



# WHAT IS ADVOCACY?

Advocacy is defined as public support for or recommendation of a particular cause or policy. Our cause is protecting and strengthening WIC. No one knows WIC as well as you and your key staff. That knowledge and experience present you and your colleagues with the unique opportunity to effectively advocate for protecting and strengthening WIC.

Advocacy can come in lots of different forms. It can involve a wide range of activities and stakeholders and can take place on the local, state, national, and international levels. For the purposes of advocating for WIC, you can focus on the local, state, and national levels.

**ON THE LOCAL LEVEL,** WIC advocacy can include the following activities:

- Participating on one or more community coalitions. Coalitions of interest might include ones focused on breastfeeding, women's health, community health/chronic disease prevention, maternal and child health, nutrition, food policy, childhood obesity, and/or hunger/food security.
- Attending town hall meetings.
- Educating local legislators such as mayors, city and county council members, and county commissioners about WIC.
- Educating city and county health officials about WIC.
- Hosting events that promote, celebrate, or inform about WIC.

- Meeting with other departments at your agency to make sure WIC is at the table in decision-making.
- Educating community residents about WIC.
- Highlighting WIC achievements in local newspapers, radio, and TV.
- Being a voice for WIC in stakeholder meetings.

**ON THE STATE LEVEL,** WIC advocacy can include the following activities:

- Educating state legislators such as state senators, representatives, assembly members, and governors about WIC.
- Advocating for WIC with state health officials and other state-level stakeholders.
- Participating in state-level coalitions. Coalitions of interest might include ones focused on breastfeeding, women's health, community health/chronic disease prevention, maternal and child health, nutrition, food policy, childhood obesity, and/or hunger/food security.

**ON THE FEDERAL LEVEL,** WIC advocacy can include the following activities:

- Educating federal legislators (Representatives and Senators) about WIC.
- Calling or visiting your legislators' DC office.

- Calling or visiting your legislators' local office.
- Hosting legislators when they are in their home district (e.g., during August recess).
- Participating in NWA activities such as committees and task forces.
- Participating in grassroots advocacy actions, including those led by NWA.
- Utilizing NWA as a way to communicate issues and needs to USDA/FNS headquarters staff.





# WHY ADVOCACY MATTERS

Advocacy is one of the greatest tools we have to protect and strengthen WIC. Speaking up and speaking out is an important part of your role as an employee of WIC. Because you are a WIC expert, you already have the knowledge base to be a strong advocate for the program (you may just need some tips and pointers, which can be found in the following sections of this toolkit!). Even though NWA's Government Affairs Team is tasked with advocating for WIC to policymakers, constituent voices are a crucial piece of our advocacy efforts. Policymakers are much more apt to listen and take an interest in WIC if residents of their state or district are speaking up, rather than just NWA lobbyists in Washington, DC. As a WIC staff member, you also have the ability to bring the stories and voices of the WIC participants you serve to policymakers.

Advocacy efforts by WIC staff from state and local WIC agencies have led to a number of significant accomplishments in the last twenty years, including during difficult political times. For instance, without WIC advocacy, we probably would not have achieved adequate funding to meet caseload needs since the mid-1990's. We probably also would not have achieved all of the improvements to the WIC food packages, which went into effect in 2009 and 2014. Advocacy has also led to positive changes like the ability to use food dollars for breast pumps and the establishment of WIC's breastfeeding peer counselor program.

As mentioned in the *What is Advocacy?* section of the toolkit,

advocacy can take place with many different stakeholders and on many different levels, including the local, state, and federal levels. Advocacy efforts at each of these levels are important for different reasons.

- » **ON THE LOCAL LEVEL**, advocating for WIC can help foster a community that supports WIC and WIC clients, helping to improve the WIC client experience, reducing stigma, and improving participation rates. In 2017, NWA commissioned a series of interviews with a range of community stakeholders about WIC. We found that many people do not know about WIC's purpose, goals, or successes. When people did not know about WIC, they formed negative opinions based on misinformation. It is important for WIC staff to educate members of your community about the value of WIC, to dispel any myths and misinformation, and to make sure that your community has a positive opinion of WIC. If a community views a program as important, this sentiment can work its way to state and national decision-makers, particularly through traditional and social media.
- » **ON THE STATE LEVEL**, telling WIC's story and helping state-level stakeholders understand and appreciate the gifts that WIC brings to public health solutions in your state is vital to WIC's success. It is important for state health officials and policymakers to know that WIC is contributing

to improved nutritional and health outcomes in your state. This can lead state policymakers to seize opportunities to improve and expand WIC at the state level and avoid state policies that would threaten WIC.

- » **ON THE NATIONAL LEVEL**, it is important for you to lift up your voice for WIC as a constituent of your Senators' state and Representative's district. Members of Congress are in Washington to represent the interests of their constituents, including you. They want to hear from you, and they want to try to keep you happy by standing up for the issues you care about. You have power because you determine if your Senators and Representative will get re-elected with your votes. If you speak up and educate about the value of WIC in their district or state, they will know WIC is important to you and many others they serve. As a result, they may be more likely to vote in favor of policies that will strengthen WIC and against policies that would weaken the program.

WIC advocacy—at all levels—is especially important in our current political environment, because WIC is at risk of budget cuts and unfavorable programmatic changes. We are counting on you to help us stand up to these threats by lifting up your WIC voice.





# WHEN DOES ADVOCACY BECOME LOBBYING?

**ALL LOBBYING IS ADVOCACY, BUT NOT ALL ADVOCACY IS LOBBYING.**

## WHAT IS ADVOCACY?

Advocacy is a broad term that refers to speaking out on issues or supporting a proposal or cause. Given laws and office policies that limit lobbying and political activity, you will not always be able to engage in all types of advocacy all the time. It is important to know the different types of advocacy, when and how you are able to engage in advocacy, and what forms of advocacy you are capable of performing.

Advocacy encompasses a spectrum of activities, including:

- » Public Education
- » Media Outreach
- » Direct Lobbying
- » Grassroots Lobbying
- » Partisan Political Activity

**ADVOCACY** is a crucial part of the democratic process that allows citizens to express their viewpoints and opinions to policymakers. Everyone engages in advocacy – it is an inherent part of promoting current projects and highlighting successes. You can engage in a wide range of advocacy activities without getting close to lobbying activities, which may be regulated by federal or state law.

**PUBLIC EDUCATION** is the foundation of most advocacy initiatives. Policymakers do not know the true value of a program unless

they hear from staff and participants about how a program directly benefits the community. Public education and promotion of WIC through in-person forums, press events, and social media can elevate the successes of a WIC clinic and inform both the public and policymakers about the importance of WIC. These forms of advocacy do not amount to lobbying, but can lay the groundwork for public policy that supports WIC's continued efforts to improve nutrition and health outcomes.

