



# How to Grow Your Nutrition Incentive Program

A TOOLKIT FOR WHOLESOME  
WAVE'S NATIONAL NUTRITION  
INCENTIVE NETWORK



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## EXECUTIVE SUMMARY

*How to Grow Your Nutrition Incentive Program* provides markets that have experience operating nutrition incentive programs with the tools and resources to grow and sustain their programs. This toolkit focuses on strategies to increase customer participation, create and maintain key stakeholder relationships, expand funding streams, and leverage data for program success. It is our hope that program operators will feel empowered and equipped to expand, innovate on, and sustain their programs for years to come, increasing food access in their communities and contributing to a national movement of change.

**Chapter 1, *Set Goals to Expand Your Program*:** Before you engage in activities to expand your nutrition incentive program, you will want to think through your specific goals. This chapter shares common goals for program growth and the first few steps toward accomplishing them.

**Chapter 2, *Take Your Marketing to the Next Level*:** This chapter demonstrates how to build a full-fledged marketing campaign to bring positive attention to your markets and incentive program. Also included is a detailed walk-through of the steps required to build an advanced outreach plan to garner both press and new customers.

**Chapter 3, *Build Critical Partnerships for Expansion*:** Connecting with local, state, and national partners will be a significant means to expand your program to additional sites and ensure a steady stream of new and engaged customers. This chapter provides guidance on starting relationships with various organizations in your community including healthcare partners and other markets.

**Chapter 4, *Creative Fundraising*:** A robust foundation of funding is imperative to your program's continued success. This chapter outlines major grant opportunities for incentive program operators as well as steps to create a sponsorship package. The chapter also provides ideas for supplementary fundraising activities to ensure your market secures diverse funding streams throughout the season.

**Chapter 5, *Get from Outputs to Outcomes*:** Knowing how, when, and to whom to display your data is a valuable skill that you can use to illustrate the value and impact of your program. This chapter is a deep dive into data analysis and presentation, with an eye toward creating reports and fact sheets for multiple audiences, including funders, community leaders, policymakers, and other stakeholders.

**Chapter 6, *Innovate on Your Program*:** Basic nutrition incentive programs have seen great success but can be even more impactful with innovations that further engage your customer base or bring in supplementary programming. This chapter walks through major innovations in the field including technology pilots and prescription programs.

**Chapter 7, *Tap Into External Expertise*:** In addition to your peers and other practitioners in the National Nutrition Incentive Network, there is wide expertise in the field of nutrition incentives. This chapter will help you find and leverage resources like conferences and consultants to strengthen your program and expand your impact.



## INTRODUCTION

Thousands of farmers markets across the United States operate nutrition incentive programs. These programs exhibit diverse and innovative approaches to ensuring access to healthy, local, affordable food for underserved consumers that can be molded to fit the unique needs of your community. Wholesome Wave has compiled lessons learned from its years of experience and gathered best practices from experts in the field to develop this toolkit on the basic elements of how to successfully implement and grow a nutrition incentive program at your farmers market.

*How to Grow Your Incentive Program* is designed to provide program operators who have experience operating incentive programs with the tools and resources to increase participation, expand geographic reach, and develop strong stakeholder relationships. This toolkit also digs deeply into the details of securing funding streams to increase program stability, gives tips on leveraging program data for increased impact, and outlines the major steps in launching a full-fledged marketing campaign.

This toolkit situates individual incentive programs in a national context to empower markets and organizations to tell a bigger story to supporters, communities, and funders about the important and transformational benefits of incentive programs. We have put an emphasis on practical, usable, and proven strategies; throughout the toolkit you will find links to tools and resources that have been developed by Wholesome Wave, by members of our National Nutrition Incentive Network, and by other experts in the field.

## HOW TO USE THIS TOOLKIT

*How to Grow Your Nutrition Incentive Program* is divided into chapters based on various elements of incentive program growth and expansion. Throughout the toolkit we include links to external resources as well as references to the appendices. Many of the tools and worksheets in this guide are also available on **Wholesome Wave's online resource library**<sup>1</sup> for download. Finally, there is a glossary at the end of this chapter. Terms and abbreviations defined in the glossary are bolded at their first instance in each chapter.

While this toolkit has been designed to flow logically based on how you would go about growing and innovating on your program, you may flip to specific chapters that are most useful based on your program's stage of development.

Wholesome Wave welcomes feedback and suggestions on the content and structure of this toolkit in order to revise and improve it over time based on user comments. Send feedback to:  
**[nutritionincentivenetwork@wholesomewave.org](mailto:nutritionincentivenetwork@wholesomewave.org)**.

<sup>1</sup> [www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary](http://www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary)

## ABOUT WHOLESOME WAVE

### Vision

Healthy, local, affordable food for all.

### Mission

Wholesome Wave inspires underserved consumers to make healthier food choices by increasing affordable access to fresh, local and regional food.

Wholesome Wave strives to create a vibrant, just, and sustainable food system. Through its National Nutrition Incentive Network, Fruit and Vegetable Prescription Program, and Healthy Food Commerce Initiative, Wholesome Wave makes healthy, locally grown fruits and vegetables affordable and available for underserved consumers. Its innovative initiatives are improving health outcomes among low-income families, generating additional revenue for small and mid-sized farm businesses, and bolstering local and regional economies.

Wholesome Wave's National Nutrition Incentive Network facilitates and builds the capacity for a national network of nutrition incentive programs, connecting and supporting healthy food practitioners around the country. Wholesome Wave's network is a robust community of innovation and learning, linking incentive programs through uniform data collection and evaluation to support the expansion and adoption of incentives through policy.

For more information on Wholesome Wave and its other initiatives, visit [www.wholesomewave.org](http://www.wholesomewave.org).



## ACKNOWLEDGEMENTS

At Wholesome Wave, we believe the power to make change starts on the local level. Through actively participating in our Community of Practice and sharing information and resources within the National Nutrition Incentive Network, our network members are the driving force behind everything we do. We continue to learn an extraordinary amount from the work and innovations these members operate across the country.

Wholesome Wave is proud and thankful to work with such an inspiring group of program operators, without whom none of this meaningful work would have been possible. We are thrilled to continue these relationships as we all work together to improve healthy food access for all.

For their tremendous leadership in the field of nutrition incentive programs, and for providing invaluable information and resources that aided in the creation of this toolkit, Wholesome Wave would like to offer special thanks to a few of its National Nutrition Incentive Program Network members, including:

- **Boston Farmers Markets**<sup>2</sup> (Boston, MA);
- **Agricultural Institute of Marin**<sup>3</sup> (San Rafael, CA); and
- **Gardening the Community**<sup>4</sup> (San Rafael, CA).

