.62
Northeast	7	\$19.59	\$2.40	\$17.14	\$23.48
Southeast	8	\$18.96	\$1.80	\$16.57	\$21.80
Southwest	5	\$17.79	\$1.37	\$15.60	\$18.95
Western	11	\$21.70	\$3.95	\$15.94	\$27.70

Notes: FFY2013 FNS administrative data. The national WIC NSA expenditure per participant was calculated by dividing total federal outlays by total WIC participation. Group means represent an average of SA monthly expenditures per person. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is less than 0.2299. FNS Regions exclude ITOs.

3.5.1 Tukey significance tests for paired SA size groups, total NSA expenditures per person

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Large v. medium	0.0	-11.2	11.3	No
Large v. small	-3.7	-13.9	6.5	No
Large v. ITO	-28.0	-37.7	-18.2	Yes
Medium v. small	-3.7	-13.5	6.0	No
Medium v. ITO	-28.0	-37.3	-18.7	Yes
Small v. ITO	-24.3	-32.3	-16.2	Yes

Note: CL = confidence limit.

3.5.2 Tukey significance tests for paired SA structure, total NSA expenditures per person

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Decentralized v. centralized (SAs)	-3.057	-13.871	7.758	No
Decentralized v. centralized (ITOs)	-27.498	-34.738	-20.258	Yes
Decentralized v. combination	-1.303	-12.583	9.977	No
Centralized (SAs) v. centralized (ITOs)	-24.441	-35.425	-13.458	Yes
Centralized (SAs) v. combination	1.754	-12.226	15.735	No
Centralized (ITOs) v. combination	26.196	14.753	37.638	Yes

Note: CL = confidence limit.

3.6 Average monthly WIC NSA expenditure per participant, by agency organization, FFY2013

Agency organization	Unweighted number of SAs	Average monthly NSA expenditure per participant	Standard deviation	Minimum	Maximum
SA	56	\$20.07	\$3.75	\$15.36	\$34.92
ITO	34	\$46.33	\$18.49	\$23.70	\$93.07

Notes: FFY2013 FNS administrative data. Group means represent an average of SA monthly expenditures per person. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is greater than 0.0001.

3.7 Average percentage of WIC NSA dollars SAs spend in each cost category (Program Administration (PA), Nutrition Education (NE), Client Services (CS) and Breastfeeding Promotion (BP)), by agency size, FFY2013

Agency size	PA Mean	PA SD	PA Min	PA Max	NE Mean	NE SD	NE Min	NE Max	CS Mean	CS SD	CS Min	CS Max	BP Mean	BP SD	BP Min	BP Max
Large	33.7	11.3	13.3	53.7	22.0	4.7	16.3	32.3	36.4	10.1	25.1	57.6	7.9	2.5	3.8	12.1
Medium	32.4	11.5	14.0	54.9	19.8	3.5	14.9	27.1	41.5	10.4	18.4	56.3	6.4	2.0	2.1	9.9
Small	38.2	13.6	11.6	60.2	21.1	5.3	11.1	33.8	32.6	12.5	10.8	61.0	8.1	3.4	3.8	16.0
ITO	48.0	18.9	6.0	81.9	22.7	9.8	2.9	60.7	22.8	14.3	0.0	47.1	6.5	8.7	0.7	46.2

Notes: FFY2013 FNS administrative data. Includes SA and local-level expenditures. Agency size is based on proportion of the SA's FFY2013 WIC NSA federal outlays relative to national FFY2013 WIC NSA federal outlays. Under Program Administration: Significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.0019. Under Nutrition Education: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.5758. Under Client Services: significant difference detected between groups using ANOVA and Tukey's tests; p-value = greater than 0.0001. Under Breastfeeding Promotion: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.6687. SD = standard deviation.

By agency structure

Agency structure	PA Mean	PA SD	PA Min	PA Max	NE Mean	NE SD	NE Min	NE Max	CS Mean	CS SD	CS Min	CS Max	BP Mean	BP SD	BP Min	BP Max
Decentralized	34.0	9.6	13.3	55.3	21.1	3.9	14.9	30.9	37.0	9.5	18.4	57.6	8.0	2.3	3.1	13.7
Centralized, SA	42.4	18.1	11.6	60.2	20.1	7.0	11.1	33.8	30.2	18.1	10.8	61.0	7.2	4.7	3.8	16.0
Centralized, ITO	48.3	19.1	6.0	81.9	22.8	9.9	2.9	60.7	22.4	14.4	0.0	47.1	6.4	8.8	0.7	46.2
Combination	33.8	14.6	14.0	51.6	21.0	5.2	14.9	32.3	38.7	10.8	25.1	54.6	6.5	2.5	2.1	11.2

Notes: FFY2013 FNS administrative data. Includes SA and local-level expenditures. There was 1 ITO included in the decentralized category because it has LAs. Under Program Administration: Significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.0011. Under Nutrition Education: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.6367. Under Client Services: significant difference detected between groups using ANOVA and Tukey's tests; p-value = greater than 0.0001. Under Breastfeeding Promotion: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.7121. SD = standard deviation.

3.7.1 Tukey significance tests for paired SA size groups, average percentage of WIC NSA dollars expended on *program administration*

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Large v. medium	1.3	-13.4	15.9	No
Large v. small	-4.5	-17.8	8.8	No
Large v. ITO	-14.4	-1.6	-27.1	Yes
Medium v. small	-5.8	-18.5	6.9	No
Medium v. ITO	-15.6	-3.5	-27.8	Yes
Small v. ITO	-9.9	0.6	-20.3	No

Note: CL = confidence limit.

3.7.2 Tukey significance tests for paired SA structure, average percentage of WIC NSA dollars expended on *program administration*

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Decentralized v. centralized (SAs)	-8.4	5.7	-22.5	No
Decentralized v. centralized (ITOs)	-14.3	-4.9	-23.8	Yes
Decentralized v. combination	0.2	14.9	-14.6	No
Centralized (SAs) v. centralized (ITOs)	-5.9	8.4	-20.3	No
Centralized (SAs) v. combination	8.6	-9.7	26.8	No
Centralized (ITOs) v. combination	-14.5	0.4	-29.5	No

Note: CL = confidence limit.

3.7.3 Tukey significance tests for paired SA size groups, average percentage of WIC NSA dollars expended on *client services*

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Large v. medium	-5.0	-17.1	7.1	No
Large v. small	3.9	-7.1	14.8	No
Large v. ITO	13.7	24.2	3.2	Yes
Medium v. small	8.9	-1.6	19.4	No
Medium v. ITO	18.7	28.7	8.7	Yes
Small v. ITO	9.8	18.4	1.2	Yes

Note: CL = confidence limit.

3.7.4 Tukey significance tests for paired SA structure, average percentage of WIC NSA dollars expended on *client services*

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Decentralized v. centralized (SAs)	6.7	18.5	-5.1	No
Decentralized v. centralized (ITOs)	14.6	22.5	6.7	Yes
Decentralized v. combination	-1.7	10.6	-14.0	No
Centralized (SAs) v. centralized (ITOs)	7.8	19.8	-4.2	No
Centralized (SAs) v. combination	-8.4	-23.7	6.8	No
Centralized (ITOs) v. combination	-16.3	-28.8	-3.8	No

Note: CL = confidence limit.

3.8 Average percentage of WIC NSA dollars SAs spend in each cost category (Program Administration (PA), Nutrition Education (NE), Client Services (CS) and Breastfeeding Promotion (BP)), by agency organization, FFY2013

Agency Organization	PA Mean	PA SD	PA Min	PA Max	NE Mean	NE SD	NE Min	NE Max	CS Mean	CS SD	CS Min	CS Max	BP Mean	BP SD	BP Min	BP Max
SA	35.4	12.6	11.6	60.2	21.0	4.7	11.1	33.8	36.1	11.8	10.8	61.0	7.6	2.9	2.1	16.0
ITO	48.0	18.9	6.0	81.9	22.7	9.8	2.9	60.7	22.8	14.3	0.0	47.1	6.5	8.7	0.7	46.2

Notes: FFY2013 FNS administrative data. Includes SA and local-level expenditures. Under Program Administration: Significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.0003. Under Nutrition Education: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.2688. Under Client Services: significant difference detected between groups using ANOVA and Tukey's tests; p-value = greater than 0.0001. Under Breastfeeding Promotion: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.4209. SD = standard deviation.

3.9 Average percentage of WIC NSA dollars expended at the SA-level in each cost category (Program Administration (PA), Nutrition Education (NE), Client Services (CS) and Breastfeeding Promotion (BP)), by agency size, FFY2013

Agency size	PA Mean	PA SD	PA Min	PA Max	NE Mean	NE SD	NE Min	NE Max	CS Mean	CS SD	CS Min	CS Max	BP Mean	BP SD	BP Min	BP Max
National	68.4	23.5	0.0	100.0	11.7	9.3	0.0	52.7	12.8	16.5	0.0	89.4	4.9	5.1	0.0	24.6
Large	73.1	25.5	5.4	98.6	7.1	5.2	0.6	16.9	16.3	24.0	0.0	89.4	3.5	2.5	0.2	8.8
Medium	78.3	16.6	44.2	98.0	8.5	5.3	0.0	16.4	8.3	13.0	0.0	36.2	4.9	4.7	0.8	17.7
Small	73.9	18.2	40.5	100.0	10.0	8.3	0.0	32.6	9.2	13.0	0.0	49.5	6.9	6.2	0.0	24.6
ITO	57.7	25.8	0.0	100.0	16.4	10.8	0.0	52.7	16.2	16.3	0.0	45.0	3.8	4.7	0.0	19.8

Notes: FFY2013 FNS administrative data. Includes SA-level expenditures only. Agency size based on proportion of the SA's FFY2013 WIC NSA federal outlays relative to national FFY2013 WIC NSA federal outlays. Under Program Administration: Significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.0065. Under Nutrition Education: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.0012. Under Client Services: significant difference detected between groups using ANOVA and Tukey's tests; p-value = greater than 0.2131. Under Breastfeeding Promotion: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.0781. SD = standard deviation.

By agency structure

Agency structure	PA Mean	PA SD	PA Min	PA Max	NE Mean	NE SD	NE Min	NE Max	CS Mean	CS SD	CS Min	CS Max	BP Mean	BP SD	BP Min	BP Max
National	68.4	23.5	0.0	100.0	11.7	9.3	0.0	52.7	12.8	16.5	0.0	89.4	4.9	5.1	0.0	24.6
Decentralized	74.1	20.5	5.4	98.0	7.9	5.3	0.9	18.0	12.9	18.4	0.0	89.4	5.1	4.1	0.0	17.7
Centralized, SA	72.7	18.4	43.9	100.0	13.1	10.8	0.0	32.6	5.6	7.8	0.0	24.2	7.2	4.7	3.8	16.0
Centralized, ITO	57.3	26.1	0.0	100.0	16.6	10.9	0.0	52.7	16.5	16.5	0.0	45.0	6.4	8.8	0.7	46.2
Combination	80.2	16.9	40.5	98.6	8.5	5.8	0.0	18.1	6.4	12.1	0.0	35.4	6.5	2.5	2.1	11.2

Notes: FFY2013 FNS administrative data. Includes SA-level expenditures only. There is 1 ITO included in the decentralized category because it has LAs. Under Program Administration: Significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.0065. Under Nutrition Education: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.0012. Under Client Services: significant difference detected between groups using ANOVA and Tukey's tests; p-value = greater than 0.2131. Under Breastfeeding Promotion: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.0781. SD = standard deviation.

3.9.1 Tukey significance tests for paired SA size groups, average percentage of WIC NSA dollars expended at the SA-level on program administration

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Large v. medium	-5.2	-26.6	16.2	No
Large v. small	-0.8	-20.2	18.6	No
Large v. ITO	15.4	33.9	-3.2	No
Medium v. small	4.4	-14.2	23.0	No
Medium v. ITO	20.6	38.3	2.8	Yes
Small v. ITO	16.2	31.4	0.9	Yes

Note: CL = confidence limit.

3.9.2 Tukey significance tests for paired SA structure, average percentage of WIC NSA dollars expended at the SA-level on program administration

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Decentralized v. centralized (SAs)	1.4	22.2	-19.3	No
Decentralized v. centralized (ITOs)	16.8	30.7	2.9	Yes
Decentralized v. combination	-6.1	15.5	-27.7	No
Centralized (SAs) v. centralized (ITOs)	15.3	36.4	-5.7	No
Centralized (SAs) v. combination	-7.6	-34.3	19.2	No
Centralized (ITOs) v. combination	-22.9	-44.8	-1.0	Yes

Note: CL = confidence limit.

3.9.3 Tukey significance tests for paired SA size groups, average percentage of WIC NSA dollars expended at the SA-level on nutrition education

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Large v. medium	-1.4	-9.6	6.9	No
Large v. small	-2.9	-10.4	4.5	No
Large v. ITO	-9.3	-2.1	-16.4	Yes
Medium v. small	-1.6	-8.7	5.6	No
Medium v. ITO	-7.9	-1.1	-14.7	Yes
Small v. ITO	-6.3	-0.5	-12.2	Yes

Note: CL = confidence limit.

