

Attachment B.4: Feasibility Study Survey Screenshots

Feasibility of Tribal Administration of Federal Nutrition Assistance Programs

INTRODUCTION

IMPAQ International (Prime Contractor) is working with Bowman Performance Consulting (BPC), a Native American subcontractor from Wisconsin, and WRMA to find out if Tribes are interested in administering their own Food and Nutrition Service (FNS) programs and if it is feasible to do so through the Tribal Government. United States Department of Agriculture (USDA) funded this study in response to Congress as part of the USDA's recent reauthorization of the Farm Bill. Information from our study will be provided to Congress in August 2015.

OVERVIEW OF THE SURVEY

This Survey will inform one of the key activities requested by Congress:

In particular, this Survey will be shared with all Federally-recognized Tribal Governments to assess their interest in administering all or part of four nutrition assistance programs:

- Supplemental Nutrition Assistance Program (SNAP) – [Local EBT card name here]
- School Breakfast Program (SBP) – *School breakfast*
- National School Lunch Program (NSLP) – *School lunch*
- Summer Food Service Program (SFSP) – *Summer meals program*

Another important aspect of this Survey is assessing whether Tribes have what they would need to meet each of these program's administrative requirements.

The OMB Control Number for this information collection is 0584-XXXX and the expiration date is XX/XX/XXXX. According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information is [Insert OMB control number]. The time required to complete this information collection is estimated to average 30 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.

RESPONDENT PREPARATION

Since the survey covers various topic areas, we expect that Tribal Government leadership, program administrators, and program frontline staff will participate in completing the survey. The primary recipient of the survey should feel free to circulate the survey to:

- Tribal Government Leadership
- Tribal Administrators
- Information Technology staff
- Human Resource directors
- Food Distribution Program on Indian Reservation staff
- School administrators
- Social services
- Economic Development agencies

RESPONDENT PREPARATION

The different types and roles of survey respondents are described below to assist your Tribal Government team in working together to complete this survey.

The survey is designed to be completed by respondents who have the:

- Authority to make decisions for the Tribal Government regarding the implementation and operation of new programs – *Tribal leadership and/or Tribal Government*
- Experience of day-to-day management of complex assistance or Federal programs on the Tribes reservations among program managers, State staff or consultants hired or working on behalf of the Tribe to administer certain aspect of programs such as Nutritionists or Registered Dieticians, and other frontline program staff as well as Tribal staff.
- Responsibility for managing the Information Technology (IT) infrastructure for major Tribal programs, especially those that need to integrate or report to State and Federal information systems, including IT program managers, IT staff, consultants, and contractors.
- Responsibility for managing the finances and/or program integrity activities serving the Tribe. These include leadership staff in accounting, finance/budget and program quality assurance.

WE ANTICIPATE THAT THE SURVEY WILL TAKE AN AVERAGE OF 30 TO 45 MINUTES TO COMPLETE.

IMPAQ and our study partners are available to answer any questions respondents may have as they complete the survey. Please contact the study team using the following contact information.

CONTACT INFORMATION

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INDIAN TRIBAL ORGANIZATION CHARACTERISTICS

We'd like to start with some questions about your Tribe's organization. This first section asks about your Tribal population, Tribal Government structure and any Tribal affiliations your Tribe may have.

Thinking about your Tribal Community, could you give us an estimate of the number of members living on the reservation? Select 1 (your best estimate is fine)

- Less than 1,000 people
- More than 1,000 but less than 5,000
- More than 5,000 but less than 10,000
- More than 10,000 but less than 20,000
- More than 20,000 but less than 50,000
- More than 50,000 but less than 100,000
- 100,000 people or more

Does your Tribe belong to a Tribal council/alliance/society/association?

- Yes
- No

Does your Tribal Government belong to an Intertribal organization or Indian organization? Examples include the National Congress of American Indians and Tribal Alliance of Sovereign Indian Nations.

- Yes
- No

INTEREST IN AND EXPERIENCE WITH ADMINISTERING FEDERAL NUTRITION ASSISTANCE PROGRAMS

Next, we'd like to ask about your Tribe's interest and experience with Federal nutrition assistance programs.

Do you operate any of the following Federal nutrition assistance programs? Program administration includes having responsibility for receiving and processing applications, determining eligibility, offering customer support, delivering actual services, and preparing and submitting reports, among other similar operational responsibilities.