Wholesome Wave is humbled to work with a diverse number of valued funders, which include private foundations, government agencies, like-minded corporations, and individual donors. We are deeply thankful to each, whose generosity goes far beyond financial support:

- |   |  |
|---|--|
| - Anonymous   | - Naked Juice Company                    |
| - Broad Reach Fund of the<br>Maine Community Foundation | - New Hampshire<br>Charitable Foundation |
| - The Doe Family Foundation                             | - Newman's Own Foundation                |
| - Elmina B. Sewall Foundation                           | - Pure Leaf Tea                          |
| - Fresh Sound Foundation                                | - US Department of Agriculture           |
| - Jane's Trust  | - Wallace Genetic Foundation             |
| - Kresge Foundation                                     | - Wellcare                               |
| - Litalife Foods  | - Zegar Family Foundation                |

Special thanks to past funders who made vital contributions to the program's founding and the growth of the network:

- Kaiser Permanente



<sup>2</sup>[bostonfarmersmarkets.org](http://bostonfarmersmarkets.org)

<sup>3</sup>[www.agriculturalinstitute.org](http://www.agriculturalinstitute.org)

<sup>4</sup>[www.gardeningthecommunity.org](http://www.gardeningthecommunity.org)

## GLOSSARY

### CROSS-TABULATION

A statistical tool that reveals how two different variables are related to each other and will allow you to directly examine how different groups of customers have answered your survey questions. An online survey tool like SurveyMonkey will allow you to create cross tab reports with ease.

### ELECTRONIC BENEFITS TRANSFER (EBT)

An electronic system that allows SNAP recipients to authorize the transfer of their government benefits from a Federal account to a retailer account to pay for products received. EBT is used in all 50 States, the District of Columbia, Puerto Rico, the Virgin Islands, and Guam. EBT has been implemented in all States since June of 2004.

### FNS NUMBER

The 7-digit number printed on a SNAP permit sent when an individual or organization becomes authorized to accept SNAP benefits through manual vouchers or EBT.

### FOOD AND NUTRITION SERVICE (FNS)

An agency of the United States Department of Agriculture's (USDA) Food, Nutrition, and Consumer Services. FNS works to end hunger and obesity through the administration of 15 federal nutrition assistance programs including WIC and SNAP.

### FOOD SECURITY NUTRITION INCENTIVE (FINI) GRANT PROGRAM

A \$100 million grant program created in the 2014 Farm Bill that supports projects to increase the purchase of fruits and vegetables among low-income consumers participating in SNAP by providing incentives at the point of purchase.

### INCENTIVE

Additional funds provided to reduce the cost of specific foods for qualifying and/or low-income consumers, expanding the customer's ability to purchase healthy, local food.

### INCENTIVE PROGRAM

A mechanism for increasing the affordability of food for qualifying low-income consumers by offering incentive dollars. The consumer benefits through the increased affordability and consumption of healthy, local food, and markets and vendors benefit from an additional customer base and revenue stream.

### MARKETING

The process of promoting a product or service through multiple and varied communication channels to audiences outside of your program participants (such as press, funders, and the general public). A marketing campaign refers to a coordinated series of publicity-garnering activities in promotion of a specific goal. Tools for marketing include brand development and management, traditional advertising, and press releases.

### MEMORANDUM OF UNDERSTANDING

An agreement between two or more parties that expresses intentions of combined efforts toward a common set of goals and activities.

### NATIONAL NUTRITION INCENTIVE NETWORK (NNIN)

Wholesome Wave's National Nutrition Incentive Network is the growing hub for nutrition incentive program practitioners in the United States. The Network consists of statewide farmers market associations, incentive program networks, farmers markets, community-supported agriculture (CSAs), and mobile markets throughout the country, all implementing programs that increase affordable access to health, local and regional food for federal nutrition benefit consumers. Members of the Network are leading the field in program design strategy, efficient implementation, innovation, and advocacy efforts.

### OUTPUT VS OUTCOME

While outputs refers to the activities undertaken in order to deliver programs and services to target populations, outcomes refers to the impact your program is having in both the short and long-term for those populations, including farmers, consumers, and the community.

## **OUTREACH**

A set of activities with the goal of providing information or services to individuals who can benefit from said services. Outreach tools include fliers, mailers, and events.

## **PROGRAM DESIGN**

The way an incentive program structures itself to expand affordable access for low income consumers (e.g. matching SNAP dollars \$1-to-\$1 so that the customer receives a 100% incentive for every dollar spent in federal benefits.)

## **REFUSAL RATE**

The percentage of individuals who, though asked, decline to be interviewed, surveyed, or otherwise provide requested information. The refusal rate is calculated by dividing the number of individuals who refused by the total sample size.

## **SAMPLING ERROR**

The deviation of a given sample from the characteristics of the population as a whole. The larger the sample size, the smaller the sampling error.

## **SENIOR FARMERS MARKET NUTRITION PROGRAM (SFMNP)**

A USDA program awarding grants to states, U.S. territories, and federally recognized tribal governments to provide low-income seniors with coupons (i.e. checks), that can be redeemed for eligible food items at farmers markets, CSAs, and farm stands.

## **SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP)**

A USDA program that offers nutrition assistance to millions of eligible, low-income families and provides economic benefits to communities. SNAP (formerly, food stamps) is the largest hunger safety net program in the country.

## **WIC CASH VALUE VOUCHERS (CVV)**

A component of USDA's WIC (Women, Infants, and Children) food package that allows for a cash voucher to be used towards the purchase of fruits and vegetables at grocery stores and direct marketing sites such as farmers markets and CSAs.

## **WIC FARMERS MARKET NUTRITION PROGRAM (WIC FMNP)**

A USDA program that awards grants to states, U.S. territories, and federally recognized tribal governments to provide low-income mothers with coupons (i.e. checks), that can be redeemed for eligible food items at farmers markets, CSAs, and farm stands.



# CHAPTER 1

## Set Goals to Expand Your Program

**SET YOUR VISION AND  
GOALS**

**EXPAND YOUR REACH  
TO NEW MARKETS**



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## RESOURCE

### Toolkit: How to Run an Incentive Program

The *How to Run a Nutrition Incentive Program* toolkit<sup>1</sup> is designed for market administrators who are just beginning to implement their healthy food incentives. It provides key information around planning, goal setting, budgeting, and determining the various components of your program before you get started.

Congratulations! Your nutrition **incentive program** is up and running and you feel prepared to expand program participation and your geographic reach. It is time to start thinking critically about what elements of your program could be advanced to better serve your market and community.