3.9.4 Tukey significance tests for paired SA structure, average percentage of WIC NSA dollars expended at the SA-level on *nutrition education*

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Decentralized v. centralized (SAs)	-5.3	2.6	-13.2	No
Decentralized v. centralized (ITOs)	-8.7	-3.4	-14.0	Yes
Decentralized v. combination	-0.6	7.6	-8.9	No
Centralized (SAs) v. centralized (ITOs)	-3.4	4.6	-11.4	No
Centralized (SAs) v. combination	4.6	-5.6	14.8	No
Centralized (ITOs) v. combination	8.0	-0.3	16.4	No

Note: CL = confidence limit.

3.10 Average percentage of WIC NSA dollars expended at the local-level in each cost category (Program Administration (PA), Nutrition Education (NE), Client Services (CS) and Breastfeeding Promotion (BP)), by agency size, FFY2013

Agency size	PA Mean	PA SD	PA Min	PA Max	NE Mean	NE SD	NE Min	NE Max	CS Mean	CS SD	CS Min	CS Max	BP Mean	BP SD	BP Min	BP Max
National	18.0	17.6	0.0	100.0	22.7	16.3	0.0	78.2	32.5	21.3	0.0	74.0	7.9	9.4	0.0	75.0
Large	24.7	11.2	6.3	53.1	25.5	5.4	17.6	35.7	40.8	10.8	25.3	62.9	9.0	3.1	3.8	14.0
Medium	20.0	12.2	0.0	33.6	22.9	4.6	15.5	29.9	50.3	12.5	27.6	70.7	6.8	2.5	2.5	10.9
Small	19.8	11.5	0.0	42.0	25.5	8.3	0.0	46.7	42.0	15.6	0.0	74.0	8.9	4.5	0.0	23.6
ITO	13.0	23.9	0.0	100.0	19.2	24.9	0.0	78.2	13.5	17.3	0.0	57.2	7.2	14.6	0.0	75.0

Notes: FFY2013 FNS administrative data. Includes SA-level expenditures only. Agency size based on proportion of the SA's FFY2013 WIC NSA federal outlays relative to national FFY2013 WIC NSA federal outlays. Under Program Administration: Significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.1594. Under Nutrition Education: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.2757. Under Client Services: significant difference detected between groups using ANOVA and Tukey's tests; p-value = greater than 0.0001. Under Breastfeeding Promotion: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.8386. SD = standard deviation.

By agency structure

Agency structure	PA Mean	PA SD	PA Min	PA Max	NE Mean	NE SD	NE Min	NE Max	CS Mean	CS SD	CS Min	CS Max	BP Mean	BP SD	BP Min	BP Max
National	18.0	17.6	0.0	100.0	22.7	16.3	0.0	78.2	32.5	21.3	0.0	74.0	7.9	9.4	0.0	75.0
Decentralized	21.4	8.6	5.4	42.0	25.2	4.6	17.6	38.2	44.5	10.4	26.1	70.7	8.9	2.7	3.6	14.6
Centralized, SA	18.4	18.0	0.0	53.1	23.3	12.8	0.0	46.7	41.1	25.0	0.0	74.0	7.2	6.5	0.0	23.6
Centralized, ITO	13.0	24.3	0.0	100.0	19.2	25.3	0.0	78.2	12.1	15.8	0.0	47.7	7.2	14.8	0.0	75.0
Combination	22.0	14.7	0.0	38.7	24.0	5.2	15.5	33.9	47.0	11.9	32.1	65.7	7.0	3.0	2.5	13.4

Notes: FFY2013 FNS administrative data. Includes SA-level expenditures only. There is 1 ITO included in the decentralized category because it has LAs. Under Program Administration: Significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.2147. Under Nutrition Education: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.5415. Under Client Services: significant difference detected between groups using ANOVA and Tukey's tests; p-value = greater than 0.0001. Under Breastfeeding Promotion: No significant difference detected between groups using ANOVA and Tukey's tests; p-value = 0.8691. SD = standard deviation.

3.10.1 Tukey significance tests for paired SA size groups, average percentage of WIC NSA dollars expended at the local-level on *client services*

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Large v. medium	-9.4	-24.0	5.1	No
Large v. small	-1.2	-14.4	12.0	No
Large v. ITO	27.4	40.0	14.7	Yes
Medium v. small	8.3	-4.4	20.9	No
Medium v. ITO	36.8	48.9	24.7	Yes
Small v. ITO	28.5	38.9	18.2	Yes

Note: CL = confidence limit.

3.10.2 Tukey significance tests for paired SA structure, average percentage of WIC NSA dollars expended at the local-level on *client services*

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Decentralized v. centralized (SAs)	3.5	17.2	-10.3	No
Decentralized v. centralized (ITOs)	32.4	41.6	23.2	Yes
Decentralized v. combination	-2.4	11.9	-16.8	No
Centralized (SAs) v. centralized (ITOs)	28.9	42.9	15.0	Yes
Centralized (SAs) v. combination	-5.9	-23.7	11.9	No
Centralized (ITOs) v. combination	-34.8	-49.4	-20.3	No

Note: CL = confidence limit.

3.11 Average monthly WIC NSA expenditures for LAs, by agency size, FFY2013

Agency size	Unweighted number of SAs	Average monthly NSA expenditure	Standard deviation	Minimum	Maximum
National	1549	\$70,222	\$155,940	\$65	\$4,080,067
Large	185	\$325,946	\$348,449	\$113,889	\$4,080,067
Medium	458	\$72,372	\$29,361	\$4,844	\$217,351
Small	906	\$16,918	\$16,080	\$65	\$288,277

Notes: FFY2013 LA expenditure data was provided SAs. Seven of the 1556 LAs had missing expenditure data. Number of respondents = 1249.

By agency type

Agency Type	Unweighted number of SAs	Average monthly NSA expenditure	Standard deviation	Minimum	Maximum
National	1549	\$70,222	\$155,940	\$65	\$4,080,067
Local government agency	821	\$65,426	\$130,767	\$550	\$1,284,247
Other	372	\$89,444	\$248,285	\$65	\$4,080,067
Tribal agency	49	\$11,134	\$15,965	\$379	\$76,064

Notes: FFY2013 LA expenditure data was provided SAs. Seven of the 1556 LAs had missing expenditure data. Since agency type was obtained through the LA survey, estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1249.

3.12 Average monthly WIC NSA expenditures per participant among LAs, by agency size, FFY2013

Agency size	Unweighted number of SAs	Average monthly NSA expenditure	Standard deviation	Minimum	Maximum
National	1549	\$17.34	\$14.90	\$1.28	\$335.66
Large	185	\$13.97	\$2.49	\$8.65	\$24.18
Medium	458	\$15.26	\$3.30	\$1.28	\$38.52
Small	906	\$19.08	\$19.11	\$2.09	\$335.66

Notes: FFY2013 LA expenditure data was provided SAs. Seven of the 1556 LAs had missing expenditure data. Group means represent an average of LA monthly expenditures per person. Number of respondents = 1249. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is greater than 0.0001.

By agency type

Agency Type	Unweighted number of SAs	Average monthly NSA expenditure	Standard deviation	Minimum	Maximum
National	1549	\$17.34	\$14.90	\$1.28	\$335.66
Local government agency	821	\$16.93	\$10.45	\$3.23	\$226.10
Other	372	\$16.06	\$7.76	\$1.28	\$98.68
Tribal agency	49	\$21.23	\$25.20	\$7.16	\$158.61

Notes: FFY2013 LA expenditure data was provided SAs. Seven of the 1556 LAs had missing expenditure data. Group means represent an average of LA monthly expenditures per person. Since agency type was obtained through the LA survey, estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1249. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is 0.0016.

3.12.1 Tukey significance tests for paired LA size groups, local NSA expenditures per person

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Large v. medium	-\$1.29	-\$4.31	\$1.73	No
Large v. small	-\$5.10	-\$7.90	-\$2.31	Yes
Medium v. small	-\$3.81	-\$5.80	-\$1.83	Yes

Note: CL = confidence limit.

3.12.2 Tukey significance tests for paired LA type, local NSA expenditures per person

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Local government agency vs. other	\$0.88	-\$0.53	\$2.29	No
Local government agency vs. tribal	-\$4.29	-\$7.58	-\$1.01	Yes
Other vs. tribal	-\$5.17	-\$8.56	-\$1.78	Yes

Note: CL = confidence limit.

4. NSA SA-Level Cost Centers

4.1 Average percentage of WIC NSA dollars expended by SAs on key cost centers, FFY2013

Cost center	Mean	Standard deviation	Min	Max
Direct Costs	84.6	13.3	29.5	100.0
Labor/personnel	49.0	25.9	5.4	89.4
Contracted services	19.7	25.6	0.0	84.4
Materials/services/travel	16.0	13.6	0.0	56.4
Indirect costs	15.4	13.3	0.0	70.5

Notes: Estimates were weighted to represent the population of SAs using survey weight for full responders. Number of respondents = 67. Some costs reported by SAs on the SA web survey may support local operations and be reported to FNS as local-level costs on the FNS-798a report.

4.2 Average percentage of WIC NSA dollars expended by SAs on key cost centers, by agency size, FFY2013

Cost center	Large Mean	Large SD	Large Min	Large Max	Medium Mean	Medium SD	Medium Min	Medium Max	Small Mean	Small SD	Small Min	Small Max	ITO Mean	ITO SD	ITO Min	ITO Max	p-value
Direct Costs	81.4	19.9	29.5	98.1	85.1	14.3	56.7	98.1	86.3	9.3	72.1	100.0	84.4	12.2	67.5	100	0.7508
Labor/personnel	40.4	16.6	12.0	59.7	40.0	17.6	9.9	63.0	48.2	20.7	19.9	89.4	57.5	36.6	5.4	86.7	0.0616
Contracted services	26.9	22.5	7.8	71.9	27.8	23.0	1.6	75.1	21.2	17.8	0.0	52.7	11.6	33.9	0.0	84.4	0.0970
Materials/services/ travel	14.1	9.8	1.9	30.3	17.3	12.4	3.7	39.2	16.9	12.3	0.0	44.0	15.3	18.5	0.0	56.4	0.8992
Indirect costs	18.6	19.9	1.9	70.5	14.9	14.3	1.9	43.3	13.7	9.3	0.0	27.9	15.6	12.2	0.0	32.5	0.7508

Notes: Estimates were weighted to represent the population of SAs using survey weight for full responders. Number of respondents = 67 (Large = 12, Medium = 14, Small = 23, ITO = 18). Some costs reported by SAs on the SA web survey may support local operations and be reported to FNS as local-level costs on the FNS-798a report.

4.3 Average percentage of WIC NSA dollars expended by SAs on key cost centers, by agency structure (Decentralized (DC), Centralized SA (CS), Centralized ITO (CI) and Combination (Com)), FFY2013

Cost center	DC Mean	DC SD	DC Min	DC Max	CS Mean	CS SD	CS Min	CS Max	C-ITO Mean	C-ITO SD	C-ITO Min	C-ITO Max	Com Mean	Com SD	Com Min	Com Max	p-value
Direct Costs	88.6	9.0	63.8	100.0	84.2	11.0	72.1	99.6	84.2	12.5	67.5	100.0	69.7	19.9	29.5	91.7	0.0004
Labor/personnel	45.5	17.8	14.8	89.4	51.7	20.1	32.2	78.8	58.7	37.1	5.4	86.7	30.8	17.3	9.9	50.1	0.0130
Contracted services	26.3	20.5	0.0	75.1	10.2	10.1	0.0	27.4	10.7	34.6	0.0	84.4	26.7	21.6	8.2	51.9	0.0349
Materials/services/travel	16.8	10.8	1.9	39.2	22.3	18.8	0.0	44.0	14.8	18.9	0.0	56.4	12.2	5.6	4.1	21.8	0.4607
Indirect costs	11.4	9.0	0.0	36.2	15.8	11.0	0.4	27.9	15.8	12.5	0.0	32.5	30.3	19.9	8.3	70.5	0.0004

Notes: Estimates were weighted to represent the population of SAs using survey weight for full responders. Number of respondents = 67 (Decentralized = 36, Centralized SA = 6, Centralized ITO = 17, Combination = 8). Some costs reported by SAs on the SA web survey may support local operations and be reported to FNS as local-level costs on the FNS-798a report. The centralized ITO and the Centralized SA Contracted Services mean estimate does not meet the criteria for statistical reliability (Relative standard error greater than 30); thus, the results should be interpreted with caution. Statistical significance of the p-value is less than or equal to .05 for these cost centers: Direct Costs, Labor/Personnel, Contracted Services, Materials/Services/Travel and Indirect Costs. SD = standard deviation.