**PUBLIC EDUCATION IS A FORM OF ADVOCACY. IT IS NOT LOBBYING!**

**LOBBYING** is a particular form of advocacy that is targeted at influencing the outcome of specific legislation. The First Amendment guarantees your constitutional right to lobby; however, you may want to take precautions to ensure that you are lobbying in a private capacity. Federal law defines two forms of lobbying and regulates the conduct of lobbying in certain circumstances. *Direct lobbying* is an individual's attempt to influence a policymaker on a specific proposal. *Grassroots lobbying* is an individual's attempt to mobilize others to influence a policymaker on a specific proposal. Under the federal definition, there are three elements that determine whether advocacy activity rises to the level of lobbying:

1. The advocacy must be a *communication* with a legislator or government official or employee in charge of developing

the legislation/policy *or* with the general public that encourages the recipient to take action to contact a legislator or government official or employee;

2. The advocacy must refer to specific legislation or measures in a piece of legislation; *and*
3. The advocacy must reflect a view on that legislation.

### QUICK TIP:

*Bragging beats begging.* When unclear about the line between advocacy and lobbying, err toward highlighting your own successes, rather than asking a policymaker to act in a specific way.

Federal and state laws define when lobbying activity is permissible. See [here](#) for a compilation of state laws on lobbying. In addition, public employees may have additional office policies that regulate the ability to either advocate or lobby on work hours. If you are confused about what you are allowed to do while on paid work-time, limit your lobby efforts to coffee breaks, lunch breaks, after hours and other personal time when you're not "on the clock." Always check with your supervisor before lobbying during work hours. When acting as a private citizen, on your own time, without using your employer's resources, you have a First Amendment right to lobby and engage your elected officials.



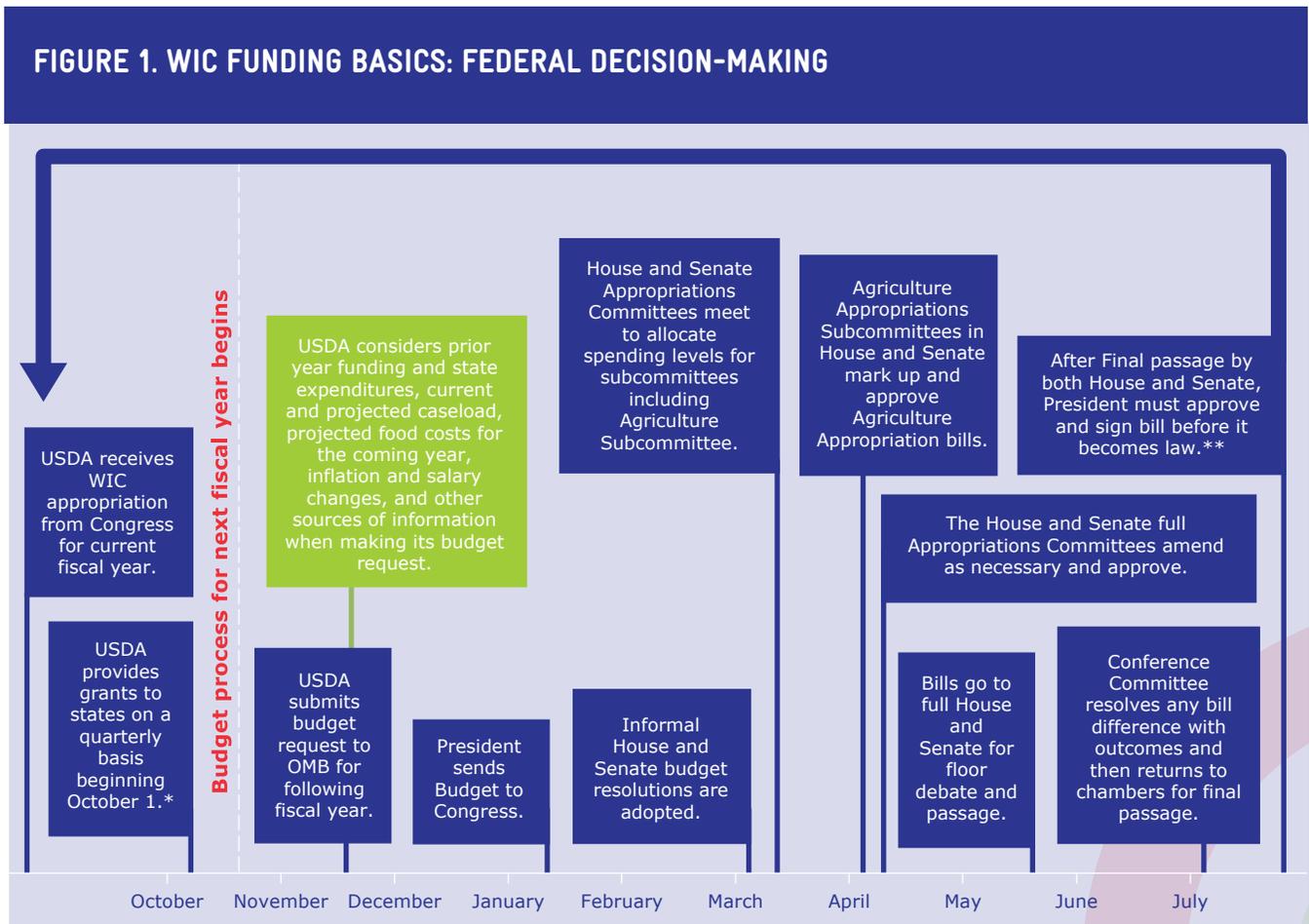
| NON-LOBBYING ADVOCACY   | GRASSROOTS LOBBYING  | DIRECT LOBBYING   |
|---|--|---|
| <p>Providing a Member of Congress with key messages about the importance of the WIC program, including how it plays out in your local community</p> | <p>Sending an email blast to a listserv with contact information for a legislator and stating your organization's opposition to that legislator's bill cutting WIC funding</p> | <p>Calling a Member of Congress or Congressional staff to vote for H.R. 424</p>   |
| <p>Inviting a Member of Congress to visit your clinic to meet participants and pose for photographs</p>   | <p>Distributing flyers in WIC clinics asking participants to call their Member of Congress in favor of H.R. 424</p>  | <p>Asking the governor to veto a budget bill if it includes a provision that would cut funding for breastfeeding promotion</p>  |
| <p>Tweeting out a guest blog post that you wrote including testimonials from WIC participants on the benefits of your peer counselor program</p>    | <p>Submitting an op-ed to your local paper encouraging your community to write to the governor about a budget request for WIC</p>  | <p>Assisting legislative staff in drafting a bill that would streamline vendor approval processes</p>                           |
| <p>Writing a letter to the editor highlighting how budget shortfalls have affected the administration of WIC initiatives</p>                        | <p>Tweeting to your network that they should call their Members of Congress in opposition to H.R. 424</p>  | <p>Emailing your legislator and expressing your opposition to provisions in the appropriations process that cut WIC funding</p> |