## Set Your Vision and Goals

Begin by brainstorming the vision for your program. This can be done by you, your staff, and your organization, or you can open it up to include program participants and stakeholders in the conversation. The vision can be a big, ambitious, blue-sky exercise; in your specific goals you will narrow your activities and delineate metrics of success. Examples of vision statements include "healthy, affordable, local food for all" and "a just and accessible local food system." From there, you may want to set specific growth objectives for your program. These could include:

- Expand the program to all of the market sites within your own network;
- Expand the program to market sites outside of your network;
- Engage in new outreach activities to increase incentive and federal benefit sales;
- Increase your funding base in order to expand program months of operation or expand the program to more individuals;
- Increase number of participating federal nutrition benefit customers; and
- Increase revenue of participating vendors.

When you construct goals, use the SMART (Specific, Measurable, Achievable, Realistic, and Timely) framework. A goal that states "increase the number of markets running the incentive program" is vague and undefined; rather, reframe it as "add three new market sites to the incentive program by the end of the market season." This gives you the specificity to plan effectively and accurately measure success.

Choose one or more goals to focus on and use the chapters of this toolkit to build the right solutions—they will each require different activities and strategies to accomplish.

<sup>1</sup> [www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary](http://www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary)



## Expand Your Reach to New Markets

Once all of your own markets are offering incentives, consider partnering to bring your incentive program to other markets in your geographic region. Including markets from outside of your network shows the public a propensity for collaboration and makes the entire food access landscape in your community more robust for low-income customers.

Seek out other farmers market operators in your city, state, or region and formally inquire about their interest in adopting a nutrition incentive program. These new market sites should meet the same requirements you met before starting your program, including the acceptance of federal nutrition benefits and maintaining an on-site market manager. A market that is a good fit as a potential partner should meet the following criteria:

- Interest in operating the program;
- Capacity (staff, time, skills) to operate the program; and
- Required equipment.

If an outside market meets these criteria to join your network, draft a **Memorandum of Understanding** that clearly outlines the roles, responsibilities, and expectations of the respective organizations. Make sure you clearly state who will act as the main points of contact, the language used to speak about the incentive program, any **program design** protocols to be followed, the extent of the support you are providing (funding, training, administrative, or fiscal accounting), and the end date of the partnership, if applicable.

Use your knowledge and experience to conduct a thorough training for your peer organization's staff. Include information not only on program administration, but also communications and outreach; they should feel as empowered as you do to promote the program. Make sure all markets are using the same paperwork, tracking mechanisms, promotional materials, and data entry system. If you are managing reimbursement for the

markets, require paperwork on a regular basis and make sure you are receiving the necessary documents, such as batch receipts, to verify their data.

Now that you are working with new markets, you can apply for joint funding. This collaboration is beneficial, as funders respond positively to applications that reflect collaboration and partnership. Review the chapter *Creative Fundraising* in this toolkit for ideas on specific grants and opportunities.

Remember to adjust your projections for benefit and incentive sales as your program is operated at more markets. Just as you likely saw rapid growth in your first couple of years of operation, so too will these new markets. Review the chapter *Maintain Financial Controls and Collect Data* in the *How to Run a Nutrition Incentive Program* toolkit<sup>2</sup>; the same methods you used to predict the growth of your sales will be relevant to projecting budgetary needs as you expand the program.



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<sup>2</sup> [www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary](http://www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary)



## CHAPTER 2

# Take Your Marketing to the Next Level

### MOUNT A MARKETING CAMPAIGN

- Set Goals and Activities
- Develop Effective Materials
- Create Clear Messaging
- Identify Communications Channels
- Use Advertising Outlets
- Track Change and Impact



Once your program is operational, you will want to step up your **marketing** efforts to draw in new customers and garner positive press. Through a combination of traditional and non-traditional advertising outlets, you can spread the word about your program to a diversity of audiences and ensure program success for years to come.

## Mount a Marketing Campaign

Marketing refers to external communications directed toward stakeholders beyond your program participants, such as press, funders, and the general public. A marketing campaign refers to a coordinated series of publicity-garnering activities to educate and engage audiences outside of your core customers. Your marketing efforts will benefit from comprehensive pre-season planning on messaging, media, and advertising. Use this section to launch an effective campaign that is intriguing, consistent, and draws a diversity of positive attention from press and customers alike.

### Set Goals and Activities

The major focus of your marketing campaign should be on raising awareness of your nutrition **incentive program** and, ideally, bringing in new federal nutrition benefit customers. Decide on one key goal to guide the messaging you will create and the outlets you will choose for advertising. In addition to increasing awareness, goals could include:

- Highlighting innovative programming related to your market or incentive program;
- Informing the public about the start or end of the farmers market season; and
- Publicizing notable fundraising successes or other events.

Your marketing campaign will encompass a number of activities toward achieving your goal, such as:

- Sending press releases to local and national media outlets;
- Placing ads in various publications; and
- Distributing diverse marketing collateral to local neighborhood outlets.

Before you begin your campaign, make specific decisions about the activities you will engage in and the publications and other channels to target.

### Develop Effective Materials

The materials you create to communicate about your program should be clear and compelling. Materials for marketing campaigns include:

- **Press kits** for your program to be distributed to local media outlets at the start of the market season; the kit should include historical information on your market and program, season start and end dates, a schedule of events, market photos, and recent fact sheets and reports;
- **Press releases and media alerts** to promote specific and upcoming events or recent notable impacts;
- **Brochures** designed for wide and general distribution, likely composed of general program information alongside information on community impact;
- **Print ads** of various sizes appropriate for magazines, newspapers, and other publications; and
- **Promotional display items** like banners or pennants for use when attending local events like health fairs and relevant trade shows.

Remember that marketing materials are primarily for audiences outside of your program participants; for ideas on developing successful **outreach** materials for your target audiences, refer to the *Outreach Idea Book*.<sup>1</sup>

### Create Clear Messaging

Your messaging should highlight general program information as well as the success you have had in increasing healthy food affordability. Use language to represent your program that reflects its benefits on customers and communities. Marketing messaging will differ slightly from your outreach messaging, which will be more focused on directly communicating with potential program participants. The core of your messaging should encompass the effect your program is having on:

- **Economy:** farmers, nearby community businesses, and the overall local economy are supported by your market and your program while making healthy food more affordable and accessible for low-income, high-need residents;

<sup>1</sup> [www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary](http://www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary)



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- **Health:** low-income farmers market customers are increasing their purchasing of fresh fruits and vegetables; and
- **Community:** the market serves as a gathering space for the community, and local businesses benefit from spillover market customers and better perceptions of the neighborhood's reputation.

Use marketing to tell a story about your market and to situate your program in the context of the positive effects you are having on the local community. Consider testing your messaging at the market or through focus groups to assess its clarity and efficacy.