4.4 Percentage of Full-Time Equivalents (FTEs) allocated to various SA functions, by agency size, FFY2013

SA function	Total weighted mean percent of FTEs	Small weighted mean percent of FTEs	Medium weighted mean percent of FTEs	Large weighted mean percent of FTEs	ITO weighted mean percent of FTEs
Program management/supervision	37.7	41.6	27.7	27.0	44.6
Vendor management	14.1	10.1	14.7	19.5	15.0
Local program support	12.5	11.2	13.9	18.1	10.6
Nutrition education and policy	9.4	9.3	14.7	8.6	6.8
MIS management	9.1	8.6	14.1	13.4	4.8
Breastfeeding support and promotion	6.3	5.7	4.8	4.0	8.7
Food delivery	5.3	4.3	7.2	3.1	6.0
Training nutrition educator skills	3.8	7.3	2.3	4.1	1.5
Other	1.7	1.9	0.7	2.2	1.9

Notes: Estimates were weighted to represent the population of SAs using survey weight for full responders. Number of agencies reporting = 67 (Small = 12, Medium = 14, Large = 23, ITO = 18.)

4.5 Average percentage of SA-level labor and personnel costs attributed to each of the four cost categories, by agency type, FFY2013

Cost category	Total Mean	Total SD	Total Min	Total Max	Total Mean	SA SD	SA Min	SA Max	ITO Mean	ITO SD	ITO Min	ITO Max	p-value
Program management	68.8	26.7	15.7	100.0	73.5	22.5	15.7	100.0	58.5	35.1	17.5	100.0	0.0221
Client services	10.5	17.4	0.0	54.3	8.1	12.8	0.0	51.1	15.5	27.6	0.0	54.3	0.0858
Nutrition education	13.7	14.7	0.0	82.5	12.7	9.9	0.0	37.6	15.8	25.6	0.0	82.5	0.3953
Breastfeeding promotion	7.1	9.3	0.0	31.0	5.7	6.3	0.0	27.6	10.1	15.3	0.0	31.0	0.0505

Notes: Estimates were weighted to represent the population of SAs using survey weight for full responders. Number of respondents = 58. Statistical significance of the p-value is less than or equal to .05 for Program Management and Breastfeeding Promotion. SD = standard deviation.

4.6 Average percentage of SA-level labor and personnel costs attributed to each of the four cost categories, by agency size, FFY2013

Cost category	Large Mean	Large SD	Large Min	Large Max	Medium Mean	Medium SD	Medium Min	Medium Max	Small Mean	Small SD	Small Min	Small Max	ITO Mean	ITO SD	ITO Min	ITO Max	p-value
Program management	68.8	32.1	15.7	100.0	75.1	12.5	53.2	88.4	75.2	21.0	24.2	100.0	58.5	35.1	17.5	100.0	0.1260
Client services	10.2	15.8	0.0	51.1	4.6	10.3	0.0	31.0	9.2	12.3	0.0	36.6	15.5	27.6	0.0	54.3	0.2855
Nutrition education	13.5	12.7	0.0	30.3	15.7	6.9	4.7	24.8	10.4	9.4	0.0	37.6	15.8	25.6	0.0	82.5	0.5927
Breastfeeding promotion	7.5	10.1	0.0	27.6	4.7	3.5	0.0	11.6	5.3	4.7	0.0	16.7	10.1	15.3	0.0	31.0	0.2108

Notes: Estimates were weighted to represent the population of SAs using survey weight for full responders. Number of respondents = 67. Some costs reported by SAs on the SA web survey may support local operations and be reported to FNS as local-level costs on the FNS-798a report. Mean for Client services large, medium, and ITO; Nutrition Education ITO; and Breastfeeding Promotion large and ITO do not meet the criteria for statistical reliability (Relative standard error greater than 30); thus, the results should be interpreted with caution. Total numbers: Large SAs 12, Medium SAs 14, Small SAs 23, and ITOs 18. SD = standard deviation.

4.7 Average percentage of WIC NSA dollars expended by SAs on key cost centers, by agency structure (Decentralized (DC), Centralized SA (CS), Centralized ITO (C-ITO) and Combination (Com)), FFY2013

Cost center	DC Mean	DC SD	DC Min	DC Max	CS Mean	CS SD	CS Min	CS Max	C-ITO Mean	C-ITO SD	C-ITO Min	C-ITO Max	Com Mean	Com SD	Com Min	Com Max	p-value
Program management	72.2	20.1	15.7	100.0	88.3	18.3	61.1	100.0	58.4	36.7	17.5	100.0	68.2	33.2	19.9	100.0	0.0905
Client services	8.8	13.6	0.0	51.1	1.0	1.5	0.0	2.9	16.9	28.2	0.0	54.3	7.3	10.9	0.0	22.9	0.1779
Nutrition education	13.5	10.0	0.0	37.6	6.4	10.0	0.0	21.3	14.6	26.2	0.0	82.5	15.9	11.5	0.0	29.5	0.7094
Breastfeeding promotion	5.4	4.0	0.0	14.5	4.3	8.3	0.0	16.7	10.2	16.0	0.0	31.0	8.6	12.8	0.0	27.6	0.2325

Notes: Estimates were weighted to represent the population of SAs using survey weight for full responders. Some costs reported by SAs on the SA web survey may support local operations and be reported to FNS as local-level costs on the FNS-798a report. Client services centralized SA, Centralized OTP, and Combination; Nutrition education centralized, centralized ITO; and Breastfeeding promotion centralized SA, Centralized ITO and Combination mean estimates do not meet the criteria for statistical reliability (Relative standard error greater than 30); thus, the results should be interpreted with caution. Number of respondents = 67 (Decentralized = 36, Centralized SA = 6, Centralized ITO = 17, Combination = 8.) SD = standard deviation.

4.8 Percentage of SAs using NSA to pay for various contracted services, FFY2013

Contracted Service	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Any services	54	72.1	58.8	85.4
Software development or computer programming	30	41.0	28.4	53.7
Banking services	26	36.2	17.5	40.8
Equipment and computer maintenance	27	35.8	23.6	47.9
Other	26	35.2	23.1	47.4
Clerical support or temporary help	21	28.2	16.9	39.4
Staff training	19	25.2	14.5	35.9
Consulting nutrition professionals	16	19.0	10.0	28.1
Program evaluation services	13	16.4	7.6	25.3
MIS/EBT planning and support	5	8.9	0.9	16.8
Interpreter services	7	8.7	2.2	15.3
Retail vendor compliance and training	5	6.8	0.7	12.8
Referral/outreach services provided by another agency	5	6.2	0.7	11.8

Notes: Estimates were weighted to represent the population of SAs using survey weight for full responders. Number of respondents = 67.

4.9 Average percentage of SA-level contracted service costs attributed to each of the four cost categories, by agency type, FFY2013

Cost category	Total Mean	Total SD	Total Min	Total Max	Total Mean	SA SD	SA Min	SA Max	ITO Mean	ITO SD	ITO Min	ITO Max	p-value
Program management	66.1	39.8	0.0	100.0	69.8	38.0	0.0	100.0	37.5	48.9	0.0	71.0	0.0723
Client services	14.3	27.4	0.0	100.0	12.8	26.4	0.0	100.0	25.9	40.7	6.0	70.0	0.2927
Nutrition education	10.2	18.3	0.0	100.0	9.3	18.1	0.0	100.0	17.6	20.8	5.0	34.0	0.3186
Breastfeeding promotion	9.4	22.0	0.0	100.0	8.1	22.4	0.0	100.0	18.9	8.5	13.0	25.0	0.2830

Notes: Estimates were weighted to represent the population of SAs using survey weight for full responders. Number of respondents = 41. There is statistical significance if the p-value is less than or equal to .05. Mean estimates for all ITO cost categories, SA Client Services, Nutrition Education and Breastfeeding Promotion; and Total Breastfeeding Promotion do not meet the criteria for statistical reliability (Relative standard error greater than 30); thus, the results should be interpreted with caution. SD = standard deviation.

4.10 Percentage of SAs using NSA to pay for various materials, services, and travel, FFY2013

Material, service or travel	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Any materials, services, and travel	65	95.7	89.4	100.0
Travel and conference costs	64	95.6	89.3	100.0
Supplies	62	90.8	81.3	100.0
Communications/internet	56	82.5	71.6	93.4
Equipment	45	63.5	50.1	76.8
Computer and MIS training	42	58.4	44.9	71.8
Employee training	36	49.3	36.1	62.6
Other	28	37.5	25.1	49.8
Printing and/or advertising	12	16.1	7.1	25.0
Rent	10	13.0	5.0	21.0
Postage	6	9.0	1.5	16.5
Dues	6	7.3	1.4	13.2

Notes: Estimates were weighted to represent the population of SAs using survey weight for full responders. Number of respondents = 67. CL = confidence limit.

4.11 Average percentage of SA-level materials, services, and travel costs attributed to each of the four cost categories, by agency type, FFY2013

Cost category	Total Mean	Total SD	Total Min	Total Max	Total Mean	SA SD	SA Min	SA Max	ITO Mean	ITO SD	ITO Min	ITO Max	p-value
Program management	61.7	34.3	0.0	100.0	66.3	32.2	0.0	100.0	47.1	39.3	6.7	91.2	0.0613
Client services	19.4	27.7	0.0	85.1	17.0	25.0	0.0	85.1	27.1	39.1	0.0	72.6	0.2311
Nutrition education	11.7	15.6	0.0	71.5	9.5	11.2	0.0	50.9	18.6	28.8	0.0	71.5	0.0523
Breastfeeding promotion	7.2	10.4	0.0	58.6	7.2	10.9	0.0	58.6	7.3	7.2	0.0	17.2	0.9745

Notes: Estimates were weighted to represent the population of SAs using survey weight for full responders. Number of respondents = 41. There is statistical significance if the p-value is less than or equal to .05. The ITO Client Services and Nutrition Education mean estimates do not meet the criteria for statistical reliability (Relative standard error greater than 30); thus, the results should be interpreted with caution. SD = standard deviation.

4.12 Percentage of SAs that charge indirect costs, by agency size, FFY2013

Agency size	Total N	Number that charge indirect costs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Total	67	63	92.0	83.6	100.0
Large	12	12	100.0	n/a	n/a
Medium	14	14	100.0	n/a	n/a
Small	23	21	91.9	80.2	100.0
ITO	18	16	85.0	63.7	100.0

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 63. CL = confidence limit. One or more of the estimates are 100% so statistical test is not meaningful. P-values indicate a statistical difference between at least 2 subgroups.

By agency type

Agency Type	Total N	Number that charge indirect costs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Total	67	63	92.0	83.6	100.0
Decentralized	36	34	94.9	87.7	100.0
Centralized, SA	6	6	100.0	n/a	n/a
Centralized, ITO	17	15	83.9	61.1	100.0
Combination	8	8	100.0	n/a	n/a

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 63. CL = confidence limit. One or more of the estimates are 100% so statistical test is not meaningful. P-values indicate a statistical difference between at least 2 subgroups.

4.13 Percentage of SAs using various indirect cost allocation methods, FFY2013

Indirect cost allocation method	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Total Number of SAs with Indirect Costs	63	100.0	-	-
Calculated as a percentage of salaries and/or benefits only	29	47.4	33.9	60.9
Calculated as a percentage of total budget, expenditures, or direct costs	13	21.6	10.0	33.1
Direct charged and negotiated every year	12	18.3	8.3	28.2
Other	8	11.2	3.5	18.9
Set as a fixed dollar amount of the WIC budget	1	1.6	0.0	4.7

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 63. CL = confidence limit.

4.14 Percentage of SAs reporting various types of support that are paid through indirect costs charged to NSA grant, FFY2013

Factors considered	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Total	63	100.0	-	-
Accounting services	57	91.2	84.1	98.3
Resource services, such as staff recruitment, hiring, and employee benefit management or payroll	53	80.5	68.7	92.3
General space maintenance and repair	37	60.1	46.9	73.3
Utilities	37	58.4	45	71.8
Computer and MIS support	34	57.9	44.8	71
Cost of space	36	54.7	41.2	68.3
Equipment maintenance	26	44.3	30.8	57.8
Communications, such as telephone, fax, or Internet service	25	40.1	27	53.2
Administrative hearings for vendors	21	33.5	20.7	46.2
Fair hearings for participants	18	27.9	15.8	39.9
Office equipment and/or supplies	16	24.8	13.4	36.1
LA audits	14	24.1	12.1	36.2
Other: Describe	13	20.1	9.6	30.5
None of the above	1	2.0	0	5.8

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 63. CL = confidence limit. Respondents could select more than one response.

5. NSA Local-Level Cost Centers

5.1 Average percentage of WIC NSA dollars expended by LAs on key cost centers, FFY2013

Cost center	Mean	Standard deviation	Min	Max
Direct Costs	90.8	22.4	0.1	100.0
Labor/personnel	80.7	24.0	0.1	100.0
Contracted services	2.0	7.0	0.0	54.2
Materials/services/travel	8.1	10.9	0.0	79.5
Indirect costs	9.2	22.4	0.0	99.9

Notes: Estimates were weighted to represent the population of LAs using survey weight for full responders with validated cost data. Number of respondents = 756.