# WIC FUNDING BASICS

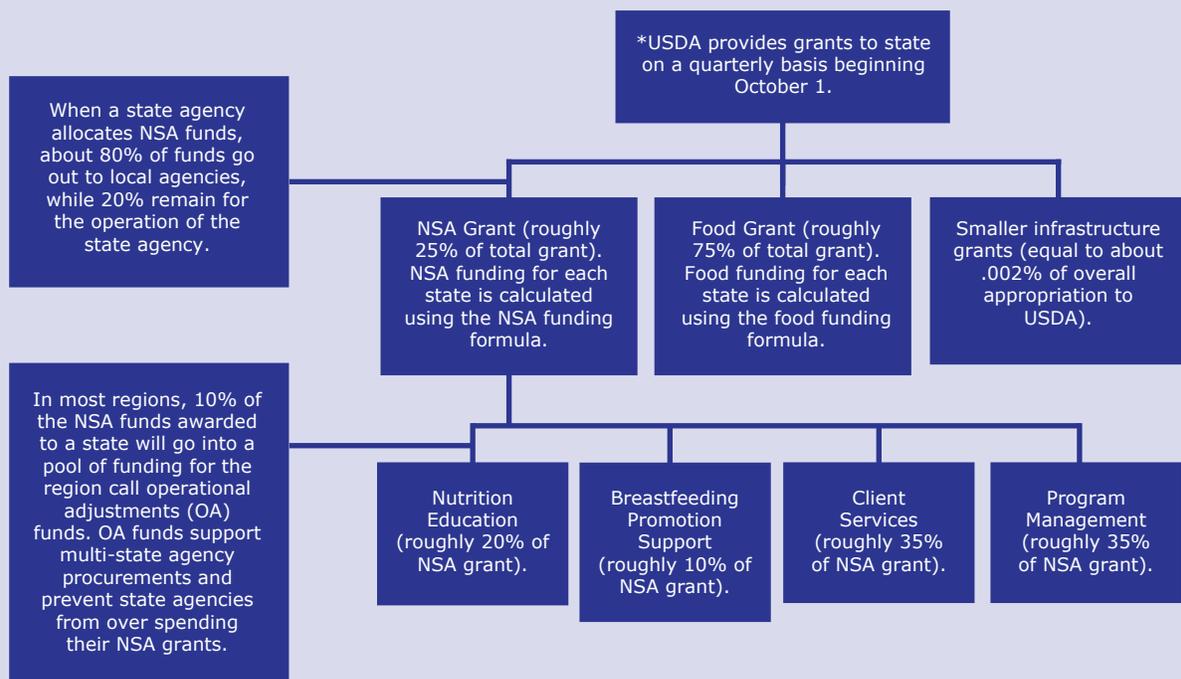
WIC is a domestic discretionary program under the jurisdiction of the United States Department of Agriculture (USDA) Food and Nutrition Service (FNS). This means that WIC, unlike mandatory assistance programs like Medicaid and SNAP, obtains its funding through the annual appropriations process. This process involves a number of different decision makers, including USDA and Senate and House Appropriations Committees and Subcommittees (see Figure 1 below.)



\*\* Although this is how the federal appropriations process is supposed to work, rarely is work finished on all appropriations bills by October 1. If the budget process is not complete by October 1, Congress may enact one or more continuing resolutions (CRs) so that agencies and programs continue to receive funding until a final spending agreement can be reached. CRs provide funding at the same level as the previous fiscal year and can last varying lengths of time (from a few weeks to a full year). Facing a legislative time crunch (like the end of a fiscal year), Congress will often choose to wrap some or all unapproved appropriations bills into a single legislative vehicle to assure passage. A "minibus" is where two or more appropriations bills are wrapped, and an "omnibus" is where all or all remaining unapproved appropriations bills are wrapped.

Even though WIC is a federal program, it is administered by the states. USDA provides grants quarterly to states, in the form of Food grants and Nutrition Services and Administration (NSA) grants. Food grants are used by states to provide food package benefits to WIC participants, whereas NSA grants are used by states to cover all other WIC services – nutrition education, breastfeeding promotion and support, client services, and program management. Each state receives a specified amount for food spending and NSA spending, which is determined by USDA’s funding formula. States also apply for and receive smaller infrastructure grants, which are used to repair or renovate facilities, strengthen program integrity, improve efficiency of program operations, and/or enhance food delivery systems. The funding process that occurs once states receive their grants from USDA is described in Figure 2 below.

**FIGURE 2. WIC FUNDING PROCESS: PROVIDING GRANTS TO STATE AND LOCAL WIC AGENCIES<sup>1</sup>**



## WHAT DO THESE NSA FUNDING CATEGORIES PAY FOR?

- » Nutrition Education funding is for salaries/benefits of nutritionists, dietitians, and other nutrition educators; travel and training costs for nutrition educators; nutrition education material costs; costs of interpreter and translator services; evaluation and monitoring costs; and any other expenses related to providing nutrition education.
- » Breastfeeding Promotion and Support funding is for salaries/benefits of WIC staff who plan or conduct services to promote or support breastfeeding; breastfeeding promotion and support educational material costs; clinic space devoted to breastfeeding educational and training activities; and any other expenses related to providing breastfeeding promotion and support.
- » Client Services funding is for WIC staff salaries/benefits and medical supplies and equipment necessary to conduct diet and health assessments; and costs necessary to refer clients to other healthcare and social services, to coordinate services with other programs, to participate in activities that promote a broader range of health and social services for participants, and to conduct and participate in surveys/studies that evaluate the impact of WIC on participants.
- » Program Management funding is for WIC administrative salaries/benefits and other costs necessary to conduct outreach, food instrument reconciliation, monitoring and payment, and vendor monitoring; to keep administrative records; and to prepare and maintain fiscal and program management reports.

This funding is also for general management clerical support, payroll and personnel systems, accounting and bookkeeping, audits, and other financial and legal services.

## WHAT IS A FUNDING FORMULA?

A funding formula is a calculation used by USDA to determine how much NSA and Food funding a state will receive in a given year. Funding formulas are based on factors such as how many participants a state serves, the size of the state, state salary levels, the number of WIC-eligible persons in the state, and how much Food and NSA funding a state received in the prior year.<sup>2</sup>

## WHY FUNDING FORMULAS?

Funding formulas are used by USDA to promote funding levels that provide equivalent service to participants across all states, territories, and Indian Tribal Organizations (ITOs.) WIC's current funding system for NSA was instituted in 1989. Under the law, total federal WIC funds for nutrition services and administrative costs combined, on a per-participant basis, rise only for inflation.<sup>3</sup> The funding formulas for both grant components (Food and NSA) factor in prior-year grant levels to preserve stability in the program and include other factors that encourage state agencies to maximize program reach. Prior to 1989, NSA funding was proportional to food costs, during which time state agencies had no incentive for keeping food costs down. Now that NSA funding is proportional to participation, state agencies are incentivized to keep food costs down so that a greater number of participants can be reached.

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<sup>1</sup> Altarum Institute and RTI International (2017) WIC Nutrition Services and Administration Cost Study. US Department of Agriculture Office of Policy Support. Accessed online: <https://fns-prod.azureedge.net/sites/default/files/ops/WICNSACostStudy.pdf>.

<sup>2</sup> Brown H (2017) WIC NSA Funding Webinar. Supplemental Nutrition and Safety Programs Food and Nutrition Service U. S. Department of Agriculture.

<sup>3</sup> Carlson S, Neuberger Z, Rosenbaum D (2017) WIC Participation and Costs Are Stable. Center on Budget and Policy Priorities. Accessed online: <https://www.cbpp.org/research/food-assistance/wic-participation-and-costs-are-stable>.