In all of your marketing materials, clearly and succinctly communicate the following essential information:

- **Who** (your organization);
- **What** (your market and incentive program);
- **Where** (market locations); and
- **When** (market days and times).



## RESOURCE

### Toolkit: Outreach Ideas

Having clear and aesthetically pleasing communications materials on hand will help to ensure that your message reaches as wide an audience as possible. You will want to make fliers, posters, and other marketing collateral to promote your program to a number of audiences. The *Outreach Idea Book*<sup>2</sup> provides concrete ways to develop outreach materials alongside inspirational and successful examples from the field.

<sup>2</sup> [www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary](http://www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary)



For advertising on more condensed advertising spaces—like bus ads—where including all of the above information is not feasible, point people to contact information like a website or phone number.

Messaging for successful marketing is not just about words: make sure to include visual media like photographs that directly illustrate the bounty and activity your market brings to the community.

### Identify Communications Channels

Compile a list of local media outlets including high-circulation newspapers and magazines, television and radio, and popular blogs. Media outlets can be divided into three categories:

**Paid media** is what you think of as traditional advertising, including ad buys in newspapers or online.

**Earned media** refers to unpaid publicity you gain through non-advertising means such as word-of-mouth or shares on social media. While paid advertising should be a major aspect of your marketing campaign, earned media reflects a positive response to your program and should be actively pursued. Boost the possibility of such media by circulating media alerts and press releases about market events and program successes. Throughout the season, use tools such as Google Alerts, which allow you to easily track your mentions online and re-share earned media through your own channels for increased impact.

**Owned media** encompasses your own organizational media channels including your website, blog, newsletter, and social media accounts. Consider owned media as an extension of paid and earned media; you will want to use the outlets you control to highlight the stories and ads that are part of your marketing campaign.

Use a combination of these outlets to ensure your campaign has the depth and breadth necessary to bring in a wide variety of new attention. They will all work in concert to effectively promote your program.

### Use Advertising Outlets

Using a diversity of advertising outlets will ensure that you reach as wide an audience as possible. Don't limit yourself to major publications; smaller and more community-based publications are often more likely to reach your target audience.

### Negotiate Rates

Many advertising outlets offer discounted rates to non-profits; make sure to inquire before committing to an ad buy to ensure you get the best deal possible. Even if you don't have official non-profit status, many businesses may be willing to offer a reduced cost because of your program's mission. Make the case by citing the improvements your program brings to the community to convince publishers that you are worthy of a discount. Remember that you can offer in-kind contributions—like logo placement on other marketing materials—in lieu of paying a standard rate.

**COMPRE ALIMENTOS FRESCOS Y LOCALES EN SU MERCADO DE BARRIO**



**BOSTON FARMERS MARKETS**

Mi ciudad. Mi mercado. Mi comida.

[www.bostonfarmersmarkets.org](http://www.bostonfarmersmarkets.org)



**UTILICE EL  
SNAP/TARJETA EBT Y  
OBTENGA HASTA UN  
\$10 DE DESCUENTO**

**Los mercados abren de  
octubre a noviembre**






Bus ads can convey a great deal of information to potential customers. Remember to adapt your materials to your community; Boston Farmers Market ran bus ads in Spanish for a majority-Latino neighborhood.

Day of the week, ad size, and the number of times an ad is run all affect final pricing. Ask your sales representative questions about each of these features to construct an ad buy that strikes the balance between affordable and effective.

### City and State Newspapers

City- and statewide publications are best for large announcements that don't need to be targeted to a smaller neighborhood audience. Placing ads in your state newspaper, city newsweekly, or local magazines is an effective means of announcing the beginning or end of the season as well as large-scale events or fundraisers. If you know you have upcoming press in a given publication, consider running an ad at the same time, which can help reinforce your messaging for readers.

### Community Publications

For more targeted ads and announcements, you will want to look to smaller publications. Many neighborhoods have their own community newspapers, which residents look to for hyper-local news. These papers are not only a great outlet for traditional print ads, but will often be interested in running stories about your market and incentive program over the course of the season. Work with a staff person on the paper to plan a few strategically timed articles: the beginning of the season, major cooking holidays like the Fourth of July and Thanksgiving, and harvest season are all great opportunities to highlight your program.

Take the time to seek out local bloggers and food writers; they are often already fans of the market and would delight in spreading the word about your incentive program.

### Buses and Billboards

Bus ads and billboards reach an engaged commuter audience and can be a great way to quickly communicate the main points of your program. Especially for billboards, condense your messaging for quick reading; aim to communicate the main points of your program in as few words as possible. Include links to your web presence or social media account so that potential customers have an easy way to learn more about your program during their commute.



### Track Change and Impact

Assessing the strength and efficacy of your marketing is key to shaping your future advertising efforts. Learn what was and wasn't successful about your campaigns by devising metrics that reflect the new attention and engagement that your program is receiving:

Ways to track the impact of specific marketing efforts include:

- Integrate questions about how customers learned about the market into seasonal surveys;
- Track the distribution of and engagement with fliers or mailers (through, for example, gifting an incentive to anyone who brings a flier or mailer to market);
- Use quick response (QR) codes (scannable bar codes) or unique web addresses in advertisements; the number of hits that these sites receive can be used as a measure of public engagement;
- Track earned media mentions through Google Alerts and similar tools, including successful responses to press releases and media alerts; and
- Measure impact on owned media before, during, and after campaigns including social media mentions and program website hits.





# CHAPTER 3

## Build Critical Partnerships for Expansion

### IDENTIFY OUTREACH PARTNERS

### COLLABORATE WITH OTHER MARKETS

- Create Shared Materials
- Employ Multi-market EBT and Incentive Coordinators

### PARTNER WITH HEALTHCARE PROVIDERS

### INTEGRATE WITH SNAP-ED PROGRAMMING

### WORK TOWARD A STATEWIDE PROGRAM



Support from outside your organization has probably helped in the establishment of your program. External partners will continue to play a critical role as you grow your program. As your program matures, you should look for support outside of your organization in order to aid your expansion. By building partnerships with varied organizations in your community, you will ensure that your program remains strong and sustainable. Use this section to help you identify and work with diverse allies including other farmers market operators, healthcare institutions, outreach partners, and your local SNAP-Ed program.

### Identify Outreach Partners

Before the beginning of your market season, assess your community for organizations and individuals who can support your program by spreading the word to your target audiences. These supporters are imperative to expanding the reach of your program and can help you determine effective outlets and messaging for outreach. Consider these partners your community champions: they have knowledge of and credibility in the community to disseminate your message.