5.2 Average percentage of WIC NSA dollars expended by LAs on key cost centers, by agency size, FFY2013

Cost category	Large Mean	Large SD	Large Min	Large Max	Medium Mean	Medium SD	Medium Min	Medium Max	Small Mean	Small SD	Small Min	Small Max	p-value
Direct Costs	92.4	8.2	79.0	100.0	90.8	19.0	2.5	100.0	90.5	26.3	0.1	100.0	0.5649
Labor/personnel	80.0	16.8	29.8	98.8	80.4	21.7	1.9	100.0	81.2	26.7	0.1	100.0	0.7270
Contracted services	2.8	8.8	0.0	34.1	1.5	5.9	0.0	54.2	2.2	7.3	0.0	38.8	0.0803
Materials/services/travel	9.8	11.6	0.0	41.8	8.9	11.4	0.0	51.5	7.2	10.1	0.0	79.5	0.0010
Indirect costs	7.6	8.2	0.0	21.0	9.2	19.0	0.0	97.5	9.5	26.3	0.0	99.9	0.5649

Notes: Estimates were weighted to represent the population of LAs using survey weight for full responders with validated cost data. Number of respondents = 756. P-values indicate a statistical difference between at least two subgroups. Total respondents by agency size: Large 95, Medium 263, Small 398.

5.2.1 Tukey significance tests for paired LA size groups, average percentage of WIC NSA dollars expended on direct costs

Agency size comparisons	Differences between means	Lower 95% CL	Upper 95% CL	Simultaneous lower 95% CL
Large v. Medium	0.87	-1.28	3.02	No
Large v. Small	2.61	0.58	4.65	Yes
Medium v. Small	1.75	0.34	3.16	Yes

Note: CL = confidence limits.

5.3 Average percentage of WIC NSA dollars expended by LAs on key cost centers, by agency type (Local government (LG), Non-government (NG), Tribal agency (TA)), FFY2013

Cost center	LG Mean	LG SD	LG Min	LG Max	NG Mean	NG SD	NG Min	NG Max	TA Mean	TA SD	TA Min	TA Max	p-value
Direct Costs	89.9	26.7	0.1	100.0	93.0	9.6	65.3	100.0	88.6	14.6	73.6	100.0	0.0319
Labor/personnel	81.1	27.3	0.1	100.0	80.4	16.1	28.9	100.0	77.6	18.0	52.9	99.7	0.5836
Contracted services	2.1	7.7	0.0	54.2	1.8	5.6	0.0	34.1	1.9	6.1	0.0	14.4	0.7264
Materials/services/travel	6.7	9.4	0.0	79.5	10.7	12.2	0.0	51.5	9.0	12.6	0.0	29.9	Less than 0.0001
Indirect costs	10.1	26.7	0.0	99.9	7.0	9.6	0.0	34.7	11.4	14.6	0.0	26.4	0.0319

Notes: Estimates were weighted to represent the population of LAs using survey weight for full responders with validated cost data. Number of respondents = 756. P-values indicate a statistical difference between at least two subgroups. Total respondents by agency type: Local government 485, Non-government 249, Tribal agency 22. SD = standard deviation.

5.3.1 Tukey significance tests for paired LA type groups, average percentage of WIC NSA dollars expended on direct costs

Agency size comparisons	Differences between means	Simultaneous upper 95% CL	Simultaneous lower 95% CL	Significance at 0.05 level or less
Local government v. Non-government	-3.08	-5.93	-0.22	Yes
Local government v. Tribal	1.29	-6.48	9.07	No
Non-government v. Tribal	4.37	-3.57	12.32	No

Note: CL = confidence limits.

5.4 Average percentage of Full-time equivalents (FTEs) allocated to various LA staff types, FFY2013

Staff type	Weighted average percent of FTEs	Standard deviation	Minimum	Maximum
WIC clerk	22.8	26.5	0	100
Degreed nutritionist	13.3	24.9	0	100
Program manager/supervisor	12.6	21.5	0	100
Registered dietician	12.0	22.7	0	100
Paraprofessional nutrition educator	11.6	30.1	0	94.6
Other	8.7	24.7	0	100
Public health nurse	7.0	21.3	0	100
Breastfeeding peer counselor	4.9	10.8	0	66.3
Lab technician/specialist	2.0	9.2	0	65.2
Receptionist	2.0	8.8	0	51.0
Degreed breastfeeding specialist	1.5	6.1	0	39.4
Accounting/financial staff	1.1	6.7	0	100
Vendor specialist/liaison	0.3	1.8	0	16.7
Social worker	0.1	3.1	0	54.8
Computer support/maintenance	0.1	1.2	0	13.3
Research/evaluation specialist	0.0	0.6	0	8.3

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight for agencies whose reported costs were within 10 percent of total expenditures. Number of respondents = 756. Social worker and research/evaluation specialists weighted average percent of FTE estimates do not meet the criteria for statistical reliability (RSE greater than 30); thus, the results should be interpreted with caution.

5.5 Percentage of LAs with shared staff, FFY2013

Share staff with other programs	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Total respondents	1021	100.0	-	-
Yes	428	42.6	39.5	45.6
No	593	57.4	54.4	60.5

Note: CL= confidence limit.

By methods used to charge staff salaries and benefits to WIC

Methods used to charged shared staff salaries and benefits	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
All methods	428	100.0	-	-
100% time reporting	342	80.0	76.3	83.8
Periodic time reporting	43	10.0	7.1	12.9
Other	28	6.5	4.1	8.8
Random moment time studies	2	0.5	0.0	1.1
Costs shared based on negotiations	5	1.1	0.1	2.1
Costs shared based on historical contributions by programs	8	1.9	0.6	3.1

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit.

5.6 Percentage of NSA allocated to labor and personnel costs by whether LA shares staff with other program, FFY2013

Shares staff with other programs	Unweighted number of SAs	Weighted percent of SAs	Standard deviation	Minimum	Maximum
Shares staff	310	78.5	29.0	0.1	100
Does not share staff	446	82.4	19.5	0.5	100

Notes: Estimates were weighted to represent the population of LAs using survey weight for full responders with validated cost data. Number of respondents = 756. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is less than 0.0014.

5.7 Percentage of LAs using NSA to pay for various contracted services, FFY2013

Service	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Any services	375	49.8	46.2	53.4
Equipment and computer maintenance	159	21.0	18.1	23.9
Other	143	19.0	16.2	21.8
Staff training	94	12.7	10.2	15.1
Nutrition professionals	71	9.6	7.5	11.8
Facilities (e.g., rent, utilities, maintenance)	70	9.2	7.1	11.3
Interpreter and translation services	52	7.0	5.2	8.9
Clerical	49	6.5	4.7	8.3
Program evaluation	22	2.9	1.7	4.1
Software	19	2.4	1.3	3.5
Referral and outreach	14	1.9	0.9	2.8

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight for agencies whose reported costs were within 10 percent of total expenditures. Number of respondents = 756. CL = confidence limit.

5.8 Percentage of LAs that share non-staff related costs with other programs, FFY2013

Share costs such as office space or materials with other programs	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Yes	427	42.3	39.2	45.3
No	594	57.7	54.7	60.8

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit.

By methods used to distribute shared costs

Methods used to distribute shared costs	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Amount based upon percentage of time working in program or space	303	71	66.7	75.3
Formula allocation based on negotiated rate	36	8.5	5.8	11.1
Fixed dollar amount based on negotiated agreement	26	6.1	3.8	8.4
Don't know	19	4.4	2.4	6.3
Historical expenditures	12	2.9	1.3	4.5
Other	70	16.4	12.9	19.9

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit. Respondents could select more than one response.

5.9 Percentage of LAs using NSA to pay for various materials, services, and travel, FFY2013

Materials, services, and travel costs	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Any	723	95.8	94.3	97.2
Supplies	697	92.2	90.3	94.2
Travel	682	90.5	88.4	92.6
Communications	511	67.5	64.1	70.8
Equipment	341	45.0	41.4	48.5
Employee training	334	43.9	40.3	47.4
Other	312	40.9	37.3	44.4
Facilities	217	28.5	25.3	31.8
Computer/MIS training	151	19.4	16.6	22.2
Postage/printing	123	16.2	13.5	18.8

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight for agencies whose reported costs were within 10 percent of total expenditures. Number of respondents = 756. CL = confidence limit.

5.10 Percentage of WIC LAs that charge indirect costs, by agency size, FFY2013

Agency size	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Overall	501	65.4	61.9	68.8
Large	74	77.6	69.0	86.2
Medium	187	70.4	64.8	76.0
Small	240	59.6	54.6	64.5

Notes: Estimates were weighted to represent the population of LAs using survey weight for full responders with validated cost data. Number of respondents = 756. Wald chi-square test was used to test the null hypothesis of equal proportions. P-values indicate a statistical difference between at least two subgroups. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is less than 0.0004. CL = confidence limit.

By agency type

Agency type	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Overall	501	65.4	61.9	68.8
Local government	318	64.6	60.3	69.0
Other	168	67.3	61.4	73.2
Tribal	14	64.1	42.3	86.0

Notes: Estimates were weighted to represent the population of LAs using survey weight for full responders with validated cost data. Number of respondents = 756. Wald chi-square test was used to test the null hypothesis of equal proportions. P-values indicate a statistical difference between at least two subgroups. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is less than 0.7443. CL = confidence limit.

5.11 Percentage of WIC LAs using various indirect cost allocation methods, FFY2013

Indirect costs	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Total LAs that charged indirect costs	501	100	-	-
Calculated using a percentage of salaries or salaries and benefits only	170	33.2	29.1	37.4
Calculated using a percentage of our total budget or expenditures	140	28.2	24.2	32.1
Other (describe)	75	14.8	11.7	18.0
Direct charged and negotiated every year	66	13.5	10.5	16.6
Set as a fixed dollar amount of the WIC budget	50	10.3	7.5	13.0

Notes: Estimates were weighted to represent the population of LAs using survey weight for full responders with validated cost data. Number of respondents = 756. CL = confidence limit.

5.12 Percentage of WIC LAs reporting various types of support that are paid through indirect costs charged to NSA grant, FFY2013

Factors considered	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Total LAs that charged indirect costs	501	100	-	-
Accounting services	361	71.2	67.2	75.3
Resource services, such as staff recruitment, hiring, and employee benefit management or payroll	353	69.7	65.7	73.8
General space maintenance and repair	275	54.6	50.2	59
Utilities	270	54.2	49.8	58.6
Computer and MIS support	259	50.8	46.4	55.2
Communications, such as telephone, fax, or Internet service	242	48.8	44.4	53.2
Cost of space	228	45.1	40.7	49.5
Equipment maintenance	189	37.8	33.5	42.1
Office equipment and/or supplies	171	34.1	29.9	38.3
Other	122	23.9	20.1	27.6
Fair hearings for participants	35	6.6	4.4	8.7
None of the above	14	3	1.4	4.5

Notes: Limited to agencies that reported charging indirect costs. Estimates were weighted to represent the population of LAs using survey weight for full responders with validated cost data. Number of respondents = 756. CL = confidence limit.

6. Factors Influencing NSA Costs and Expenditures

SA Agency

6.1 Percentage of SAs reporting that various factors have increased SA-level *staffing* costs since FFY2010

Factors	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Increase in fringe benefits costs	44	65.1	52.4	77.9
Increase in staff salaries	42	61.9	48.9	74.8
Increase in staff travel costs	22	34.3	21.7	46.9
Increase in FTEs or permanent staff	23	33.0	20.8	45.2
Increase in staff training costs	16	26.4	14.2	38.7
Decrease in staff vacancy rates	8	11.6	3.6	19.5
Hiring temporary staff	9	10.7	3.7	17.7
Other	1	1.1	0	3.4
Increase in staff awards	0	0	0	0
None of the above	6	7.6	1.4	13.7

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 67. Respondents could select more than one response. CL = confidence limit.

6.2 Percentage of SAs reporting that various factors have decreased SA-level *staffing* costs since FFY2010

Factors	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Decrease in FTEs or permanent staff	17	24.8	13.4	36.2
Increase in staff vacancy rates	12	15.7	6.8	24.7
Decrease in staff travel costs	6	7.8	1.4	14.1
Decrease in staff salaries	6	7.6	1.4	13.8
Decrease in staff training costs	4	6.4	0	13
Other	5	6.3	0.7	11.9
Hiring temporary staff	1	1.2	0	3.5
Decrease in staff awards	1	1.1	0	3.3
Decrease in fringe benefits costs	0	0	0	0
None of the above	35	55.6	42.6	68.5

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 67. CL = confidence limit. Respondents could select more than one response.

6.3 Percentage of SAs reporting that various factors have increased overall SA-level costs since FFY2010, by factors related to facility costs and support services

<i>Factors related to facility costs and support services</i>	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Increase in information technology support services	38	53.5	40.3	66.7
Increase in costs of equipment and/or supplies	32	49.4	36.3	62.6
Increase in telecommunication costs	31	47.4	34.3	60.6
Increase in costs of facility space (e.g., rent, utilities)	24	37.4	24.5	50.3
Increase in costs of facility services (e.g., maintenance, security)	24	34.5	22.2	46.9
Increase in costs of banking services	9	11.7	4.1	19.3
Other	4	5.3	0	10.7
None of the above	13	20.6	9.5	31.8

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 67. CL = confidence limit. Respondents could select more than one response.