- Supplemental Nutrition Assistance Program (SNAP) – *Food Stamps/Card*
- National School Lunch Program or School Breakfast Program –
- Summer Food Service Program - Summer Program
- The Supplemental Nutrition Program for Women, Infants and Children (WIC)
- Child and Adult Care Food Program (CAFCP)
- Elderly Nutrition Program
- Food Distribution Program on Indian Reservations (FDPIR)
- The Emergency Food Assistance Program (TEFAP)
- Commodity Supplemental Food Program (CSFP)
- Nutrition Service Incentive Program (NSIP)
- DoD Fresh Fruit and Vegetable Program
- Some other program
- We do not operate any Federal nutrition assistance programs

What is the other program?

Which Tribal Government agency operates these nutrition assistance programs?

	Tribal Health Department Tribal Health Division Tribal Health Clinic	Tribal Education Department Tribal Education Division School Agency	Tribal Social Services Family Services Children Services Human Services	Other Agency
Summer Food Service Program - Summer Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Supplemental Nutrition Program for Women, Infants and Children (WIC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child and Adult Care Food Program (CAFCP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elderly Nutrition Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food Distribution Program on Indian Reservations (FDPIR)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Emergency Food Assistance Program (TEFAP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commodity Supplemental Food Program (CSFP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nutrition Service Incentive Program (NSIP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DoD Fresh Fruit and Vegetable Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Some other program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please tell us which activities you do during the operation of your programs. Please check all that apply.

- Manage client caseloads
- Conduct outreach to potential participants
- Determine participant eligibility
- Develop, synchronize, and maintain information databases
- Contract with another organization to deliver services
- Deliver actual services
- Produce reports to State or Federal agency
- Process and submit invoices to Federal/State agency for reimbursement
- Monitor compliance and/ or prosecute fraud
- Work with or Employ a Nutritionist or Certified Dietician

Does your Tribe have any interest in administering FNS nutrition assistance programs?

- Yes
- No
- It depends

What conditions does your Tribal Government's interest depend on? Please check all that apply.

- We are interested in administering programs that are Federally funded
- We are interested in administering programs that can be matched with
- Federal funding
- Other

What is the other condition?

Why is your Tribe NOT interested in administering any FNS programs?

- We lack the administrative structure to support these programs
- We do not have enough interest among our Tribe members in these programs
- We have tried to administer in the past and it did not work out
- We are not able to financially subsidize the program if reimbursements do not cover operating costs
- There are regulatory or policy barriers
- Some other reason

What are the regulatory or policy barriers?

What is the other reason your Tribe is not interested in administering any FNS programs?

We are especially interested in your Tribal Government's interest in the programs listed below. Which of these FNS nutrition assistance programs is your Tribal Government interested in administering? Check all that apply.

- SNAP
- School Lunch or School Breakfast program
- Summer Food Service
- Some other FNS nutrition assistance program

What other FNS program is your Tribe interested in administering?

- Child and Adult Care Food Program
- The Afterschool Snack Program
- The Fresh Fruit and Vegetables Program
- The Special Milk Program
- The Supplemental Nutrition Program for Women, Infants, and Children (WIC)
- The Food Distribution Program on Indian Reservations
- The Commodity Supplemental Food Program
- The Temporary Emergency Food Assistance Program
- The Farmers Market Nutrition Program
- The Senior Farmers Market Nutrition Program

What are some of the benefits you expect your Tribal Government to gain from administering your own FNS nutrition assistance program? Check all that apply.

- We will be able to provide direct service to our members who need assistance
- The Tribal Government will have flexibility to manage the nutritional quality of the program
- The Tribal Government can offer culturally appropriate programming and services
- Other

How has your Tribal Government addressed this interest?

	Discussed internally	Contacted local FNS office	Contacted Regional FNS office	Contacted National FNS Office	Created a strategic plan	Something else
SNAP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
School breakfast/lunch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Summer Food Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Discussed internally	Contacted local FNS office	Contacted Regional FNS office	Contacted National FNS Office	Created a strategic plan	Something else
Child and Adult Care Food Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Afterschool Snack Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Fresh Fruit and Vegetables Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Special Milk Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Supplemental Nutrition Program for Women, Infants, and Children (WIC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Food Distribution Program on Indian Reservations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Commodity Supplemental Food Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Temporary Emergency Food Assistance Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Farmers Market Nutrition Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Senior Farmers Market Nutrition Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Within the past five years, has the Tribal Government ever coordinated the development, planning, and implementation of a new program or modification/expansion of an existing program? By new or existing program, we mean any state or Federally funded nutrition or health program, any state or Federally funded family or social services program, or any grant-funded program.