The outside organizations that you will want to work with each have their own missions and differing levels of capacity. Approach them in the spirit of partnership with the awareness that they may not be able to meet all of your needs. You are more likely to get buy-in if you can determine how to fit your outreach efforts into a partner's pre-existing programming. Emphasize that you are offering a program that brings positive impact to the community and helps their target audience. Outreach partners and possible programming connections include:

**Anti-hunger organizations** are already working with your target audience and customarily maintain resource lists for their communities; make sure your nutrition incentive program is listed as a means of buying affordable produce. These organizations often conduct SNAP outreach as well; ask them to mention your program when screening community members for food stamps or other federal nutrition benefits.

**Block captains** and **ward leaders** are direct lines to community members and usually have the capacity to distribute information on your program door-to-door or at community events.



**Community Development Corporations** often have programs for community members on budgeting or healthy eating. Try to schedule a short presentation for their attendees during one of these workshops.

**Community health promoters**, usually associated with a local health clinic, specifically work to share health-related resources with low-income individuals. Encourage them to make market visits with the community members they work with and consider leading the group on a market tour.

**Departments of Social Services** and other local and state offices responsible for the distribution of SNAP and other federal benefits may be able to distribute your materials directly to federal nutrition benefit recipients or have opportunities for you to table and speak directly to your target audience.

**Food pantries** are an important resource for low-income individuals, but often lack fresh produce. Ask if you can insert a flyer about your program into food boxes or have a volunteer table with information on distribution days.

**Neighborhood organizations** have a vested interest in the success of their community farmers market and are eager to help distribute materials, sponsor the market, or highlight your program at regular community meetings.

**Senior centers** that distribute Farmers Market Nutrition Program checks are a great way to reach an audience already motivated to visit your market. Many senior centers arrange transportation for their residents; aim to arrange market visits throughout the season.

**Women with Infants and Children (WIC) offices**, where mothers with young children receive their WIC CVV and WIC Farmers Market Nutrition Program checks, conduct nutrition counselling with recipients during which incentive programs can be mentioned and promoted as a means of supplementing FMNP checks for fresh produce.

Ensure that these partners have appropriate materials—like posters and flyers—throughout the season to promote your program and keep them updated regarding any market events or fundraisers you may be hosting. These partners can also be called upon to provide additional perspectives on the program to press; keep a list of partners you can count on if a reporter or funder wants an additional quote or source on your program.

In addition annual fact sheets and reports (see *Getting from Outputs to Outcomes* in this toolkit on developing these materials), you may want to provide talking points, program FAQs, or other materials that ensure your community champions are empowered to effectively spread the word. Encourage partners to integrate your messaging into their own communications (like newsletters or listservs) and offer your materials in ways that are easy to distribute through online channels like Facebook, Twitter, and Instagram.

While you want to make a big outreach push at the beginning of the season, make sure to keep partners engaged throughout the year. Communicate with—and thank!—your partners regularly to maintain momentum and keep your program fresh in their minds. Lastly, continually ask these partners what they may need from you to help them promote your program.

## Collaborate with Other Markets

Most likely, your market is part of a larger ecosystem of healthy food retail in your city, state, or region. Connecting with other farmers markets, other direct-to-consumer markets, or healthy corner store programs can be key to growing your incentive program and creating a cohesive landscape of food retail that is easy to navigate for customers.

## Create Shared Materials

One of the largest barriers for potential farmers market customers is, simply, not knowing when and where the market occurs. Even if you don't have a formal partnership with other direct-to-consumer markets in your area, you can likely benefit from creating shared materials.



**Gardening The Community**  
**Summer 2014**

**WEDNESDAY'S (4-6pm)**  
**GTC Eats!**  
(June 18 - November 5)  
Healthy, affordable, organic food sold in weekly "shares" for families or individuals. Delivery service available (within 1 mile of pick up site)  
Location: 256 Hancock Street  
For information call: 413.693.5340 or go to [www.gardeningthecommunity.org](http://www.gardeningthecommunity.org)

**THURSDAY'S (3-6pm)**  
**Weekly Farm Stand**  
(June 19 - November 6)  
Purchase a great assortment of produce grown by the youth of GTC.  
Location: 256 Hancock Street

**SATURDAY'S (10-2pm)**  
**Mason Square Farmers Market**  
(July 5 - October 25)  
Farmers Market entering its 7th year.  
Various vendors including GTC.  
Location: 11 Wilbraham Road  
(outside Mason Square Neighborhood Health Clinic)

  
[www.gardeningthecommunity.org](http://www.gardeningthecommunity.org)

Door hangers are a great tool that can be distributed directly to community members by block captains, community health promoters, or other on-the-ground partners.



## NETWORK MEMBER HIGHLIGHT

### Shared SNAP Coordinator at Seacoast Eat Local

In order to provide EBT services to five independently-operated farmers markets in New Hampshire, Seacoast Eat Local introduced a SNAP Farmers Market Program in 2011. One central SNAP coordinator travels between five markets over the course of the year; with one coordinator managing all operational aspects of the program, marketing, outreach, and accounting are streamlined. The coordinator also provides analysis and reporting to the participating markets and conducts evaluation at the farmer and customer level.

A comprehensive schedule with all local farmers market locations is a great way to consolidate information for potential customers. In addition to creating printed materials, consider collecting and presenting the information in one place online—such as a searchable map. This can be a great help to consumers seeking to find their closest farmers market. If certain federal nutrition benefits or incentives are not accepted at particular markets, make sure that they are labeled as such.

Consider adding neighborhood market sites outside of your own network if you are creating fliers, posters, or other marketing materials that are for a specific area. Such materials are particularly helpful to social service organizations and locations that distribute FMNP benefits.

### Employ Multi-market EBT and Incentive Coordinators

Funding for staff time can often be limited and some market managers lack the time or capacity to manage all of the responsibilities associated with operating an incentive program. Some markets have worked together to create one staff position that is shared between organizations to manage their EBT and incentive programs.

This staff person travels between multiple markets over the course of the week and acts at the point of contact for reimbursement, data tracking, and outreach. Consider combining resources to fund one position if there are multiple farmers markets in operation in your area.

### Partner with Healthcare Providers

The importance of preventive healthcare is well established and providers from all levels—from community health workers to hospitals, from local clinics to insurance companies—recognize the positive impact of increased fruit and vegetable intake. As a result, such organizations are often eager to learn about and promote your program to their patients.

As with any organization, seek out opportunities where you can naturally connect your program. Many health clinics operate classes and workshops on diabetes management, obesity prevention, and physical activity; these are all great opportunities to present on your program or ensure your materials are being circulated. Don't forget that many healthcare institutions also have social workers or case managers who are specifically interested in sharing programs like yours to the populations who can benefit most.