# BUILDING SUPPORT FOR WIC IN YOUR COMMUNITY

## ENGAGING PARTNERS AND FORGING COALITIONS

WIC is a popular program that serves a critical need, but it takes hard work to communicate the value of WIC to the public and policymakers. Partners and coalitions play a large role in elevating and amplifying WIC's achievements, defending WIC when it is under attack, and building consensus for projects and initiatives that could expand the reach of WIC. Sometimes, you may find yourself in a position where you are unable to lobby on a particular issue, but nonprofit partners in your state or region *are* able to lobby. In these instances, it is important to have a network of WIC advocates that you can call on to assist you.

### WHO IS A POTENTIAL PARTNER OF WIC?

Anyone can be a partner to WIC! At the end of the day, a partner is someone who is willing to advocate for WIC and support the program's goal of improving nutrition and health outcomes. There is broad support for the goals of WIC across all communities and there should be many willing partners in your state and locality. However, outreach to potential partners should be targeted at relationships that can both have impact and sustain over time.

Partners can take the form of champions in state or local government – either elected officials, staffers, or department administrators – who herald the achievements of WIC and support WIC staff with initiatives and projects. Partners can also be members of the local press, who spotlight WIC's role in helping

the community. Partners could also be anti-hunger advocates at food banks who work every day to address food insecurity, medical professionals who work with WIC families and see firsthand the program's beneficial impact, or former WIC participants who can testify to the long-term value of WIC.

### STARTING THE CONVERSATION WITH PARTNERS

Partners can sometimes reach out to WIC, eager to find ways to support the program. However, most of the time, you will need to conduct outreach to establish contact with a potential partner, educate that partner on WIC and any current projects, and talk through how you can work together to enhance nutrition and health outcomes in your community.

Outreach is easy – it can be as simple as a phone call or an email! You can reach out to partners that you have met at conferences or other professional settings. Sometimes, you may choose to cold-call a potential partner. Most of the time, people will be receptive to learning more about WIC and how they can help this program.

### WHEN TO CONVENE A COALITION

Coalitions are when a number of partners are brought together to achieve a common purpose. There are two types of coalitions: a targeted coalition or an evergreen coalition. Targeted coalitions have a specific, attainable goal; for example, a coalition to pass paid family leave in your state. Evergreen coalitions address systemic issues and may handle a wide portfolio—for example, a coalition to promote and enhance breastfeeding in your county.

WIC sits at the nexus of many different fields – public health, nutrition, anti-hunger, early childhood, etc. WIC staff can play a large role in instigating and sustaining coalitions on a wide range of topics. Coalitions can hold regular meetings or phone calls to connect stakeholders. From those meetings, coalitions can have specific goals (such as: passing a bill, reducing the maternal mortality rate in your state, ensuring every new mom has access to a breast pump, etc.) and then work through advocacy, press engagement, or substantive policy work to achieve those goals.





# DEVELOPING STRONG ADVOCACY MESSAGES

Creating strong messages is a crucial part of advocating for WIC. Effective messages can mean all the difference for securing strong funding for WIC, protecting WIC against threats, and advancing policies that improve WIC.

## DEVELOPING STRONG ADVOCACY MESSAGES INVOLVES THE FOLLOWING STEPS:

- » Personalize Your Messages
- » Create Your WIC Value Proposition
- » Tailor Your Messages
- » Use Data and Stories
- » Approach Stakeholders with Value-Based Messaging

## PERSONALIZING YOUR MESSAGES

Depending on whether you are a director, nutritionist, staff member, participant, or partner advocate, you will be able to speak better to different key messages based on your experiences. It is also important to tailor messages to your audience's interests and values. It is helpful to understand how to personalize these key messages through something called a value proposition.

## WHAT IS A VALUE PROPOSITION?

A value proposition is a business or marketing statement that summarizes why a consumer should buy a product or use a service. This statement should convince potential consumers that one particular product or service will add more value or better solve a problem than other similar offerings.

Understanding the value of WIC in your community will help you target your messaging to particular listeners, including policymakers.

## HOW DO I CREATE MY WIC VALUE PROPOSITION?

**1. WHAT CAN I SPEAK TO?** Think about which key WIC messages you are most familiar with and can provide details about. Once you understand the key WIC messages, depending on your particular role with WIC as a director, a nutritionist, a member of the breastfeeding support staff, vendor management staff, other staff or a WIC partner, you can detail and connect your message to your specific WIC position.

**2. DETERMINE WIC'S VALUE FROM YOUR PERSPECTIVE.** This is where you provide the support for the key messages. Think about the services provided by WIC clinics, and how these services add value. In other words, what are the positive outcomes of WIC? Some important points to consider are that WIC:

- » Achieves Medicaid and healthcare savings

- » Decreases infant mortality
- » Improves birth outcomes and reduces low and very low birth weight infants
- » Improves overall health of women and children
- » Increases breastfeeding rates
- » Contributes to the local economy

It is important to communicate WIC's value through specific supporting examples. Provide examples that you are comfortable speaking about. Explain how:

- » The program prevents unfavorable health outcomes by targeting nutrition health risks.
- » Clients are assessed for specific nutritional needs and given targeted nutrition education.
- » Clients are provided with a food package tailored to them.

Assert that:

- » The program works and has long-term benefits. Provide specific data from your agency such as the number of clients served, as well as the health behaviors and health outcomes.
- » The program contributes to lower healthcare costs while contributing to the local economy.
- » For more key messages and talking points, see our **Key Messages and Talking Points for 2018** section of the toolkit.



## OTHER TIPS FOR PERSONALIZING YOUR MESSAGES

**1. CREATE USER-FRIENDLY DATA PRESENTATIONS FOR YOUR LOCAL/ STATE DATA.** Show WIC's data visually. Identify the areas that are better explained through illustrative data such as a color pie chart to highlight certain information. Bring visuals of your data to share and leave behind. Remember to keep it simple when framing and packaging your information. The font should be large enough to read, and colors should be easy to see. The illustration should also be easily read online. For more information about how to use data in your advocacy, see the **Evidence Based WIC Advocacy: Using Data** section of our toolkit.

**2. PREPARE SOME WIC CLIENT STORIES TO SHARE.** The importance of client stories cannot be emphasized enough. They are unique, heartfelt experiences of WIC participants and employees, and therefore help illustrate the value of WIC for different members of the community. These stories can highlight specific aspects of WIC such as breastfeeding, preventing childhood obesity, helping mothers feel empowered, or other important programmatic features. Good stories show improvements in health status or positive changes in health behaviors. Client appreciation stories are also good to show how much the program is valued by the policymaker's constituents. Choose stories that you can speak on with authority. For more guidance on storytelling, see the **Telling Your WIC Story: Why and How** section of the toolkit.

## TAILORING WIC MESSAGES

Remember to tailor your messages to each specific audience you are approaching. For example, if your audience is the office of the Senator of Nirvana, you will want to address issues and topics specific to Nirvana's WIC programs. If she is a Democrat or a Republican, you will want to tailor your messages accordingly. Don't forget to check out your policymaker's website to learn more about her interests and values.