- Yes
- No

EXPERIENCE WITH FEDERAL AND STATE PROGRAM OPERATIONS

The next few questions are about your Tribal Government's experience with program administration at the Federal and/or state level. Questions in this section refer to administration of any Federal and/or state level programs.

Program administration includes having responsibility for receiving and processing applications, determining eligibility, offering customer support, delivering actual services, and preparing and submitting reports, oversight, training, among other similar operational responsibilities.

Note: Operating a program refers to managing the day-to-day program activities of a program on behalf of the program administrator, for example a School Food Authority/School District. This section focuses on experience with program administration.

Does your Tribal Government administer any of these additional Federal non-nutritional assistance programs listed below for your members?

- TANF
- Section 8 housing
- Head Start and Early Head Start
- Indian Child and Family Education
- Assistance for Indians with Severe Disabilities
- Early Intervention Program for Infants and Toddlers with Disabilities
- Title IV-E
- Child Support Programs
- Other
- We do not administer any additional Federal non-nutritional assistance programs

What other program does your Tribal Government administer?

Please tell us which activities you do during the administration of your programs. Please check all that apply.

- Manage client caseloads
- Conduct outreach to potential participants
- Determine participant eligibility
- Develop, synchronize, and maintain information databases
- Contract with another organization to deliver services
- Deliver actual services
- Produce reports to State or Federal agency
- Process and submit invoices to Federal/State agency for re-imbursement
- Monitor compliance and/ or prosecute fraud
- Work with or Employ a Nutritionist or Certified Dietician

Have any of your agencies developed an operations plan to implement a Federal/State program within the past five years?

- Yes
- No

Why have you NOT developed an operations plan in the past to implement a Federal/State program?

- None was required
- The program did not have funding to support this
- We have not implemented a Federal/State program
- Other:

Did you receive any assistance in developing and implementing the plan? Please include both any assistance from within or outside your Tribal Government.

- Yes
- No

Who provided this assistance?

- Federal agency
- State agency
- Private consultant
- An individual or agency within your Tribal government
- Another external Tribal department/agency
- Other

What internal department/agency provided assistance?

In the past, how has your organization funded the setup or expansion of other programs?

- Funded with Federal funds
- Funded using only external (non-Federal government) funds
- Funded with only Tribal funds or resources
- Funded with a combination of Federal, external and Tribal funds or resources
- We have NOT funded the setup or expansion of other programs

Does your Tribe operate any program that requires you to pre-fund (money that is reimbursed later) or contribute matched funds?

- Pre-fund only
- Contribute matched funds only
- Both pre-fund and matched funds
- No, we do not operate programs that require pre-funding or matched funds

In a typical program, how much funding does your Tribal Government usually contribute to the matched funds?

- 1% – 10%
- 11% - 30%
- 31% - 50%
- 51% - 70%
- 71% - 100%

If a program requires that your Tribal Government pre-fund or contribute matched funds, does the Tribal Government have sufficient finances to accommodate such a requirement?

- Yes
- No
- Depends on the program requirements or amount of funds required

Did you experience any of the following challenges when your Tribal Government tried to administer its own FNS programs? Check all that apply.

- Lack of federal legal authority
- Tribal Government Reorganization
- Financial resources
- Insufficient technological infrastructure
- Insufficient physical infrastructure
- No qualified applicants
- Lack of merit system personnel
- Other
- We don't anticipate experiencing any challenges

What other challenges did you experience?

Do you anticipate experiencing any of the following challenges if and when your Tribe tries to administer its own FNS program(s)? Check all that apply.

- Lack of federal legal authority
- Tribal Government Reorganization
- Financial resources
- Insufficient technological infrastructure
- Insufficient physical infrastructure
- No qualified applicants
- Lack of merit system personnel
- Other
- We don't anticipate experiencing any challenges

Do you anticipate experiencing any of the following challenges if and when your Tribe tries to administer its own FNS program(s)? Check all that apply.