Health fairs often happen during the market season in summer and fall months; try tabling at a few different fairs to assess the audience and attendance rates. Return to those that attracted your target demographic

## Hartford Farmers' Markets



<b>Billings Forge</b> 563 Broad St. Thurs 11am-2pm SNAP/EBT accepted	<b>First Presbyterian Church</b> 136 Capitol Ave. Mon 10am-1pm	<b>Homestead Farmers' Market at the Chrysalis Center</b> 255 Homestead Ave. Wed 3pm-6pm SNAP/EBT accepted
<b>North End</b> 80 Coventry St. Wed 10am-1pm SNAP/EBT accepted	<b>Old State House</b> 800 Main St. Tues, Wed, Fri 11am-2pm	<b>Park Street</b> 161 Washington St. Mon 9:30am-1pm
		<b>West End</b> 571 Farmington Ave. Tues, Fri 4pm-7pm SNAP/EBT accepted

#### Why shop at farmers' markets?

1. You get **fresh** and **high quality** produce!
2. You can support **local farmers**!
3. It's good for the **environment**!
4. You can support the **local economy**!
5. You can buy what's **in season**!
6. It's **fun**!

Double the value of your SNAP benefits at the **Billings Forge** and **North End** markets! For every dollar of SNAP benefits you use, you get another dollar free to spend at the market!



For more information, visit [www.hartfordfarmersmarkets.org](http://www.hartfordfarmersmarkets.org)

Hartford Food System in Connecticut distributes a flyer that combines information and details for multiple markets in the city.



and use it as an opportunity to meet and develop partnerships with those offering programs and services in your community. It is ideal to send a staff person or volunteer who can answer questions about your market or program; however, if you lack the capacity to attend in person, ask for your flyers or posters to be displayed and made available to attendees. Similarly, invite local clinics to table at your market to promote their own programs or conduct simple health screenings, where you can offer them an engaged audience while strengthening your connection to an important neighborhood stakeholder.

As your program grows, you may consider integrating your incentive program more closely with a healthcare provider in your community. See the section *Innovating on Your Program: Prescription Programs* later in this toolkit for more information on developing an incentive program tied to health impacts.

## Integrate SNAP-Ed Programming

Connecting your program to nutrition education can be a key way to highlight the importance of fresh produce to a healthy diet. An ideal way to do this is through integrating with the USDA's SNAP-Ed program.

SNAP-Ed is the educational arm of the national Supplemental Nutrition Assistance Program, which aims to propel SNAP-eligible individuals with limited food budgets to make healthy choices. While SNAP-Ed funds cannot be used to directly fund an incentive program, they can be a great way to build educational programming around your program and markets, including:

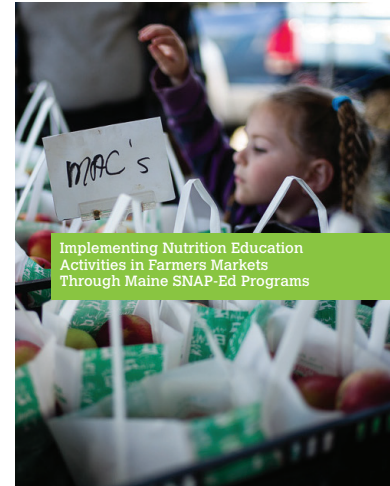
- Providing nutrition education and obesity prevention interventions to SNAP or SNAP-eligible populations. This can include cooking demonstrations or the distribution of approved nutrition messaging.
- Collecting information for use in providing nutrition education and obesity prevention activities for the SNAP-Ed audience including conducting surveys on nutritional knowledge, behaviors, or dietary intake.
- Education surrounding food-based gardening (remember that SNAP can be used to purchase seeds or fruit and vegetable starts).

SNAP-Ed is an excellent means of funding nutrition education materials, recipes, and related programming. See the **SNAP-Ed website**<sup>1</sup> for more resources on programming and information on allowable activities.



## RESOURCE

### Toolkit: Implement Nutrition Education in Farmers Markets Through SNAP-Ed



The University of New England and Wholesome Wave developed the **Implementing Nutrition Education Activities in Farmers Markets Through Maine SNAP-Ed Programs**<sup>2</sup> toolkit to provide inspiration and guidance for those interested in integrating a focus on locally grown food and farmers markets into SNAP-Ed programming. The lessons and resources provided have been successfully implemented by nutrition educators in the field and work as an effective means of introducing class participants to the idea of shopping for foods that are grown or produced locally.

<sup>1</sup> [www.fns.usda.gov/snap/nutrition-education](http://www.fns.usda.gov/snap/nutrition-education)

<sup>2</sup> [www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary](http://www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary)



## RESOURCE

### Toolkits Coming Soon: Building Statewide Incentive Programs

Wholesome Wave's *Going Big — A Toolkit for Building a Statewide Incentive Program* is a thorough, two-part guide to the major components of the statewide network-building process to be released in the Fall of 2015. The resource outlines the major steps for conducting research and engaging stakeholders as you build the foundation of a networked program. The second of these twin toolkits delves into the establishment of a network structure that will allow a statewide program to flourish. The toolkit can be used independently or in partnership with Wholesome Wave as a facilitator through the process.

### Work Toward a Statewide Program

As your program spreads to more sites—or you learn of independently operated programs in your area—you should consider the possibility of developing a statewide incentive program. While it takes considerable capacity and motivation, statewide programs allow you to leverage collective resources for a sustainability, streamlined fundraising, and stronger advocacy.



# CHAPTER 4

## Creative Fundraising

### **PURSUE GOVERNMENT GRANTS**

- Federal Grants
- Other Government Grants

### **CONSIDER CORPORATE SPONSORSHIPS**

- Make Sponsorships Mutually Beneficial

### **EXPLORE OTHER APPROACHES**

- Friends of the Market
- Crowdfunding
- Market Merchandise
- Annual Appeals



Ensuring your program is fully funded year to year is essential to maintaining consistency for customers and vendors while giving you the ability to expand and innovate on your program. Fundraising can be a major challenge for **incentive program** operators and you will likely need to secure multiple funding streams to sustain all parts of your program. Be patient and expect to spend an extensive amount of time on successfully obtaining funds to support your program. Just as diversifying markets and products lowers risk for farmers, having many funding sources can be more sustainable for organizations in the long run, rather than depending on a few large funders.

## Pursue Government Grants

### Federal Grants

The US Department of Agriculture recognizes the significance of supporting farmers markets as a necessary component of a strong agricultural economy. As such, there are a number of federal grant programs that support nutrition incentive and other farmers market programming. Be aware that government grants are often highly competitive and usually require in-depth reporting and comprehensive evaluation.