There are particular messages that are bound to gain the attention and possibly support from a Republican office versus a Democratic office and vice versa. This applies not only to the message, but also to how you frame it. It is important to tailor your messages to each policymaker, talking about WIC in a way that matters to them rather than uniformly. Thankfully, WIC is a wonderful program for so many reasons and WIC key messages can be tailored to appeal to policymakers from both parties.

Both parties favor lowering healthcare costs. WIC saves money in lowering the amount of costly medical care for high-risk births and improving the health of our nation's women and children. Preparing healthy children to enter schools ready-to-learn will also likely resonate with both parties.

No matter your political views, it is important to tailor your intended messages to respect the policymakers you meet. You don't want to risk unnecessary argument with your policymakers or their staff by ignoring their interests. You want to form good relationships with policymakers and staffers to build support for WIC.

## TAILORING WIC MESSAGES TO DEMOCRATS

### CORE VALUES:

- » Communitarian: Greater together than on our own
- » Everyone gets a fair shot, plays by the same rules
- » Scientific research plays a big and necessary role in education and knowledge

### GOALS:

- » Ending loopholes for the rich, cutting taxes for less wealthy individuals
- » Making healthcare available to all Americans, expanding health insurance coverage, making it affordable

With these values and goals you can frame key WIC messages and your personalized messages accordingly. You may emphasize that WIC is grounded in science, empathy and compassion. Use examples from your community.

## TAILORING WIC MESSAGES TO REPUBLICANS

### CORE VALUES:

- » Limited Government (against imposing federal intervention and control)
- » Maximizing individual freedom

### GOALS:

- » Promoting healthcare competition and choice, lowering the cost, and focusing on personal responsibility
- » Reducing government regulations and increasing state and local control and flexibility in program implementation.

Thinking about these values and goals, you can tailor WIC messages and your value proposition accordingly. You may emphasize how historically WIC has strong bipartisan support and strengthens families, communities and America.

## APPROACH STAKEHOLDERS WITH VALUE-BASED MESSAGING<sup>1</sup>

- » Approach audiences with relatable values, and then as needed win them with relatable facts.
- » Common values shared by majority of audiences:
  - Babies are innocent
  - Babies need nutrition if they are going to have any chance for a healthy childhood
  - America should not withhold nutrition from innocent babies

## AN APPROACH LED WITH FACTS WILL BACKFIRE

- » Facts showing WIC's importance or impact are off-putting as a conversation opener; more apt to confirm viewpoint (whatever that may be) as opposed to changing someone's mind.
  - Facts, "experts," or statistics backed by research are easily construed as elitist, biased, or trying to trick.
- » Skeptical audiences will question data accuracy instead of focusing on what it says.
  - Audiences skeptical of WIC will not be placated by providing more or different facts; they first have to be convinced by appealing to their strongly held beliefs.
- » Data can provide a secondary (or even tertiary) support point as needed for specific stakeholders.

- Business leaders may need facts about WIC's low administrative costs to understand its effectiveness.
- Policymakers may need information about health outcomes.
- We should still begin the conversation with each by talking about our responsibility to the baby.

## WIC IS ABOUT THE BABY

- » Audiences fundamentally believe that WIC's primary role is to serve the baby.
- » Talking about the baby provides opening with audiences who are:
  - Health, business, or religious leaders
  - Most apt to express frustration with public assistance programs, including illegal immigration
  - Eligible for WIC
- » This framework is the key emotional approach to the benefit of WIC. Audiences understand and sympathize with this goal.

<sup>1</sup> Porter Novelli (2017) Focus Group and Stakeholder Interview Report on Public Perceptions of the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).



# KEY MESSAGES AND TALKING POINTS FOR 2018

When speaking with members of Congress or to their staff, talking to the media, bringing up a WIC issue at a town hall meeting, or promoting WIC to the general public, NWA encourages you to incorporate some of these key messages and talking points into your advocacy communications. Consistently communicating these messages and talking points will help mitigate misconceptions about WIC and hopefully integrate them into the political discourse about WIC. Please note: All of the statistics used in the talking points below also appear in our WIC For A Stronger, Healthier America fact sheet. You can find the references there.

| KEY MESSAGES  | TALKING POINTS   |
|---|--|
| WIC is efficient and leads to healthcare cost savings.  | WIC participation is associated with improved birth outcomes, including: fewer low birth weight and very low birth weight babies.  |
|   | Moms on WIC seek prenatal care earlier in their pregnancies, and are more likely to carry their pregnancies to term.   |
|   | In FY 2013, \$6.3 billion of WIC benefits were spent in local communities.   |
|   | WIC helps to ensure normal physical growth and development in children, reduces levels of anemia, and improves access to healthcare and social services.   |
|   | WIC's benefits extend throughout families and communities: when some members of a family participate in WIC, the entire family eats healthier. When stores participate as WIC vendors, healthy foods are available to all families in the community. |
|   | From 1998 to 2002, breastfeeding among WIC participants rose from 42% to 67%. It is estimated that \$13 billion per year would be saved if 90% of U.S. infants were exclusively breastfed for six months.  |
| WIC empowers parents and caregivers, giving them the tools to raise healthy, productive members of society. | WIC empowers parents and caregivers to raise productive, healthy members of society.   |
|   | WIC gives parents and caregivers information, tools, and support to be the parents they want to be.  |
|   | WIC is a time-limited program that gives families the tools to make healthy decisions for the rest of their lives.   |
|   | Through tailored education, WIC supports families in making informed choices about their infant feeding plan.  |

## KEY MESSAGES

## TALKING POINTS

WIC is a hub, connecting families with the support they need and ensuring efficiency and coordination between programs.

WIC works closely with community partners to streamline services and serve families efficiently.

Children who participate in WIC are more likely to receive regular healthcare, and experience fewer childhood illnesses, such as ear infections, stomach viruses, and colds.

WIC helps expecting moms access the tools and services they need to have a healthy pregnancy and raise a healthy child.

Children participating in WIC for at least one year are 1.7 times more likely to go to have two or more dental visits per year than children who never participated. Children between ages one to two years have lower dental-related Medicaid costs compared to children who do not participate in WIC.

Children who participate in WIC have higher immunization rates than children in families with similar incomes who do not participate in WIC.

WIC is a short-term program that can lift multiple generations of families out of poverty.

Having a baby can put an extra financial strain on families. WIC is a supplemental program that helps fill in the gaps to make sure families can afford healthy foods.

WIC starts children off on the right foot. It improves cognitive outcomes, setting kids up to lead productive lives.



# CONTACTING ELECTED OFFICIALS

## WHO ARE MY POLICY MAKERS?

### FEDERAL

- » 2 US SENATORS
- » 1 US REPRESENTATIVE

» **NOTE:** If you live in the District of Columbia, a Trust Territory, or the Commonwealth of Puerto Rico, you have one non-voting delegate in the House of Representatives.

### STATE

- » 1 GOVERNOR
- » Each state legislature has a different format.
- » Your state may have a State House of Delegates, State Senate, State Assembly, and/or other legislative bodies. Look up your state government online to learn more.

### LOCAL

- » Depending on where you live, you may have a mayor, city council, county council, city commission, and/or other legislative body. Look up your town or city website to learn more about their structure.