By factors related to program operations

Factors related to program operations	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Increase in indirect cost rates and/or indirect costs	42	59.7	46.5	72.9
Increase in vendor management costs	19	24.7	14.2	35.2
Other	6	9.3	1.8	16.8
Increase in LA monitoring costs	6	8.7	1.6	15.9
Decrease in SA-appropriated WIC funds	4	5.1	0	10.2
Increase in program participation	3	4.9	0	10.5
Increase in number of LAs	3	4.6	0	9.9
Decrease in in-kind contributions	3	4.6	0	10
Decrease in outside funding sources	0	0	0	0
None of the above	16	27.7	15	40.3

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 67. CL = confidence limit. Respondents could select more than one response.

6.4 Percentage of SAs reporting that various factors have decreased overall SA-level costs since FFY2010, by related to facility costs and support services

Factors related to facility costs and support services	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Decrease in telecommunication costs	5	8.1	0.8	15.3
Decrease in costs of equipment and/or supplies	5	7.1	0.5	13.7
Decrease in information technology support services	4	5.7	0.1	11.4
Decrease in costs of facility space (e.g., rent, utilities)	3	3.4	0	7.3
Other	2	2.9	0	7.1
Decrease in costs of facility services (e.g., maintenance, security)	1	1.1	0	3.3
None of the above	52	79.5	69.4	89.5

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 67. CL = confidence limit. Respondents could select more than one response.

By factors related to program operations

Factors related to program operations	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Decrease in LA's WIC NSA grant funds	14	18.6	9.0	28.2
Decrease in program participation	22	30.3	18.7	41.8
Decrease in number of clinic sites	5	5.9	0.7	11.1
Decrease in indirect cost rates and/or indirect costs	3	3.5	0.0	7.6
Decrease in LA size	2	2.3	0.0	5.5
Other	2	2.2	0.0	5.4
Increase in in-kind contributions	1	1.8	0.0	5.4
Increase in outside funding sources	1	1.1	0.0	3.3
None of the above	35	57.2	44.5	69.9

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 67. CL = confidence limit. Respondents could select more than one response.

6.5 Percentage of SAs reporting net impact of MIS on their total NSA expenditures among agencies with a new MIS (1 to 4 years old)

Net impact	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Reduced overall cost of operating WIC	2	10.7	0.0	26.6
Costs have stayed about the same	6	35.7	9.0	62.3
Increased overall cost of operating WIC	4	23.6	0.6	46.7
Do not know the impact on overall cost	5	30.0	4.6	55.4

Notes: Estimates were weighted to represent the population of SAs using the full responder survey weight. Number of respondents = 17. Analysis was limited to 17 SAs that reported MIS was 1 to 4 years old; 8 of these agencies did not respond to this subquestion. CL = confidence limit.

6.6 Percentage of SAs reporting net impact of EBT on their total NSA expenditures since FFY2010 among agencies that are piloting or implementing EBT

Net impact	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Reduced overall cost of operating WIC	2	2.6	0.0	6.4
Costs have stayed about the same	20	30.5	18.4	42.7
Increased overall cost of operating WIC	6	7.7	1.5	13.8
Do not know the impact on overall cost	35	59.2	46.2	72.1

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 63. CL = confidence limit.

6.7 Average monthly per participant WIC NSA expenditures (in dollars) by receipt of in-kind contributions, FFY2013

Participants	Received N	Received Mean	Received SD	Received Min	Received Max	Did not receive N	Did not receive Mean	Did not receive SD	Did not receive Min	Did not receive Max	p-Value
TOTAL	16	26.8	10.3	16.6	42.3	46	32.1	25.2	15.5	93.1	0.1762

NOTE: T-test was performed to determine whether average per participant expenditures vary based on receipt of in-kind contributions. Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 67. Source: 798A data and State Survey (in-kind screen).

6.8 Percentage of SA-agencies using NSA funds to pay for various technology-related support and development, FFY2013

Type of technology-related support	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
<i>Personnel:</i> MIS management funded from NSA	44	63.3	50.6	76.1
<i>Services:</i> Software development or computer programming	27	35.3	23.2	47.3
<i>Services:</i> Equipment or computer maintenance	30	41.0	28.4	53.7
<i>Materials, Services, Training:</i> Computer equipment and MIS training	42	57.5	44.2	70.9

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 67. CL = confidence limit.

6.9 Average percent of SA-agency costs attributable to various technology-related support and development, FFY2013

Type of technology-related support	N	Mean	Standard deviation	Min	Max
TOTAL	64	13.1	17.6	0.0	74.5
<i>Personnel</i> : MIS management funded from NSA	67	3.3	4.6	0.0	17.0
<i>Services</i> : Software development or computer programming	66	3.5	12.7	0.0	74.5
<i>Services</i> : Equipment or computer maintenance	67	4.0	10.1	0.0	42.0
<i>Materials, Services, Training</i> : Computer equipment and MIS training	64	1.9	3.3	0.0	14.9

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 67. Mean estimate of *Services*: Software development or computer programming does not meet the criteria for statistical reliability (relative standard error greater than 30); thus, the results should be interpreted with caution.

6.10 Average percent of SA-agency costs attributable to technology-related support and development by age of MIS, FFY2013

Age of MIS	N	Mean	Standard deviation	Min	Max
5 to 9 years old	19	9.6	14.4	0.0	45.6
10 to 15 years old	13	20.4	18.4	0.0	46.6
Over 15 years old	16	10.1	21.2	0.0	74.5

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 67. The mean estimate for 5 to 9 years old and over 15 years old does not meet the criteria for statistical reliability (relative standard error greater than 30); thus, the results should be interpreted with caution. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is less than 0.2013.

6.11 Average percent of SA-agency costs attributable to technology-related support and development, by stage of EBT implementation, FFY2013

Stage of EBT implementation	N	Mean	Standard deviation	Min	Max
Have not started planning	2	0.1	0.4	0.0	0.5
Planning	44	12.5	16.6	0.0	54.0
Piloting EBT	1	9.3	-	9.3	9.3
Implementation	17	17.6	20.2	0.0	74.5

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 67. Mean estimate of Have not started planning and Piloting EBT do not meet the criteria for statistical reliability (relative standard error greater than 30); thus, the results should be interpreted with caution. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is less than 0.3440.

By status of EBT implementation

Fully-implemented EBT	N	Mean	Standard deviation	Min	Max
Yes	9	22.7	25.8	0.0	74.5
No	55	11.9	15.6	0.0	54.0

Notes: Estimates are weighted to represent the population of SAs using the full responder weight. Number of respondents = 67. The mean estimate of Yes does not meet the criteria for statistical reliability (relative standard error greater than 30); thus, the results should be interpreted with caution. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is less than 0.0691.

6.12 Percentage of WIC LAs reporting increases or decreases in LA-level costs since FFY2010

Cost status	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Total	1021	100.0	-	-
Steadily increased	558	54.4	51.3	57.5
Steadily decreased	88	8.6	6.9	10.3
Stayed about the same	114	11.3	9.3	13.2
Fluctuated up and down, depending on the circumstances	261	25.8	23.1	28.5

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit

6.13 Percentage of WIC LAs reporting that various factors have increased LA-level staffing costs since FFY2010

Factors	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Total	1021	100.0	-	-
Increase in fringe benefits costs	830	81.1	78.7	83.5
Increase in staff salaries	790	77.4	74.9	80
Increase in staff travel costs	312	30.7	27.8	33.5
Increase in FTEs or permanent staff	292	28.1	25.4	30.9
Increase in staff training costs	256	25.0	22.3	27.7
Hiring temporary staff	90	8.7	7	10.4
Other	54	5.2	3.9	6.6
None of the above	52	5.2	3.8	6.5
Decrease in staff vacancy rates	52	5.0	3.7	6.4
Increase in staff awards	9	0.9	0.3	1.4

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit. Respondents could select multiple responses.

6.14 Percentage of WIC LAs reporting that various factors have decreased LA-level staffing costs since FFY2010

Factors	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Total	1021	100	-	-
None of the above	492	48.3	45.2	51.4
Decrease in FTEs or permanent staff	357	34.9	32	37.9
Increase in staff vacancy rates	136	13.1	11	15.1
Decrease in staff salaries	95	9.3	7.5	11
Decrease in staff travel costs	74	7.2	5.6	8.8
Hiring temporary staff	49	4.7	3.4	5.9
Decrease in staff training costs	48	4.7	3.4	6
Other	39	3.8	2.7	5
Decrease in fringe benefits costs	34	3.4	2.2	4.5
Decrease in staff awards	20	1.9	1.1	2.8

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit. Respondents could select multiple responses.

6.15 Percentage of WIC LAs reporting that various factors have increased overall LA-level costs since FFY2010, by factors related to facility costs and support services

Factors related to facility costs and support services	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Total	1021	100	-	-
Increase in costs of equipment and/or supplies	603	58.7	55.7	61.8
Increase in costs of facility space (e.g., rent, utilities)	583	56.6	53.5	59.6
Increase in telecommunication costs	514	50.0	46.9	53.1
Increase in costs of facility services (e.g., maintenance, security)	468	45.4	42.3	48.5
Increase in information technology support services	439	42.8	39.7	45.8
None of the above	140	13.9	11.8	16.1
Other	46	4.4	3.2	5.7

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit. Respondents could select multiple responses.

By factors related to program operations

Factors related to program operations	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Increase in indirect cost rates and/or indirect costs	367	35.6	32.6	38.5
None of the above	350	34.5	31.5	37.4
Increase in program participation	224	21.8	19.3	24.4
Increase in LA's WIC NSA grant funds	196	19.2	16.8	21.6
Increase in number of clinic sites	106	10.2	8.3	12
Decrease in outside funding sources	93	9.1	7.3	10.9
Decrease in in-kind contributions	72	7.1	5.5	8.7
Increase in LA size (e.g., due to consolidation of LAs)	50	4.8	3.5	6.1
Other	35	3.4	2.3	4.5

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit. Respondents could select multiple responses.

6.16 Percentage of WIC LAs reporting that various factors have decreased overall LA-level costs since FFY2010, by factors related to facility costs and support services

Factors related to facility costs and support services	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
Total	1021	100	-	-
None of the above	911	89.2	87.3	91.1
Decrease in costs of facility space (e.g., rent, utilities)	40	3.9	2.7	5.1
Other	32	3.1	2	4.2
Decrease in costs of equipment and/or supplies	25	2.4	1.5	3.3
Decrease in telecommunication costs	23	2.3	1.4	3.2
Decrease in costs of facility services (e.g., maintenance, security)	13	1.2	0.6	1.9
Decrease in information technology support services	10	1	0.4	1.6

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit. Respondents could select multiple responses.

By factors related to program operations

Factors related to program operations	Unweighted number of LAs	Weighted percent of LAs	Lower 95% CL	Upper 95% CL
None of the above	539	52.7	49.6	55.8
Decrease in program participation	308	30.3	27.4	33.1
Decrease in LA's WIC NSA grant funds	218	21.5	18.9	24
Decrease in LA size (e.g., due to consolidation of LAs)	114	11.1	9.2	13.1
Decrease in number of clinic sites	92	9	7.2	10.8
Other	23	2.3	1.4	3.2
Decrease in indirect cost rates and/or indirect costs	21	2	1.2	2.9
Increase in in-kind contributions	20	2	1.1	2.9
Increases in outside funding sources	14	1.4	0.7	2.1

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1021. CL = confidence limit. Respondents could select multiple responses.

6.17 Average monthly per participant WIC NSA expenditures (in dollars) among LAs by receipt of in-kind contributions, FFY2013

Participants	Received N	Received Mean	Received SD	Received Min	Received Max	Did not receive N	Did not receive Mean	Did not receive SD	Did not receive Min	Did not receive Max
TOTAL	481	\$16.83	\$8.34	\$1.28	\$99.82	479	\$16.45	\$7.96	\$6.62	\$98.68

NOTE: T-test was performed to determine whether average per participant expenditures vary based on receipt of in-kind contributions. Source: 798A data. Significant difference in means detected between groups by ANOVA and Tukey's post hoc test; p-value is less than 0.3719.

6.18 Percentage of WIC LAs reporting net impact of MIS on their total NSA expenditures among agencies with a new MIS (1 to 4 years old)

Impact	Unweighted number of LAs with new MIS	Weighted percent of LAs with new MIS	Lower 95% CL	Upper 95% CL
Reduced overall cost of operating WIC	12	4.2	1.9	6.6
Costs have stayed about the same	87	31.6	26.1	37.1
Increased overall cost of operating WIC	29	10.6	6.9	14.3
Do not know the impact on overall cost	146	53.6	47.6	59.5

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 274. Analysis was limited to 282 LAs that reported MIS was 1 to 4 years old; 8 of these agencies did not respond to this subquestion. CL = confidence limit.