- Lack of federal legal authority
- Tribal Government Reorganization
- Financial resources
- Insufficient technological infrastructure
- Insufficient physical infrastructure
- No qualified applicants
- Lack of merit system personnel
- Other
- We don't anticipate experiencing any challenges

Have you faced any of these same challenges in the past when administering a Federal/State program?

- Yes
- No

How did you resolve these challenges?

TRIBAL GOVERNMENT EMPLOYEE PERFORMANCE MEASUREMENT AND ASSESSMENT

Now we will ask you some questions about Tribal Government employee performance measurement and assessment. Some Federal programs require a merit-based promotion system.

Employee performance measurement includes having a process in place to define employee goals based on the job's responsibilities. An important part of the process is assessing how employees are doing as they work toward the positions goals.

Do you collect data on employee performance?

- Yes
- No

Why do you NOT collect data on employee performance?

What types of employee performance data do you collect now?

- Quality of work (i.e. performance ratings)
- Quantity of work completed
- Timeliness
- Cost-effectiveness
- Attendance/absenteeism
- Other specific measures

How often do you assess employee performance after a probationary period and review? Check all that apply

- Quarterly
- Twice a year
- Annually
- When necessary

Do you have an employee incentive program?

- Yes
- No

Do you have a merit-based promotion system for your employees? *That is, is Tribal Government employee career advancement solely based on relative ability, knowledge, and skills?*

- Yes
- No

Does the merit-based promotion system operate within a Federal, State or Tribal payscale?

- Yes
- No

Do you link employee performance (formally or informally) to their pay and/or bonus?

- Employee performance is linked to salary only
- Employee performance is linked to bonuses only
- Employee performance is linked to salary and bonuses
- No, employee performance is not linked to salary or bonuses

EXPERIENCE WITH DETERMINING PARTICIPANT ELIGIBILITY

Now we will ask you about your experience in determining eligibility of program participants.

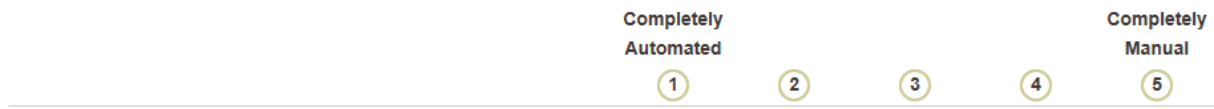
You indicated that your Tribal Government has experience administering non-nutritional assistance programs for your Tribal members. How many of these programs require you to determine participant eligibility?

- None
- 1-2
- 3-4
- 5 or more

Please list up to 5 non-nutritional assistance programs that your Tribal government administers where you determine participant eligibility and indicate how long you have administered each program. Your best estimate is fine.

	Program	Length of time
1)	<input type="text"/>	<input type="text"/>
2)	<input type="text"/>	<input type="text"/>
3)	<input type="text"/>	<input type="text"/>
4)	<input type="text"/>	<input type="text"/>
5)	<input type="text"/>	<input type="text"/>

On a scale of 1 to 5, where 1 means completely automated and 5 means completely manual, please rate each program's automation for determining participant eligibility. For example, completely manual means that eligibility determination is all done without any software. For the school lunch/breakfast programs this would mean all applications, records, reports, budgeting, procurement, menus, and staff training are done without the use of any software programs.



INFORMATION TECHNOLOGY SERVICES

Now we are going to ask you about how you get any needed technology services.

Has your tribal government ever obtained information technology services from a third-party vendor using a competitive bidding process?

- Yes
- No

Why have you NOT obtained information technology services from a third-party vendor using a bidding process?

- We have technology services located within our Tribal Government
- We partner with State agencies to meet technology needs for the federal and non-federal programs we administer
- We partner with local agencies to meet technology service needs for the federal and non-federal programs we administer
- We contract with third-party vendors outside of a procurement process
- We don't have a bidding process

How long has your tribal government been using a bidding process to obtain information technology services from third-party vendors?

- Less than 1 year
- 1 year to less than 3 years
- 3 years to less than 5 years
- 5 years or more

What types of bids do you post for vendors to respond to? Check all that apply

- Competitive bidding (Request for Proposals, Request for Quotations, Indefinite Delivery Quantity contracts)
- Sole source
- Task Order contracts
- Set asides (Small, Veteran, Disabled Veteran, or minority-owned business)
- Other:

EXPERIENCE WITH REPORTING REQUIREMENTS

Next, we would like to ask you about reporting to federal and state agencies about the programs you administer.