## HOW DO I FIND MY ELECTED OFFICIALS?

- » You can find your representative in the House by typing your zip code into the search bar on the House of Representatives website: <https://www.house.gov/representatives/find-your-representative>.
- » USA.gov has a landing page with links to find contact information for your elected officials at all levels: The White House, US Congress, state, and local: <https://www.usa.gov/elected-officials>.

## SETTING UP AND PREPARING FOR A MEETING

Policymakers are very busy, and they might not be able to meet with you when you ask. The staffer is an aide to the policymaker, usually working on a specific portfolio of topics (e.g., agriculture issues, health programs, etc.). WIC is usually just one out of many programs that the staffer may cover. The staffer in any given office may have a variety of titles, including Legislative Aide and Legislative Assistant. The staffer meets with individuals or organizations on behalf of the policymaker.

Before you have a formal meeting with a policymaker or staff member, be prepared ahead of time and remember some key points:

**AN ELEVATOR SPEECH GIVES THE MOST IMPORTANT DETAILS IN JUST A COUPLE OF MINUTES. IT'S EFFECTIVE, CONCISE AND STAYS ON MESSAGE WHEN TIME IS TIGHT.**

**1. BE SURE TO SCHEDULE YOUR MEETING IN ADVANCE BY CALLING YOUR SENATOR/REPRESENTATIVE'S WASHINGTON, DISTRICT, OR STATE OFFICE.** You can find this number on any Senator's or Representative's website. Tell the person who answers that you are a constituent working for the WIC program, you will be in town on a certain date, and you would like to meet with the policymaker or staff to talk about WIC and its importance in the district or state. The staffer will work with you to set up a meeting or provide further instruction on how to do so. Every office works a little differently.

**2. POLICYMAKERS WANT TO KNOW WHAT'S HAPPENING SPECIFICALLY IN THEIR DISTRICTS AND STATES.** Before you arrive at your meeting, prepare certain materials such as notes on WIC data for your state and/or district, including the number of participants served as well as any breastfeeding data. Print copies of your state WIC profiles from the NWA website to give to the staffer during the meeting. These profiles contain state-specific data on WIC funding, participation levels, and breastfeeding rates as well as personal stories and state contacts. Collect any stories from participants and colleagues about the impact of WIC in their lives to share during the meeting. It is important to explain why WIC is important to their communities. Personal stories from real people are some of the best ways to grab the attention of policymakers.

**3. PLAN AND KNOW EXACTLY WHAT YOU WANT TO ADDRESS.** Look at the policy maker's website to learn the Committees he/she is on and the issues he/she is interested in. Reread the recent Weekly WIC Policy Updates on the NWA blog to understand what the current policy issues are for WIC. Focus on WIC messages related to those issues. Be specific and direct and rehearse your elevator speech in case time runs short.

# ANATOMY OF A MEETING

Once you are able to schedule a meeting, confirm the time and address to ensure punctuality. When the day comes, be sure to bring a government-issued picture ID and business cards.

It is always helpful to have a basic template for a typical meeting. It should include the following steps:

- » Thank the legislator/staffer for meeting.
- » Introduce yourself and exchange business cards.
- » Ask what legislator/staffer knows about WIC.
- » If limited knowledge, provide WIC basics—number of clients served nationally, eligibility, services provided.

- » Talk about some of the WIC successes, targeting your policy maker's interests.
- » Describe state/local-specific data and experiences.
- » Thank the policymaker or staffer for their time and inform them how you will follow up.
- » Write a thank you email, including answers to any questions from the meeting. E-mail is now the preferred means of correspondence.

*Don't worry if the policymaker and/or staffer ends up asking a lot of questions as it will help you focus on WIC messages of interest to them. However, don't hesitate to steer the meeting back to the points you wanted to make. You have limited time so make sure you get across your main message.*

## NAVIGATING A DIFFICULT WIC ADVOCACY VISIT:

### BE PREPARED

As mentioned above, researching your legislator's favorite causes or recent media appearances can provide insights into what to talk about in your meeting and how to craft your messages in a way that will appeal to your legislator. There are policymakers who do not believe WIC is the most appropriate way to advance quality nutrition or public health goals. In addition, this research can help you prepare difficult questions that may arise, such as questions about fraud or immigration.

### WATCH WHAT YOU SAY

Make sure the information you give is truthful and accurate – while also tailoring the message to the audience. It's better to give fewer details than to give misinformation, or to fuel a hostile discussion.

### REMAIN CALM

It can be easy to get flustered when faced with difficult or hostile questions, but don't take it personally. Take a minute to make sure you remain calm before answering a tough question.

### REMAIN CONFIDENT

We know that WIC works, and our outcomes reflect that! Don't get defensive or flustered. Stay on message, and don't let yourself be drawn into a conversation about individual cases rather than the program as a whole.

### REFER TO SOMEONE ELSE

If you don't know the answer to a question, or you don't feel comfortable answering, politely say that you don't know, but you are happy to refer the legislator or staff to your program director, your state WIC staff, or NWA for clarification.

## CALLING A POLICYMAKER

Calling is particularly effective when you want to tell your member of Congress to vote “yes” or “no” on a bill that will soon be voted on. You can call the Capitol Switchboard at [202-224-3121](tel:202-224-3121) and ask for the policymaker’s office, call the District Office, or locate the number on the legislator’s website.

Once you are on the phone, state your name and where you are from (you may be asked for your zip code). It always helps to identify yourself as a constituent, to establish the local connection. State that you are calling to urge the policymaker to vote “yes” or “no” on a particular piece of legislation, and be sure to mention the bill name and number (e.g., “Healthy Hunger-Free Kids Act of 2010” S. 3307). It is easy to find specific bill information at <http://thomas.gov>

▸ **NOTE:** This is a lobbying action. It is your democratic right to lobby. Lobbying is a particular type of advocacy involving an attempt to influence specific legislation by communicating directly with an elected official or his or her staff. Each state has specific laws for state employees about lobbying efforts while on the job. We recommend limiting lobbying efforts to coffee breaks, lunch breaks, after hours and other times not considered “work time.”

## HOSTING A POLICYMAKER

Inviting your elected official to tour a WIC clinic is a great way to get their attention, educate them, and spur more support for WIC. You can even invite the local media to cover the visit!

Another option is to host a breakfast or event for the policymaker to meet with local WIC directors, nutritionists, and participants. If you are able to host at a clinic, you may give the policymakers a tour before or after the meeting. To help with these events, it may be useful to prepare an annual report and fact sheets outlining the value of WIC to the specific community. You can also find resources to share on the National WIC Association’s website.

You could also organize a coalition of supportive partners and competent spokespersons from the medical, advocacy, business, and faith communities who are willing to join you in these meetings or clinic visits, and reinforce WIC’s role in

improving the nutritional health and well-being of mothers and young children in your communities. It is also effective to include voices of WIC participants who can speak as the “face of WIC,” including parents and grandparents who can speak about what WIC does for their children and grandchildren.

After the visit, follow up with a thank you email and any supporting materials and documentation that may have been promised, as well as answers to questions requiring further follow-up. Inform the NWA national office of the meeting’s substance, attendees, and outcomes. NWA is also available as a resource to you during the planning of your site visit. Contact Brian Dittmeier at [bdittmeier@nwica.org](mailto:bdittmeier@nwica.org).