6.19 Percentage of WIC LAs reporting net impact of EBT on their total NSA expenditures since FFY2010

Impact	Unweighted number of LAs with new MIS	Weighted percent of LAs with new MIS	Lower 95% CL	Upper 95% CL
Reduced overall cost of operating WIC	23	8.4	5.1	11.7
Costs have stayed about the same	62	22.5	17.5	27.5
Increased overall cost of operating WIC	9	3.4	1.2	5.7
Do not know the impact on overall cost	171	65.7	60.0	71.4

Notes: Estimates were weighted to represent the population of LAs using the full responder survey weight. Number of respondents = 1020. CL = confidence limit.

6.20 Average monthly administrative costs per participant case month (in dollars) for SAs with EBT and paper food instruments (PFI), FFY2013, by agency size

Agency size	EBT N	EBT Mean	EBT SD	EBT Min	EBT Max	PFI N	PFI Mean	PFI SD	PFI Min	PFI Max
National	11	\$15.89	\$4.74	\$10.96	\$27.60	79	\$22.23	\$13.76	\$10.87	\$67.09
Large	2	\$13.04	\$2.30	\$11.42	\$14.67	12	\$12.82	\$1.46	\$11.12	\$16.02
Medium	1	\$16.48	-	\$16.48	\$16.48	15	\$13.33	\$1.26	\$11.37	\$15.70
Small	4	\$15.57	\$4.26	\$10.96	\$21.24	22	\$15.69	\$3.77	\$10.87	\$24.47
ITO	4	\$17.48	\$6.77	\$13.52	\$27.60	30	\$35.25	\$14.56	\$14.71	\$67.09
National	11	\$9.62	\$8.42	\$3.28	\$32.20	79	\$8.38	\$5.71	\$3.57	\$42.43

Administrative costs includes those reported by SAs under program administration and client services in the end of year FNS-798A report. SD = standard deviation.

Average monthly nutrition services costs per participant case month

Agency size	EBT N	EBT Mean	EBT SD	EBT Min	EBT Max	PFI N	PFI Mean	PFI SD	PFI Min	PFI Max
National	11	\$9.62	\$8.42	\$3.28	\$32.20	79	\$8.38	\$5.71	\$3.57	\$42.43
Large	2	\$4.02	\$0.22	\$3.87	\$4.18	12	\$5.76	\$1.27	\$3.97	\$7.86
Medium	1	\$5.32	-	\$5.32	\$5.32	15	\$4.77	\$1.04	\$3.57	\$7.11
Small	4	\$5.32	\$1.63	\$3.28	\$7.16	22	\$6.59	\$1.65	\$4.25	\$10.45
ITO	4	\$17.79	\$9.64	\$11.90	\$32.20	30	\$12.55	\$7.39	\$5.46	\$42.43

Nutrition services costs include those reported by SAs under breastfeeding promotion and nutrition education in the end of year FNS-798A report. SD = standard deviation.

6.21 Total rebates and the number of clients supported by rebates in FY2013

[This information has been redacted because infant formula rebate amounts are not otherwise publicly available.]

6.22 Factors that have affected infant formula rebate

Factors	Unweighted number of SAs	Weighted percent of SAs	Lower 95% CL	Upper 95% CL
Per can reimbursement standard increased	31	39.1	27.6	50.5
None	16	23.5	12.8	34.1
Overall number of infants increased or decreased	17	22.1	12.1	32.2
Other	9	11.5	4.1	18.9
Percentage of infants breastfeeding increased	2	2.7	0	6.5
Per can reimbursement decreased	1	1.1	0	3.4

Notes: Estimates were weighted to represent the population of SAs using the partial and full responder survey weight. Number of respondents = 76. CL = confidence limit.

6.23 Impact of hypothetical changes in infant formula rebates on federal caseload

Metric	100% Reduction in infant formula rebates	50% Reduction in infant formula rebates	25% Reduction in infant formula rebates	10% Reduction in infant formula rebates
Reduction in average monthly caseload	3,620,326	1,810,163	905,082	362,033
Increased monthly NSA costs available from reduced caseload	\$65,675,270	\$32,837,635	\$16,418,817	\$6,567,527
Increased monthly caseload by re-appropriating reduced NSA costs in part to food costs	1,069,551	534,776	267,388	106,955
Net reduction in monthly caseload	2,550,775	1,275,387	637,694	255,077

6.24 Percentage of WIC dollars allocated to NSA and food costs, pre- and post-infant rebate, FFY2013

Status	Total WIC costs (million dollars)	NSA costs (million dollars)	Percentage allocated to NSA	Food costs (million dollars)	Percentage allocated to food
Pre-rebate	8.26 billion	1.88 billion	22.8	6.38 billion	77.2
Post-rebate	6.38 billion	1.88 billion	29.5	4.50 billion	70.5

6.25 SA rank for percentage of WIC costs allocated to NSA and per participant food costs, FFY2013, for SAs ranked 1 to 35

SA	WIC costs allocated to NSA (Percent)	WIC costs allocated to NSA (Rank)	Per participant food costs (Dollars)	Per participant food costs (Rank)
Puerto Rico	17.5	1	88.9	90
New Jersey	22.3	2	53.5	72
New York	24.4	3	54.7	75
Illinois	24.9	4	48.2	60
American Samoa	25.0	5	69.4	83
Northern Mariana Islands	25.4	6	70.0	84
Mississippi	25.6	7	54.1	74
Louisiana	26.0	8	50.2	66
South Carolina	27.0	9	46.3	50
Florida	27.1	10	44.6	44
Guam	27.2	11	74.1	87
Arkansas	27.2	12	46.5	55
California	27.8	13	46.1	49
Alabama	28.6	14	46.6	57
Maryland	28.8	15	43.1	36
Virgin Islands	29.2	16	84.8	89
North Carolina	29.4	17	43.3	37
Indiana	29.7	18	37.3	13
Nevada	29.7	19	37.7	15
Pennsylvania	29.9	20	44.0	40
Maine	30.0	21	41.0	28
Massachusetts	30.0	22	40.0	25
Minnesota	30.3	23	46.6	56
Georgia	30.5	24	45.5	47
Connecticut	30.6	25	42.3	31
Rhode Island	31.1	26	46.4	52
Ohio	31.2	27	35.8	9
Hawaii	31.4	28	52.0	69
Michigan	31.4	29	40.5	26
Oregon	31.4	30	39.9	24
Delaware	31.7	31	37.9	17
Arizona	31.8	32	43.0	35
Vermont	32.0	33	49.9	65
North Dakota	32.0	34	48.5	62
Missouri	32.0	35	37.6	14

For SAs ranked 36 to 73

SA	WIC costs allocated to NSA (Percent)	WIC costs allocated to NSA (Rank)	Per participant food costs (Dollars)	Per participant food costs (Rank)
Colorado	32.1	36	40.6	27
Nebraska	32.2	37	44.3	41
Wisconsin	32.2	38	43.3	38
Oklahoma	32.2	39	39.8	23
West Virginia	32.5	40	42.3	32
Kansas	32.5	41	37.8	16
Tennessee	33.2	42	42.0	30
Pueblo of Zuni (NM)	33.3	43	53.0	71
Idaho	33.3	44	36.8	12
Utah	34.1	45	36.1	10
South Dakota	34.4	46	46.3	51
Santo Domingo Tribe (NM)	34.5	47	80.1	88
Inter-Tribal Council Inc. of Oklahoma (OK)	34.6	48	56.4	76
Washington	34.8	49	41.3	29
Iowa	34.9	50	33.4	5
Montana	34.9	51	42.7	34
New Mexico	34.9	52	35.2	7
Osage Nation (OK)	35.1	53	50.4	67
Alaska	35.3	54	50.5	68
Kentucky	35.6	55	39.5	22
Navajo Nation (AZ)	35.7	56	46.4	53
Virginia	36.7	57	31.2	3
Muscogee Creek Nation (OK)	36.7	58	47.1	58
Cherokee Nation of Oklahoma (OK)	36.8	59	43.7	39
Texas	37.1	60	26.5	1
District of Columbia	37.7	61	45.2	46
Pueblo of Isleta (NM)	38.1	62	46.5	54
Cheyenne River Sioux Tribe (SD)	38.5	63	66.3	81
Rosebud Sioux (SD)	39.5	64	53.7	73
New Hampshire	39.5	65	32.9	4
Choctaw Nation of Oklahoma (OK)	39.6	66	36.2	11
Winnebago (NE)	40.0	67	66.0	80
Pleasant Point Passamaquoddy Reservation (ME)	40.2	68	57.8	77
Inter-Tribal Council of Arizona (AZ)	40.8	69	38.0	19
Omaha Nation (NE)	41.6	70	72.6	86
Indian Township Passamaquoddy Reservation (ME)	42.2	71	58.2	78
Acoma, Canonicito & Laguna (NM)	43.6	72	44.3	42
Otoe-Missouria Tribe (OK)	47.6	73	44.3	43

For SAs ranked 74 to 90

SA	WIC costs allocated to NSA (Percent)	WIC costs allocated to NSA (Rank)	Per participant food costs (Dollars)	Per participant food costs (Rank)
Wyoming	48.2	74	30.5	2
Santee Sioux Nation (NE)	48.5	75	70.5	85
Pueblo of San Felipe (NM)	49.8	76	58.3	79
Mississippi Band of Choctaw Indians (MS)	49.9	77	42.6	33
Eight Northern Indian Pueblos, Inc. (NM)	49.9	78	48.6	63
Seneca Nation (NY)	50.5	79	38.0	18
Northern Arapahoe (WY)	52.3	80	48.7	64
Inter-Tribal Council of Nevada (NV)	53.0	81	35.6	8
Five Sandoval Indian Pueblos (NM)	53.7	82	45.9	48
Three Affiliated Tribes (ND)	54.0	83	69.2	82
Eastern Shoshone (WY)	54.5	84	52.7	70
Eastern Band of Cherokee Indians (NC)	56.2	85	38.3	20
Chickasaw Nation (OK)	57.7	86	33.9	6
Citizen-Potawatomi (OK)	60.8	87	44.8	45
Standing Rock Sioux Tribe (ND)	60.8	88	47.9	59
Ute Mountain Ute Tribe (CO)	65.8	89	48.4	61
Wichita, Caddo, and Delaware Tribes (OK)	69.2	90	38.3	21

6.26 Results from economies of scale regressions

Variable	Linear specification	Quadratic specification	Cubic specification
Caseload (in thousands)	-0.0088 p-value less than 0.05	-0.0188 p-value less than 0.01	-0.0399 p-value less than 0.01
Standard Error	(0.00273)	(0.00439)	(0.0082)
Caseload ² (in thousands)	-	5.69e-06 p-value less than 0.05	4.76e-05 p-value less than 0.01
Standard Error	-	(1.95e-06)	(1.41e-05)
Caseload ³ (in thousands)	-	-	-1.06e-08 p-value less than 0.01
Standard Error	-	-	(3.52e-09)
Intercept	18.86 p-value less than 0.01	18.31 p-value less than 0.01	18.97 p-value less than 0.01
Standard Error	(0.409)	(0.438)	(0.488)
R ²	0.007	0.012	0.018
N	1,549	1,549	1,549

6.27 Results from economies of scale regressions, by agency type

Variable	Local government agency	Private non-profit agency
Caseload (in thousands)	-0.0461 p-value less than 0.01	-0.0237 p-value less than 0.05
Standard Error	(0.0107)	(0.0080)
Caseload ² (in thousands)	9.56e-05 p-value less than 0.05	2.81e-05 p-value less than 0.05
Standard Error	(3.68e-05)	(1.41e-05)
Caseload ³ (in thousands)	-5.40e-08 p-value less than 0.05	-6.23e-09 p-value less than 0.1
Standard Error	(2.70e-08)	(3.53e-09)
Intercept	18.53 p-value less than 0.01	17.24 p-value less than 0.01
Standard Error	(0.448)	(0.580)
N	821	372

6.28 Results from economies of scale regressions, by services offered

Variable	Provide collocated health services	Provide WIC services only
Caseload (in thousands)	-0.0537 p-value less than 0.01	-0.0175 p-value less than 0.05
Standard Error	(0.0104)	(0.0085)
Caseload ² (in thousands)	0.000127 p-value less than 0.01	1.76e-05
Standard Error	(0.000104)	(8.49e-06)
Caseload ³ (in thousands)	-7.76e-08 p-value less than 0.05	-3.67e-09
Standard Error	(3.79e-08)	(2.66e-09)
Intercept	18.78 p-value less than 0.01	16.06 p-value less than 0.01
Standard Error	(0.416)	(0.613)
N	1,167	75

6.29 Results from economies of scale regressions, by type of cost

Variable	Dependent Variable = nutrition services/breastfeeding costs	Dependent Variable = program administrative costs
Caseload (in thousands)	-0.0075 p-value less than 0.05	-0.0324 p-value less than 0.01
Standard Error	(0.00978)	(0.0056)
Caseload ² (in thousands)	9.00e-06	3.85e-05 p-value less than 0.01
Standard Error	(5.54e-06)	(9.50e-06)
Caseload ³ (in thousands)	-2.01e-09	-8.57e-09 p-value less than 0.05
Standard Error	(1.39e-09)	(2.38e-09)
Intercept	5.922 p-value less than 0.01	13.04 p-value less than 0.01
Standard Error	(0.192)	(0.330)
N	1,550	1,550