Do any of the programs you administer require that you submit reports to a Federal or state agency?

- Yes
- No

What types of reports do you submit to a Federal or state agency?

- Financial
- Program integrity (such as fraud prevention, quality control, audit)
- Program participation (such as number of Tribal members served)
- Program Operation
- Other

What are the other types of reports?

How often do you submit reports to a Federal or state agency? Check all that apply.

Daily Weekly Monthly Annually Less than Annually

How do you typically submit reports to the Federal or state agency?

- Hard-copy/paper
- Electronic copy via email
- Electronic copy via an electronic web-based reporting system

INTERNAL INFRASTRUCTURE

Next, we would like to ask you some questions about your internal capabilities of your Tribe.

Do you have high-speed internet connection such as broadband or DSL for your Tribal agencies?

- Yes, all agencies
- Yes, some agencies
- No

Please indicate the reasons why a high-speed internet connection is not available for all agencies within your Tribal Government. Check all that apply.

- High-speed internet too expensive
- High-speed internet not available in all areas of our reservation
- Not all agencies need a broadband internet connection
- Some other reason

What is the other reason why broadband internet is not available for all agencies?

Please indicate the internal structures your Tribe has in place to support the programs (both nutritional and non-nutritional) that you administer. Please check all that apply.

- Written financial governance policies
- Written IT governance policies
- An internal auditing system and/or internal auditing staff
- A written disaster recovery plan for your IT infrastructure
- A written information and data security plan
- A written risk management plan
- Computerized financial and administrative records
- Paper-based financial and administrative records
- A written policy protecting personally identifiable data (PII) such as social security number, beneficiary ID, etc.
- A written policy protecting the identity of a child receiving meals
- Written non-discrimination and civil rights policies
- Technical assistance staff (e.g. Nutrition experts, policy experts)
- Other policies
- We have no structures in place

Please list other policies you have in place to support the programs you administer.

- 1)
- 2)
- 3)

When did your Tribe last conduct any of the risk assessment processes listed below?

	We do not have this process	Less than 6 months ago	6 months to less than 1 year ago	1 year to less than 3 years ago	3 years to less than 5 years ago	5+ Years ago
A written disaster recovery plan for your IT infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A written risk management plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A written information and data security plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate which of the following IT staff that you have in your Tribal Government. Please check all that apply.

- Chief Information Officer
- Chief Security Officer
- Systems Administrator(s)
- Database Administrator(s)
- Network Manager(s)
- None of these staff members
- Other

Will these staff be AVAILABLE to take on new programs?

- Yes, we will not need to hire new staff
- Yes, but we will have to add new staff to support them
- No, they will not be available so we need new staff
- Can't tell right now

Do you have a website that describes all social services/assistance programs your Tribe offers? Check all that apply

- Yes, we have a Tribe-run website that lists this information
- Yes, we have a Tribe-run social page (such as Facebook, Twitter) that lists this information
- Yes, we link to a Federal or state-run website where members can get this information
- No. Our website or links to other Federal or state-run websites are only for some social services/assistance programs.
- No.

Thinking about the programs your Tribal Government administers, in general how do your members apply for services? Please check all that apply.

- Online via a Tribal-run website
- Online via a Federal or state-run website
- In person at an office located on the reservation
- In person at an office located at a local state or county office
- In person at local events (pow-wows, flea markets, other community activities)Over the telephone with a Tribal Government employee
- Some other way

What is the other way(s) that your members apply for services?

Thank you for taking time to complete this survey. As we noted at the beginning, all of the information you provided will be reported as aggregate or grouped data and will only be used for the purposes of this study.

Please provide the following information about any staff members who have assisted with completion of this survey.

	Job Title	# of Years In This Position
1)	<input type="text"/>	<input type="text"/>
2)	<input type="text"/>	<input type="text"/>
3)	<input type="text"/>	<input type="text"/>
4)	<input type="text"/>	<input type="text"/>

If you have any questions about completion of this survey or wish to receive your survey in an alternative format, please contact Ms. Amy Djangali of IMPAQ International at 443.283.1648 or adjangali@impaqint.com.

Paperwork Reduction Act Statement

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0584-XXXX. The time required to complete this information collection is estimated to average [insert time] minutes [or hours] 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.

OMB Control Number: XXXX-XXXX

Expiration Date: XX/XX/XXXX