# ENGAGING THE MEDIA TO PROMOTE WIC

Media plays a pivotal role in highlighting and elevating WIC's work so that your community can better understand and appreciate the program's contributions. WIC staff should actively promote their achievements through both the traditional press and social media channels.

## TRADITIONAL PRESS

Local newspapers report on the community and regional events – they want to hear what a local program is doing to improve your town! WIC staff can submit a story for publication or pitch a story to a local reporter. You may wish to reach out to a reporter who has written on public health or similar issues before. It is important to *have a story idea ready* when you reach out to a reporter.

### LETTERS TO THE EDITOR/OP-EDS:

Newspapers generally will publish stories that are submitted for publication by members of the community. You can find instructions for submission on the newspaper's opinion page or website.

- » Be direct and concise – newspapers will not accept lengthy submissions. You will want to highlight your main point in the first paragraph and be clear about whatever point you are trying to convey.
- » Avoid jargon or technical language – many readers may not even know what WIC stands for!
- » Highlight stories with personal stakes that will resonate with your audience.

A reporter may also want to interview you or visit your clinic to get a better sense of the WIC program. Be prepared for an interview and make sure to use the appropriate disclaimer if you don't want to be quoted (usually by saying that the interview is *on background*). Highlight personal stories and keep things simple.

### HOW TO SET BOUNDARIES WITH REPORTERS

|                    |   |   |  |
|--------------------|---|---|--|
| "On background" →  | Reporters generally cannot attribute what you tell them       | → | WIC has a peer counselor program that has markedly improved local breastfeeding rates.   |
| "Off-the-record" → | Reporters can attribute your statements, but in a general way | → | "WIC's peer counselors have improved breastfeeding rates in this region," said a local WIC clinic staff member.                        |
| "On-the-record" →  | Reporters can attribute your statements to you directly.      | → | "WIC's peer counselors have improved breastfeeding rates in this region," said Joanie Sands, a WIC clinic staff member in Springfield. |

## SOCIAL MEDIA

Social media is a powerful tool to engage a wide audience – including potential participants and the general public. Always conduct social media posts in a professional manner. The two main social media channels are *Twitter* and *Facebook*. Twitter limits messages to shorter lengths and active users post more frequently than other social media channels. Facebook is a bit more sophisticated and can accommodate lengthier posts. Other platforms include *Instagram*, *Pinterest*, and *Snapchat*.

You can spread your message even further by tagging other people, organizations, or concepts. The @ symbol allows you to tag another user, and then your message will show up on their social media page. The # symbol allows you to join a conversation, so that your post will show up on pages about that topic.

- » “Proud of @USDA efforts to support science-based standards in the food package!”
- » “Multiple generations of each family learn healthy habits from nutrition education at #WIC.”

WIC clinics and agencies should develop social media profiles to elevate their work to a broad audience and connect with potential participants in your area. This may require approval from a higher authority.

We encourage you to follow all NWA social media accounts. You can find us on Facebook as National WIC Association, and on Twitter as @NatWICAssoc.

You can also use social media to communicate directly with policymakers. Most policymakers have twitter accounts, and you can tweet them directly using the @ symbol.



# TELLING YOUR WIC STORY: WHY AND HOW

## WHY TELL STORIES?

Storytelling is one of the most powerful tools we can use to convince others of the value of a cause. Your story is the “why” of WIC — the art of translating values into action through stories. Through stories, individuals, communities and organizations can construct their identity and inspire action. Each of us has a compelling story to tell that can move others.

The key to storytelling is understanding that values inspire action through emotion. Because stories allow us to express our values as lived experience, they have the power to move others to act as well. If you would like to use WIC data in your advocacy, that is a good idea; however, it is always best to start with an emotional, values-based appeal (such as your WIC story), then to use data-driven success indicators as supportive points.

## HOW TO TELL AN EFFECTIVE WIC STORY

We can only tell our own story – not anyone else’s – so our story can only be what we find compelling about working for WIC, what difference being a WIC participant has made in our lives, etc. Our stories express the values or experiences that call us to take leadership on WIC advocacy.

The key focus should be on critical points of problem-solving: moments in our lives when values are formed

because of a need to give or receive help. When did you first recognize the value of the work you do, or learn something that changed your family for the better and made you want to take action? Why? What were the circumstances? What WIC person, program, or service existed to help you?

## THE THREE KEY ELEMENTS OF STORYTELLING STRUCTURE:

### CHALLENGE – CHOICE – OUTCOME

A plot begins with a challenge that confronts a character – in this case a WIC participant or staff member – with an urgent need. The choice of how to meet that need yields an outcome, and the outcome teaches a moral.

Because we can empathetically identify with the character, we can “feel” the moral. We not only hear about someone’s courage, compassion or resourcefulness; we can also be inspired by it.

The story of the character and their effort to engage around values engages the listener in their own challenge, choice and outcome relative to the story. Each story should include all three elements. It’s not enough to say, “I was scared.” You need to say, “I was very scared to try breastfeeding; I needed to decide. WIC helped me, and I learned it was possible for my family.” Challenge, choice, outcome.

## INCORPORATING CHALLENGE, CHOICE, AND OUTCOME IN YOUR OWN STORY

There are some key questions you need to answer as you consider the choices you have made and the path you have taken that brought you to this point in time as WIC advocate. Once you identify the specific relevant moment when you needed and received help, dig deeper by answering the following questions.

**CHALLENGE:** What was the specific challenge you faced? Why did you feel it was a challenge? What was so challenging about it? Why was it your challenge?

**CHOICE:** What was the specific choice you made? Why did you make the choice you did? Where did you get the courage (or not)? Where did you get the hope (or not)? How did it feel?

**OUTCOME:** What happened as a result of your choice? What hope can it give us? How did the outcome feel? Why did it feel that way? What did it teach you? What do you want to teach us? How do you want us to feel?



## STORYTELLING TIPS

- » Focus on one key story — one event or one place or one important relationship. Take some time to think about the elements of your story in the context of the challenge, choice and outcome. In this case, the outcome might also be the thing you learned, in addition to what actually happened.
- » Remember, the purpose of telling your story of self is to begin to create common ground with your audience by sharing a story that reflects the values that brought you to work on your given issue, and where those

## STORYTELLING PHOTOGRAPHS

Most people find stories become more interesting when there are illustrations. Pictures somehow make the stories alive and they feed a lot to your imagination.

## TIPS AND TRICKS FOR A GOOD STORYTELLING PHOTOGRAPH

These tips and tricks will help you come up with photos that tell clear, focused stories.

- » It is important to use a variety of images to create the right pacing for your story. You can choose from wide shots that include a lot of detail, a medium shot, or a close-up shot, a portrait or an action shot.
- » Avoid redundancy in your pictures. Exclude those photos that do not add anything significant to the overall narrative you want to create. Not all the photos you took need to be used.
- » Make sure that the first photo will “hook” viewers into the story. Your first image should be compelling and should invite curiosity.
- » Another important element is framing. As mentioned earlier, you should be able to identify which object needs to be included or excluded in a shot.