6.30 Results from economies of scale regressions for small tribal WIC programs only

Variable	Linear specification	Quadratic specification	Cubic specification
Caseload (in thousands)	-0.361	-1.941	-4.972 p-value less than 0.1
Standard Error	(0.317)	(0.960)	(2.080)
Caseload ² (in thousands)	-	0.0330	0.273
Standard Error	-	(0.0190)	(0.148)
Caseload ³ (in thousands)	-	-	-0.00361
Standard Error	-	-	(0.00221)
Intercept	24.12 p-value less than 0.01	31.33 p-value less than 0.01	38.24 p-value less than 0.01
Standard Error	(4.070)	(5.748)	(7.05)
Model Fit	0.027	0.087	0.138
N	49	49	49

6.31 Results from economies of scale regressions for small tribal WIC programs only, by services offered

Variable	Provide collocated health services	Provide WIC services only
Caseload (in thousands)	-5.547	-6.242 p-value less than 0.01
Standard Error	(2.993)	(1.902)
Caseload ² (in thousands)	0.293	0.730 p-value less than 0.05
Standard Error	(0.199)	(0.282)
Caseload ³ (in thousands)	-0.00380	-0.0264 p-value less than 0.05
Standard Error	(0.00292)	(0.0119)
Intercept	41.33 p-value less than 0.05	30.80 p-value less than 0.01
Standard Error	(9.78)	(3.471)
N	33	16

6.32 Results from economies of scale regressions for small tribal WIC programs only, by type of cost

Variable	Dependent Variable = nutrition services/breastfeeding costs	Dependent Variable = program administrative costs
Caseload (in thousands)	-1.852 p-value less than 0.05	-3.120 p-value less than 0.05
Standard Error	(0.745)	(1.432)
Caseload ² (in thousands)	0.1127 p-value less than 0.05	0.1599 p-value less than 0.05
Standard Error	(0.0529)	(0.1017)
Caseload ³ (in thousands)	-0.00155 p-value less than 0.05	-0.0021 p-value less than 0.05
Standard Error	(0.000791)	(0.0015)
Intercept	12.86 p-value less than 0.01	25.38 p-value less than 0.01
Standard Error	(2.53)	(4.856)
N	49	49

6.33 Results from economies of scale regressions

Variable	Linear specification	Quadratic specification	Cubic specification
Number of LAs	-0.280 p-value less than 0.01	-0.868 p-value less than 0.01	-1.690 p-value less than 0.01
Standard Error	(0.0632)	(0.186)	(0.363)
Number of LAs ²	-	0.00720 p-value less than 0.01	0.0330 p-value less than 0.01
Standard Error	-	(0.00215)	(0.0101)
Number of LAs ³	-	-	-0.000184 p-value less than 0.05
Standard Error	-	-	(7.06e-05)
Intercept	35.00 p-value less than 0.01	38.25 p-value less than 0.01	40.58 p-value less than 0.01
Standard Error	(2.006)	(2.133)	(2.251)
R ²	0.183	0.276	0.329
N	90	90	90

6.34 Results from economies of scale regressions, by type of cost

Variable	Dependent Variable = nutrition services/breastfeeding costs	Dependent Variable = program administrative costs
Number of LAs	-0.456 p-value less than 0.01	-1.233 p-value less than 0.01
Standard Error	(0.138)	(0.283)
Number of LAs ²	0.00869 p-value less than 0.05	0.0243 p-value less than 0.01
Standard Error	(0.00385)	(0.00788)
Number of LAs ³	-4.76e-05 p-value less than 0.1	-0.000136 p-value less than 0.05
Standard Error	(2.69e-05)	(5.49e-05)
Intercept	11.46 p-value less than 0.01	29.11 p-value less than 0.01
Standard Error	(0.857)	(1.751)
N	90	90

APPENDIX J: Case Study State Agency Profiles

Arkansas WIC

Category	Description
FNS Region	Southwest
Total Participation in FFY 2013	89,777
Funding Levels in FFY 2013	<p>In FFY2013, Arkansas WIC received a total of \$18,755,925 in federal NSA grant funds and had \$0 available in spend-forward from FFY2012. Arkansas contributed a total of \$572,502 in State funds towards WIC NSA in FFY2013. Their reported expenditures for this same period were \$18,755,925 or about \$18.71 per participant per month. Arkansas also benefited from other federal grants, including for Breastfeeding Peer Counselors, the WIC Farmers Market Nutrition Program, and the Senior Farmers Market Nutrition Program.</p>
Agency structure	<p>Arkansas WIC is organized within the Department of Health and operates as a centralized WIC State agency. In Arkansas, State staff provides WIC services locally through 94 local health units in each of the State's 75 counties.</p>
Infrastructure	<p>At the time of the study, Arkansas WIC was in the planning phase of EBT implementation and its management information system was 1-4 years old.</p>
Funding local agencies/services	<p>About 15.87% of Arkansas' NSA expenditures (\$2,976,934) was made at the State-level. The remaining 84.13% (\$15,778,991) was expended providing WIC services at the local-level. Local services were funded both as part of the State agency's budget for State-run sites and through a funding formula.</p>

California WIC

Category	Description
FNS Region	Western
Total Participation in FFY 2013	1,431,881 (Large State Agency)
Funding Levels in FFY 2013	In FFY2013, California WIC received a total of \$320,303,669 in federal NSA grant funds and had \$38,700,054 available in spend-forward from FFY2012. California did not contribute any State funds towards WIC NSA in FFY2013. Their reported expenditures for this same period were \$305,110,208 or about \$17.76 per participant per month. California also benefited from other federal grants, including Breastfeeding Peer Counselors, WIC Farmers Market Nutrition Program, and Senior Farmers Market Nutrition Program.
Agency structure	California WIC is organized within the California Department of Public Health and operates as a decentralized WIC State agency. In California, local services are provided through contracts with city / county governments and non-profit organizations.
Infrastructure	At the time of the study, California WIC was in the planning phase of EBT and its management information system was over 15 years old.
Funding local agencies/services	About 14.02% of the NSA expenditures (\$42,765,450) was made at the State-level. The remaining 85.98% (\$262,344,758) was expended by local agencies. Local agencies were funded through a funding formula.
Characteristics of local agencies	California WIC has a total of 84 local agencies with an average participation of 17,028 (ranging from 62 to 286,466) and an average monthly NSA cost of \$252,035 (ranging from \$10,044 to \$4,080,068).
Local agencies visited for case study	As part of the WIC NSA Cost Study case study in California WIC, we visited four local agencies. They included: <ul style="list-style-type: none">▪ Solano County (Fairfield, CA): county government; 10,800 average participation; \$2,002,142 total NSA expenditures in FFY2013▪ Public Health Foundation Enterprises (Irwindale, CA): non-profit; 286,466 average participation; \$48,960,810 total NSA expenditures in FFY2013▪ Riverside County (Riverside, CA): county government; 91,827 average participation; \$15,410,963 total NSA expenditures in FFY 2013▪ Community Bridges (Watsonville, CA): non-profit; 9,199 average participation; \$1,978,778 total NSA expenditures in FFY 2013

Chickasaw Nation WIC

Category	Description
FNS Region	Southwest
Total Participation in FFY 2013	3,902 (Tribal State Agency)
Funding Levels in FFY 2013	In FFY2013, Chickasaw Nation WIC received a total of \$2,167,357 in federal NSA grant funds and had \$134,683 available in spend-forward from FFY2012. Chickasaw Nation did not contribute any tribal funds towards WIC NSA in FFY2013. Their reported expenditures for this same period were \$2,166,361 or about \$46.27 per participant per month. Chickasaw Nation also benefited from other federal grants, including General Infrastructure for State Agency Model, Breastfeeding Peer Counselors, WIC Farmers Market Nutrition Program, and Senior Farmers Market Nutrition Program.
Agency structure	Chickasaw Nation WIC is organized under Family Nutrition Services and operates as a centralized WIC State agency. In Chickasaw Nation, State staff provide WIC services locally.
Infrastructure	At the time of the study, Chickasaw Nation was in the implementation phase of EBT and its management information system was 5-9 years old.
Funding local agencies/services	About 12.66% of the NSA expenditures (\$274,202) was made at the State-level. The remaining 87.34% (\$1,892,159) was expended providing WIC services at the local-level. Local services were State agency run, part of the State WIC budget, and not budgeted for separately.

Connecticut WIC

Category	Description
FNS Region	Northeast
Total Participation in FFY 2013	54,248 (Small State Agency)
Funding Levels in FFY 2013	In FFY2013, Connecticut WIC received a total of \$12,586,059 in federal NSA grant funds and had \$349,039 available in spend-forward from FFY2012. Connecticut did not contribute any State funds towards WIC NSA in FFY2013. Their reported expenditures for this same period were \$12,141,501 or about \$18.65 per participant per month. Connecticut also benefited from other federal grants, including Infrastructure EBT, Technology MIS, Special Project Concept, Breastfeeding Peer Counselors, WIC Farmers Market Nutrition Program, and Senior Farmers Market Nutrition Program.
Agency structure	Connecticut WIC is organized within the Department of Public Health and operates as a decentralized WIC State agency. In Connecticut, local services are provided through contracts with city / county governments and non-profit organizations.
Infrastructure	At the time of the study, Connecticut WIC was in the implementation phase of EBT and its management information system was more than 15 years old.
Funding local agencies/services	About 20.34% of the NSA expenditures (\$2,469,373) was made at the State-level. The remaining 79.66% (\$9,672,128) was expended by local agencies. Local services were funded through negotiated contracts or grants.
Characteristics of local agencies	Connecticut WIC has a total of 12 local agencies with an average participation of 4,521 (ranging from 1,174 to 8,588) and an average monthly NSA cost of \$65,384 (ranging from \$1,407 to \$10,331).
Local agencies visited for case study	As part of the WIC NSA Cost Study case study, two WIC local agencies were visited in Connecticut. They included: <ul style="list-style-type: none">East Hartford (East Hartford, CT): city government; 4,407 average participation in FFY2013Waterbury (Waterbury, CT): city government; 5,307 average participation in FFY2013

Guam WIC

Category	Description
FNS Region	Western
Total Participation in FFY 2013	7,496 (High Cost / Geographically unique State agency)
Funding Levels in FFY 2013	In FFY2013, Guam WIC received a total of \$ \$2,520,651 in federal NSA grant funds and had \$310,235 available in spend-forward from FFY2012. Guam did not contribute any State funds towards WIC NSA in FFY2013 but did receive Operational Adjustment funds from FNS. Their reported expenditures for this same period were \$2,491,963 or about \$27.70 per participant per month. Guam also benefited from other federal grants, including Breastfeeding Peer Counselors and WIC Farmers Market Nutrition Program.
Agency structure	Guam WIC is organized within the Department of Public Health and Social Services and operates as a centralized WIC State agency. In Guam, State staff provides WIC services locally through five sites on the island.
Infrastructure	At the time of the study, Guam WIC was in the planning phase of EBT and its management information system was 1-4 years old.
Funding local agencies/services	About 53.57% of the NSA expenditures (\$1,334,906) was made at the State-level. The remaining 46.43% (\$1,157,057) was expended providing WIC services at the local-level. Local services were State agency-run, part of the State WIC budget, and not budgeted for separately.