There are several resources that will alert you to federal grant opportunities, including the **Federal Register**<sup>1</sup> for official government Requests for Proposals, USDA's **Know Your Farmer**<sup>2</sup> website for more informal introductory materials, and the **National Sustainable Agriculture Coalition Blog**<sup>3</sup> for timely updates on new releases and programmatic changes.

### The Food Insecurity Nutrition Incentive Grant Program

USDA's Food Insecurity Nutrition Incentive (**FINI**) Grant Program, initiated in 2014, was specifically formed to support **SNAP** incentive programs. Projects are categorized into three categories of increasing complexity:

- 1) FINI Pilot Projects of \$100,000 or less over one year;
- 2) Multi-year, Community-based FINI Projects of up to \$500,000 over four years or fewer; and 3) Multi-year, FINI Large-scale Projects of \$500,000 or more over four years or fewer. Funds must be used to directly support projects that increase the purchase of fruits and vegetables by

low-income consumers participating in SNAP by providing incentives at the point of purchase.

FINI seeks to improve the nutritional and health status of participating households through increased intake of fresh produce. FINI projects require comprehensive evaluation and USDA is especially interested in projects that prioritize diverse stakeholder collaboration, innovative approaches to incentive programs, and new technological solutions. More information on FINI can be found on **USDA's page for the program**<sup>4</sup>.

### Farmers Market Promotion Program

The Farmers Market Promotion Program (FMPP) is a USDA grant program with the goal of increasing sales of local and regional food at farmers markets and other producer-to-consumer retail spaces. Note that FMPP funds cannot be used for direct incentives; nonetheless, these grants remain popular for incentive program operators as they can be used to support market operations and programming surrounding your incentive program.

## FUNDED FINI PROJECTS

FINI grants have been awarded to compelling projects in each award tier, including:

**Vermont Farm-to-School** in Newport, VT secured a \$93,750 Pilot Project grant to introduce nutrition incentives into retail stores alongside a full-scale consumer marketing campaign and a program for providing technical assistance on local sourcing.

**Mandela Marketplace** in Oakland, CA secured a \$422,500 Multi-Year Large-scale Project grant to integrate an online incentive system called Credibles into community markets and corner stores.

**Wholesome Wave** secured a \$3.77 million Multi-year Large-scale Project grant to work with over 400 direct-to-consumer markets to develop, implement, and expand nutrition incentive programs.

<sup>1</sup> [www.federalregister.gov](http://www.federalregister.gov)

<sup>2</sup> [www.usda.gov/wps/portal/usda/knownyourfarmer?navid=KNOWYOURFARMER](http://www.usda.gov/wps/portal/usda/knownyourfarmer?navid=KNOWYOURFARMER)

<sup>3</sup> [sustainableagriculture.net/publications/grassrootsguide/farm-bill-programs-and-grants](http://sustainableagriculture.net/publications/grassrootsguide/farm-bill-programs-and-grants)

<sup>4</sup> [nifa.usda.gov/program/food-insecurity-nutrition-incentive-fini-grant-program](http://nifa.usda.gov/program/food-insecurity-nutrition-incentive-fini-grant-program)



Awards range from \$15,000 - \$100,000 and can be used for many direct-to-consumer activities including developing community supported agriculture (CSAs), purchasing **EBT** terminals, and conducting low-income **outreach**. See the **FMPP website**<sup>5</sup> for more information.

### Other Government Grants

State government grant opportunities are more limited and vary from state to state. Regularly explore the grants and resources sections of your state's Agriculture, Health, and Economic Development department websites to assess your options for state funding. Local grant opportunities also exist; visit the websites of your county and municipal governments, such as your town council, regional planning agency, or municipal bonding authority.

### Consider Corporate Sponsorships

There are a number of reasons why local and national businesses may be interested in sponsoring your markets or incentive program. Many business are looking for opportunities to demonstrate corporate responsibility, and allying themselves with an affordable, healthy food access program such as yours helps them illustrate their commitment to health, the community, and the growth of local economies to their customers.

Examples of companies that may be interested in promoting themselves in the farmers market environment include restaurants, local banks, insurance agencies, and energy companies. Consider businesses in your local



### RESOURCE

#### Develop Your Grant-Writing Skills

Wholesome Wave offers two tools to help you to build and develop your grant-writing and -management skills: *Successful Incentive Program Fundraising: Tips and Selected Resources* and the *Guide to Grant Funding*<sup>7</sup>.



### NETWORK MEMBER HIGHLIGHT

#### Local Learning Community

**Appalachian Sustainable Development**, which runs incentive programs in Virginia and Tennessee, secured a \$78,000 FMPP grant to start a local learning community to offer technical assistance to markets in their network.

community that may already be benefitting from increased customer traffic in the areas as a result of proximity to your farmers market. Don't hesitate to reach out to national companies as well, as they often have larger budgets for sponsorships.

Make sure your organization, market, and other stakeholders are comfortable with the message and activities of the corporate sponsor. One mechanism to align expectations is to establish a corporate sponsorship policy and ensure it is followed in any negotiations with potential sponsors.

#### Make Sponsorships Mutually Beneficial

Benefits and opportunities you can offer potential sponsors include:

- **Logo placement and brand visibility.** This is the most basic benefit you can offer a sponsor. Logo placement is a simple but effective way to bring attention to your sponsor's brand. Consider multiple ways to highlight your sponsor on **marketing** materials; a logo can be included on market schedules or fliers with high circulation, posters for the market, an e-newsletter, your website, or your market banner. Depending on the type of alternative currency you use, there may also be room on the incentive itself to include a logo, especially if you use a paper coupon. Co-branded market materials (like shirts or tote bags) are a great value-add for higher-level sponsors, who you can also offer the option of logo exclusivity on materials.

<sup>5</sup> [www.ams.usda.gov/AMSV1.0/fmpp](http://www.ams.usda.gov/AMSV1.0/fmpp)

<sup>6</sup> [nifa.usda.gov/page/search-grant](http://nifa.usda.gov/page/search-grant)

<sup>7</sup> [www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary](http://www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary)

- **Market presence.** Offer a promotional booth or table at your market for representatives from a sponsoring company to share their own marketing materials and communicate directly to your customers. Depending on the amount of their sponsorship, this presence can also include banners, flags, pennants, or other large materials to trumpet their brand and support of your market.
- **Social media presence.** Leverage your social media accounts to bring attention to your sponsor. This can include mentions through Twitter and Facebook, blog posts developed by the sponsors themselves, a detailed recognition page on your website, or messaging in your newsletter. You may also consider constructing a full social media outreach campaign for higher level sponsors.
- **Media integration.** Sponsor mentions can be integrated into press releases, print media advertising, and large-scale events like market openings.