## STORYTELLING VIDEOS

### WHY VIDEO?

If you are a social media user, you may find that more and more, videos dominate your feed. Inspirational videos, fitness videos, video recipes, funny parenting videos. They grab our attention!

### CREATING A VIDEO STORY

The idea of creating a video story can be intimidating, but good news – you may have already done it! If you’ve ever vlogged, recorded an interview with someone, or created a video with clips and pictures from your kid’s soccer season, you’ve created a digital story. If you haven’t, don’t worry, it’s easy!

### YOU WILL NEED:

- » A video (or even just audio) recording device. No need to get fancy – your phone will do.
- » Access to a computer with video editing software – most computers will come with a pre-installed editing program like iMovie or Windows Movie Maker.
- » Any pictures, scans, or clips of old video or audio that you think might belong in your story.

### CREATING YOUR VIDEO STORY

Some video stories are very polished, with music, special effects and transitions, but some are incredibly simple “selfie” style videos. A video doesn’t need to be fancy to tell an effective story.

- » Write down the questions that you think will produce the story you want to tell.
- » Answer the questions to produce a script.
- » Edit the script.



# TELLING YOUR WIC STORY: WHY AND HOW

- » Assemble photos or other materials you want to include in your story.
- » Film your story, or record the narration.
- » Edit the video, either by editing the video footage you shot, or by piecing together the photos and/or video clips you assembled.

## DO'S AND DON'TS OF VIDEO

- » DO use natural light whenever possible.
- » DO have your subject looking into the frame rather than out of it.
- » DO get close.
- » DO find a quiet space to record.
- » DO encourage the speaker to take it slow.
- » DON'T record outside if it's windy or you're near a road.
- » DON'T rely on dim interior lighting or your phone's flash lighting to light your video.
- » DON'T turn off your recording device every time you make an error – trimming out parts is easier than assembling many pieces of recorded material.

## WHAT IF I DON'T KNOW HOW TO DO SOMETHING?

- » Google it! There are MANY tutorials, and often just searching the question you have immediately produces exactly the information you need.
- » YouTube is your friend –

searching “iMovie Tutorial” on YouTube produces 1.7 million results.

- » Search the customer website of the device or software that you're using.

## HELPFUL RESOURCES

- » [www.socialbrite.org](http://www.socialbrite.org): Helps nonprofits and organizations with all facets of social media: strategy, website design, community building, multimedia storytelling and fundraising campaigns. Provides thousands of free articles, tutorials, and resources to the social good community.
- » <http://digitalstorytelling.coe.uh.edu>: “How-to” site with examples and links to digital story creation resources and software.
- » <https://www.storycenter.org>: Provides workshops and many beautiful examples of video stories.
- » <http://www.calwic.org/policy-center/wic-works-for-us-campaign>: CWA's page with story-collection resources and audio/video stories that CWA has collected.





# EVIDENCE-BASED WIC ADVOCACY: USING DATA

WIC is an evidence-based program. WIC has a strong and long history of conducting research and collecting data. Historically, WIC has collected data to evaluate the program and identify opportunities for program development. Much of the data that is collected through WIC is publicly available and can be a valuable advocacy tool.

Strong advocates use both qualitative and quantitative data to tell compelling and influential stories that garner support for a specific issue. Quantitative data describes something with words, whereas quantitative data defines something with numbers. Both types of data are valuable and often complementary.

## WHY USE DATA IN ADVOCACY?

Data can:

- » **Demonstrate** that WIC is accomplishing its mission.
- » **Strengthen** a position.
- » **Complement** a WIC success story.
- » Add **context** to make an issue area relatable or clearer.

For example, strengthen the following statement:

**WIC HELPS CHILDREN TO EAT HEALTHY FOOD.**

...by adding in data:

**LAST YEAR, WIC HELPED 3.9 MILLION<sup>1</sup> CHILDREN ACCESS HEALTHY FOOD. A RECENT STUDY SHOWED THAT CHILDREN PARTICIPATING IN WIC HAD HIGHER QUALITY DIETS THAN LOW-INCOME CHILDREN NOT PARTICIPATING IN WIC.**

## COMBINE QUALITATIVE DATA AND QUANTITATIVE DATA FOR PERSUASIVE ADVOCACY.

For example, if advocating for the breastfeeding peer counselors, support a story with facts and figures.

**“ THE BREASTFEEDING PEER COUNSELOR WAS A BREASTFEEDING LIFESAVER. SHE WORKED WITH ME TO HELP ME CONTINUE BREASTFEEDING MY BABY. ”**

**WIC PARTICIPANT, TENNESSEE**

The impact of the above statement is enhanced by the contextual data below:

**IN TENNESSEE, BREASTFEEDING INITIATION RATES AMONG WIC PARTICIPANTS HAVE INCREASED FROM ONLY 22% IN 1998 TO 50% IN 2014.<sup>2</sup> BREASTFEEDING IN WIC IS TRENDING IN THE RIGHT DIRECTION AND THE WIC BREASTFEEDING PEER COUNSELING PROGRAM (BFPC) HAS BEEN KEY TO THIS AMAZING PUBLIC HEALTH SUCCESS STORY. CURRENTLY, 93%<sup>3</sup> OF STATE WIC PROGRAMS ARE OPERATING SOME TYPE OF PEER COUNSELOR PROGRAM.**

## WHERE CAN I FIND WIC DATA?

NWA provides lots of data and research through fact sheets and position papers. These can be found [here](#).

## OTHER SOURCES OF DATA ARE:

- » [USDA-FNS WIC Program data](#) (including program costs, participation)
- » [USDA-FNS published reports.](#)
- » [USDA-ERS published reports.](#)



# DO'S AND DON'TS WHEN USING DATA FOR ADVOCACY

## DO:

- » Approach audiences with relatable values, and then as needed **win them with relatable facts.**
- » **Always reference data in written materials** — i.e. include a footnote or endnote saying what you are referencing and where the reader can find the data.
- » **Use the newest available data.**
- » **Quality control:** Where possible, use peer-reviewed research.
- » **Make data visual:** Numbers and statistics can be hard to remember. Increase the impact of the data that you present while advocating for WIC by including charts or info-graphics. For example, NWA's [WIC breastfeeding infographic](#).

## DON'T:

- » **Rely too heavily on data:** Too much of the same sort of data can be overwhelming and off-putting.
- » **Try to make data fit your position:** If data is not relevant to your specific advocacy position, then don't include it.

<sup>1</sup> U.S. Department of Agriculture, Food and Nutrition Service (2018) WIC program Data. Accessed online: <https://www.fns.usda.gov/pd/wic-program>.

<sup>2</sup> Thorn B, Tadler C, Huret N, Trippe C, Ayo E, Mendelson M, Patlan K. L, Schwartz G, & Tran V. (2015). WIC Participant and Program Characteristics 2014. Prepared by Insight Policy Research under Contract No. AG-3198-C-11-0010. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service.

<sup>3</sup> Forrestal S, Briefel R, Mabli J (2015) WIC Breastfeeding Policy Inventory. Prepared by Mathematica Policy Research under Contract No. AG-3198-B-10-0015. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service. P. 41.