Hawaii WIC

Category	Description
FNS Region	Western
Total Participation in FFY 2013	36,370 (High Cost / Geographic Unique State Agency)
Funding Levels in FFY 2013	In FFY2013, Hawaii WIC received a total of \$9,815,518 in federal NSA grant funds and had \$1,260,403 available in spend-forward from FFY2012. Hawaii did not contribute any State funds towards WIC NSA in FFY2013. Their reported expenditures for this same period were \$10,366,877 or about \$23.75 per participant per month. Hawaii also benefited from other federal grants, including Breastfeeding Peer Counselors and Senior Farmers Market Nutrition Program.
Agency structure	Hawaii WIC is organized within the Family Health Services Division and provides some local services directly while also contracting with local entities for the provision of services in some areas (operates as a “combination” State agency). In Hawaii, State staff provides WIC services locally at nine locations while local services for nine other sites are provided through contracts with non-profit organizations.
Infrastructure	At the time of the study, Hawaii WIC was in the planning phase of EBT and its management information system was 10-15 years old.
Funding local agencies/services	About 25.09% of the NSA expenditures (\$2,600,980) was made at the State-level. The remaining 74.91 (\$7,765,897) was expended by local agencies and State staff providing WIC services at the local-level. Local services were funded through a funding formula.
Characteristics of local agencies	Hawaii WIC has a total of nine local agencies with an average participation of 1,802 (ranging from 105 to 4,565) and average monthly NSA cost per month of \$24,144 (ranging from \$2,625 to \$59,560).
Local agencies visited for case study	As part of the WIC NSA Cost Study case study, two WIC local agencies were visited in Hawaii. They included: <ul style="list-style-type: none">▪ Waianae Coast Comprehensive Health Center (Oahu, HI): non-profit; 4,565 average participation in FFY 2013▪ Kalihi Palama Health Center (Oahu, HI): non-profit; 3,505 average participation in FFY 2013

Illinois WIC

Category	Description
FNS Region	Mid-Western
Total Participation in FFY 2013	280,463 (Large State Agency)
Funding Levels in FFY 2013	In FFY2013, Illinois WIC received a total of \$56,064,315 in federal NSA grant funds and had \$6,939,320 available in spend-forward from FFY2012. Illinois did not contribute any State funds towards WIC NSA in FFY2013. Their reported expenditures for this same period were \$53,761,574 or about \$15.97 per participant per month. Illinois also benefited from other federal grants, including Breastfeeding Peer Counselors, WIC Farmers Market Nutrition Program, and Senior Farmers Market Nutrition Program.
Agency structure	Illinois WIC is organized within the Illinois Department of Human Services and operates as a decentralized WIC State agency. In Illinois, local services are provided through contracts with local governments and non-profit organizations.
Infrastructure	At the time of the study, Illinois WIC was in the planning phase of EBT and its management information system was 10-15 years old.
Funding local agencies/services	About 16.86% percent of the NSA expenditures (\$9,062,902) was made at the State-level. The remaining 83.14% percent (\$44,698,672) was expended by local agencies. Part of the local services were budgeted through a funding formula and part were negotiated based on other factors.
Characteristics of local agencies	Illinois WIC has a total of 96 local agencies with an average participation of 2,911 (ranging from 90 to 50,454) and an average monthly NSA cost of \$47,397 (ranging from \$1,750 to \$678,297).
Local agencies visited for case study	As part of the WIC NSA Cost Study case study, two WIC local agencies were visited in Illinois. They included: <ul style="list-style-type: none">Community and Economic Development Association of Cook County (Chicago, IL): non-profit; 50,454 average participation in FFY2013Coordinated Youth and Human Services (Granite City, IL): non-profit; 6,108 average participation in FFY2013McLean County Health Department (Bloomington, IL): county government; 2,708 average participation in FFY 2013

Inter Tribal Council of Arizona (ITCA) WIC

Category	Description
FNS Region	Western
Total Participation in FFY 2013	10,123 (Tribal State Agency)
Funding Levels in FFY 2013	In FFY2013, ITCA WIC received a total of \$3,169,625 in federal NSA grant funds and had \$322,775 available in spend-forward from FFY2012. ITCA did not contribute any tribal funds towards WIC NSA in FFY2013. Their reported expenditures for this same period were \$3,188,297 or about \$26.25 per participant per month. ITCA also benefited from a federal grant for Breastfeeding Peer Counselors.
Agency structure	ITCA WIC is organized as a program within ITCA and operates as a decentralized WIC State agency. In ITCA, local services are provided through contracts with local tribes and Native Health clinics.
Infrastructure	At the time of the study, ITCA WIC was in the planning phase of EBT and its management information system was 1-4 years old.
Funding local agencies/services	About 43.25% of the NSA expenditures (\$1,378,807) was made at the State-level. The remaining 56.75% (\$1,809,490) was expended by local agencies. Local services were funded through a funding formula.
Characteristics of local agencies	ITCA WIC has a total of 12 local agencies with an average participation of 844 (ranging from 26 to 2,732) and an average monthly NSA cost of \$12,566 (ranging from \$1,479 to \$38,505).
Local agencies visited for case study	As part of the WIC NSA Cost Study case study, two WIC local agencies were visited in ITCA. They included: <ul style="list-style-type: none">▪ Gila River (Sacaton, AZ): tribe; 1,177 average participation in FFY2013▪ Tohono O'Odham (Sells, AZ): tribe; 999 average participation in FFY2013

Missouri WIC

Category	Description
FNS Region	Mountain Plains
Total Participation in FFY 2013	140,821 (Medium State Agency)
Funding Levels in FFY 2013	In FFY2013, Missouri WIC received a total of \$31,368,851 in federal NSA grant funds and had \$3,567,822 available in spend-forward from FFY2012. Missouri did not contribute any State funds towards WIC NSA in FFY2013. Their reported expenditures for this same period were \$29,957,651 or about \$17.73 per participant per month. Missouri also benefited from a federal grant for Breastfeeding Peer Counselors.
Agency structure	Missouri WIC is organized within the Missouri Department of Health and Human Services and operates as a decentralized WIC State agency. In Missouri, local services are provided through contracts with local governments and non-profit organizations.
Infrastructure	At the time of the study, Missouri WIC was in the implementation phase of EBT and its management information system was 1-4 years old.
Funding local agencies/services	About 23.02% percent of the NSA expenditures (\$6,895,273) was made at the State-level. The remaining 76.98% (\$23,062,378) was expended by local agencies. Local services were funded through a funding formula.
Characteristics of local agencies	Missouri WIC has a total of 110 local agencies with an average participation of 1,246 (ranging from 79 to 13,863) and an average monthly NSA cost of \$17,472 (ranging from \$1,150 to \$180,728).
Local agencies visited for case study	As part of the WIC NSA Cost Study case study, two WIC local agencies were visited in Missouri. They included: <ul style="list-style-type: none">Samuel U. Rodgers Health Center (Kansas City, MO): federally qualified health center; 3,390 average participation in FFY2013Columbia/Boon County Department of Public Health and Human Services (Columbia, MO): county government; 2,251 average participation in FFY2013St. Louis County Department of Health (St. Louis, MO): county government; 8,697 average participation in FFY 2013

Nevada WIC

Category	Description
FNS Region	Western
Total Participation in FFY 2013	73,746 (Small State Agency)
Funding Levels in FFY 2013	In FFY2013, Nevada WIC received a total of \$15,800,254 in federal NSA grant funds and had \$1,786,509 available in spend-forward from FFY2012. Nevada did not contribute any State funds towards WIC NSA in FFY2013. Their reported expenditures for this same period were \$14,109,622 or about \$15.94 per participant per month. Nevada also benefited from a federal grant for Breastfeeding Peer Counselors and Senior Farmers Market Nutrition Program.
Agency structure	Nevada WIC is organized within the Nevada Division of Public and Behavioral Health and operates as a decentralized WIC State agency. In Nevada, local services are provided through contracts with local governments and non-profit organizations.
Infrastructure	At the time of the study, Nevada WIC had fully implemented EBT and its management information system was 5-9 years old.
Funding local agencies/services	About 24.58% of the NSA expenditures (\$3,467,888) was made at the State-level. The remaining 75.42% (\$10,641,734) was expended by local agencies. Local services were funded through a funding formula.
Characteristics of local agencies	Nevada WIC has a total of 17 local agencies with an average participation of 4,256 (ranging from 63 to 29,799) and an average monthly NSA cost of \$59,914 (ranging from \$2,025 to \$304,806).
Local agencies visited for case study	As part of the WIC NSA Cost Study case study, two WIC local agencies were visited in Nevada. They included: <ul style="list-style-type: none">Carson City Health and Human Services (Carson City, NV): city government; 1,074 average participation in FFY2013Community Health Alliance (Reno, NV): non-profit; 4,598 average participation in FFY2013

Oklahoma WIC

Category	Description
FNS Region	South Western
Total Participation in FFY 2013	90,644 (Medium State Agency)
Funding Levels in FFY 2013	In FFY2013, Oklahoma WIC received a total of \$19,102,000 in federal NSA grant funds and had \$1,370,000 available in spend-forward from FFY2012. Oklahoma contributed a total of \$1,845,988 in State funds towards WIC NSA in FFY2013. Their reported expenditures for this same period were \$20,611,534 or about \$18.95 per participant per month. Oklahoma also benefited from other federal grants, including for Breastfeeding Peer Counselors and the Senior Farmers Market Nutrition Program.
Agency structure	Oklahoma WIC is organized within the Oklahoma State Department of Health and provides some local services directly while also contracting with local entities for the provision of services in some areas (operates as a “combination” State agency). In Oklahoma, State staff provides WIC services for some local areas directly through county health departments (55%) while local services for other parts of the State are provided through contracts with city / county governments and non-profit organizations (45%).
Infrastructure	At the time of the study, Oklahoma WIC was in the planning phase of EBT and its management information system was 10-15 years old.
Funding local agencies/services	About 16.67% of the NSA expenditures (\$3,436,469) was made at the State-level. The remaining 83.33% (\$17,175,065) was expended by local agencies and State staff providing WIC services at the local-level. Local services were funded through a funding formula.
Characteristics of local agencies	Oklahoma WIC has a total of 14 local agencies with an average participation of 2,816 (ranging from 24 to 11,900) and an average monthly NSA cost of \$34,638 (ranging from \$8,064 to \$1,774,611).
Local agencies visited for case study	As part of the WIC NSA Cost Study case study, two WIC local agencies were visited in Oklahoma. They included: <ul style="list-style-type: none">▪ Oklahoma City Indian Clinic (Oklahoma City, OK): non-profit; 948 average participation in FFY 2013▪ Variety Health Center (Oklahoma City, OK): non-profit; 7,754 average participation in FFY 2013▪ Hope Center (Edmond, OK): non-profit; non-profit; 1,399 average participation in FFY 2013

Rosebud Sioux WIC

Category	Description
FNS Region	Mountain Plains
Total Participation in FFY 2013	1,338 (Tribal State Agency)
Funding Levels in FFY 2013	In FFY2013, Rosebud Sioux WIC received a total of \$596,351 in federal NSA grant funds and had \$18,514 available in spend-forward from FFY2012. Rosebud Sioux did not contribute any tribal funds towards WIC NSA in FFY2013. Their reported expenditures for this same period were \$562,462 or about \$35.03 per participant per month. Rosebud Sioux also benefited from a federal grant for Breastfeeding Peer Counselors.
Agency structure	Rosebud Sioux WIC is organized as a program within the Rosebud Sioux tribe and operates as a centralized WIC State agency. In Rosebud Sioux, State staff provides WIC services locally through the main office and seven field clinics.
Infrastructure	At the time of the study, Rosebud Sioux was in the planning phase of EBT and its management information system was over 15 years old.
Funding local agencies/services	One hundred percent of the NSA expenditures was made at the State-level. Local services were State agency-run, part of the State WIC budget, and not budgeted for separately.

South Dakota WIC

Category	Description
FNS Region	Mountain Plains
Total Participation in FFY 2013	18,390 (Small State Agency)
Funding Levels in FFY 2013	In FFY2013, South Dakota WIC received a total of \$5,189,520 in federal NSA grant funds and had \$162,449 available in spend-forward from FFY2012. South Dakota did not contribute any State funds towards WIC NSA in FFY2013. Their reported expenditures for this same period were \$5,351,969 or about \$24.25 per participant per month. South Dakota also benefited from a federal grant for Breastfeeding Peer Counselors.
Agency structure	South Dakota WIC is organized within the South Dakota Division of Health and Medical Services and provides most local services directly while also contracting with local entities for the provision of services in some areas (operates as a “combination” State agency). In South Dakota, State staff provide WIC services for most local areas directly through Public Health Regions (67 sites in seven regions) while local services for 12 Public Health Alliances (12 sites) are provided through agreements with hospital-based or hospital-affiliated entities.
Infrastructure	At the time of the study, South Dakota WIC was in the planning phase of EBT and its management information system was 10-15 years old.
Funding local agencies/services	About 17.32% of the NSA expenditures (\$927,211) was made at the State-level. The remaining 82.68% (\$4,424,758) was expended providing WIC services at the local-level. Local services are State agency-run, part of the State WIC budget, and are not budgeted for separately.

Texas WIC

Category	Description
FNS Region	Southwest
Total Participation in FFY 2013	955,072 (Large State Agency)
Funding Levels in FFY 2013	In FFY2013, Texas WIC received a total of \$185,022,787 in federal NSA grant funds and had \$20,933,296 available in spend-forward from FFY2012. Texas contributed \$1,400,000 in State funds towards WIC NSA in FFY2013. Their reported expenditures for this same period were \$178,749,849 or about \$15.60 per participant per month. Texas also benefited from other federal grants, including for Breastfeeding Peer Counselors, the WIC Farmers Market Nutrition Program, and the Senior Farmers Market Nutrition Program.
Agency structure	Texas WIC is organized within the Department of Family and Community Health Services and operates as a decentralized WIC State agency. In Texas, local services are provided through contracts with city / county governments and non-profit organizations.
Infrastructure	At the time of the study, Texas WIC had fully implemented EBT and its management information system was 10-15 years old.
Funding local agencies/services	About 18.73% of the NSA expenditures (\$33,480,406) was made at the State-level. The remaining 81.27% (\$145,269,443) was expended by local agencies. Local services were funded through a funding formula.
Characteristics of local agencies	Texas WIC has a total of 67 local agencies with an average participation of 14,255 (ranging from 608 to 100,645) and an average monthly NSA cost of \$181,779 (ranging from \$10,506 to \$1,188,359).
Local agencies visited for case study	As part of the WIC NSA Cost Study case study, two WIC local agencies were visited in Texas. They included: <ul style="list-style-type: none">▪ CentroMed (San Antonio, TX): non-profit; 12,523 average participation in FFY2013▪ City of Austin (Austin, TX): city government; 33,237 average participation in FFY2013▪ Williamson County (Georgetown, TX): county government; 7,682 average participation in FFY 2013