## Sponsorship Packages

Create a short, visually appealing sponsorship package to distribute to potential sponsors that clearly outlines what you are offering in exchange for funding for your program. Ideally, a sponsorship package includes:

- **Sponsorship levels.** While a community business may only have the financial capacity to support your market and program for a few hundred dollars, larger corporate sponsors may have tens of thousands to give for appropriate visibility in your marketing and communications materials. Provide a number of financial support options with appropriate benefits so that you can reach as broad a sponsor base as possible.
- **A demographic profile of your customers.** Businesses need to know that they will be reaching a customer base whose values and buying habits align with their products and services. (Refer to the *How to Run a Nutrition Incentive Program* toolkit<sup>3</sup> for sample customers surveys that will help you gather this information.) If you don't have a profile of your customers directly, use information about community demographics to entice sponsors.

## Sponsorship Packages

Markets that have used sponsorship dollars to support incentive programming:

**Farm Fresh Rhode Island (FFRI)** received corporate sponsorships for their annual fundraising event, the Local Food Fest. In return, FFRI accorded logo placement in the event's program, emails about the event, and on the event webpage. FFRI also provided space to hang banners at the event, and reserved seating for sponsors' guests.

Among other sponsorship opportunities, **Greenmarket in New York** offers a set fee for businesses to table at their farmers markets. Two green energy companies have set up a regular tabling schedule and pay a commission based on how many customers sign up for their programs.

- **Your social media reach.** Include your follower numbers on multiple social platforms to let potential sponsors know you can promote their brand to an engaged, active online audience.
- **Recent media attention garnered by your markets and program.** Let your potential sponsors know that your markets have earned positive press by listing local and national media outlets where your program has been highlighted.
- **Sponsorship Commitment Form.** Develop a commitment form that captures the information you need from the sponsor, including basic contact information, high-quality logo images, social media accounts, their desired level of sponsorship, and the sponsorship period (full calendar year, regular season, specific months or events); review the form with the sponsor and require their signature.

## Explore Other Approaches

Grants and sponsorships are great ways to bring in relatively large amounts of funding and will likely form the financial foundation of your incentive program. However, these funds are often not guaranteed for more than one year at a time; by developing multiple, diverse streams

<sup>3</sup> [www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary](http://www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary)

of funding, you can guard against sudden changes in the funding environment. The ideas in this section will not only help round out funding for your program, but can also provide much needed general operating funds.

### Friends of the Market

Friends of the Market programs are essentially adaptations of the donation model used by public radio stations. Market customers are invited to give a set amount—usually somewhere from \$10 to \$50—per month or per season to support market and program operations. Build loyalty by offering small perks for membership in the program: give away tote bags for the season, work with farmers to offer a small discount on popular produce, offer Friends buttons that declare their support of the market, or host an end-of-year event for supporters. Don't forget to integrate fundraising approaches; a Friends of the Market program can be sponsored by one or more businesses. To encourage signups, make it clear where their dollars are going; for example, a \$20 a month donation can be said to help a SNAP family stretch their benefits for an extra week of market shopping.

### Crowdfunding

Crowdfunding is the practice of raising money from a large number of people, usually via the internet. Kickstarter, Indiegogo, and other crowdfunding platforms can be a quick and effective way to reach a set funding goal within a limited amount of time. Circulate language and guidelines among your staff and stakeholders that make it easy for them to share and support the campaign through their networks. While you want to ensure that you are offering compelling gifts for each donation level, make sure the time and costs associated with each do not outstrip the actual donation amount.

### Market Merchandise

Many market customers take pride in shopping at the market and jump at the opportunity to literally wear that pride on their sleeves. Tote bags are a popular, useful item; also consider shirts, mugs, and simple kitchen equipment. To keep costs low, consider using design students from a nearby university or asking a local design firm to donate services at a reduced cost. Again, communicate how sales of these items support the market and incentive program ("Your purchase of this \$10 shirt will double a WIC mother's benefits!"). Don't forget that selling merchandise at market will require capacity for inventory management.



## NETWORK MEMBER HIGHLIGHT

### Successful Fundraising Efforts

**CitySeed** in Connecticut hosted Pie on 9 — a pie contest and block party — to raise funds for their incentive program, and a select number of SNAP customers were allowed free entry.

**Columbia Heights Community Marketplace** raised \$5,000 through an Indiegogo campaign.

New York City-based **Just Food** hosts an annual CSA Smackdown annually, a city-wide cooking competition with a focus on local ingredients that funds their CSA incentive program.

### Annual Appeals

A coordinated donation-ask once or twice a year is a great opportunity to share successful stories and statistics from the season while making a request for individual donations. Time your appeal appropriately; many people expect to receive appeals at the end of the year during the holiday season, but the spring is also a good time to excite donors as farmers market season gets closer. A smaller campaign can also be hosted on #GivingTuesday, an annual giving movement held on the Tuesday after Thanksgiving that has a strong social media component. Refer to the next chapter *Get from Outputs to Outcomes* for ideas on presenting data to your potential donors in ways that will compel them to support your program.



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# CHAPTER 5

## Get from Outputs to Outcomes

### LEARN ABOUT YOUR MARKET

- Customer Surveys
- Vendor Surveys
- Market Manager Surveys

### USE YOUR DATA EFFECTIVELY

- Conduct Basic Data Analysis
- Report to Different Audiences
- Create Fact Sheets
- Create Reports



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## TOOL

## Farmers Market Data Collection

In addition to developing your own survey and data collection instruments, explore the possibility of using outside tools to streamline your data collection processes. Not only can these tools save you time, they will also help you align your practices and metrics with other markets across the country.

**Estimating the Economic Impact of Public Markets<sup>3</sup>** from Project for Public Spaces is a streamlined tool to calculate a market's overall economic impact.

**marketumbrella.org's Sticky Economics Evaluation Device<sup>4</sup>** (SEED) is a means of collecting farmers market data to estimate direct and indirect economic impact.

**FM Tracks<sup>2</sup>** is an app and web interface developed by Wholesome Wave and Case Western Reserve University for the collection and analysis of farmers market and incentive program data.

Ideally, you have already been collecting accurate information on distribution and redemption of nutrition **incentives** and federal nutrition benefits at your market to ensure you are meeting all financial and grant reporting requirements. (If not, refer to the *How to Run a Nutrition Incentive Program* toolkit<sup>1</sup> for the basics of data collection regarding your **incentive program**.) As your incentive program grows, you want to convincingly make the case that you are truly making healthy food more affordable and accessible to low-income shoppers while also creating economic benefits for your farmers and community. This section will give you concrete ways to report on data to comprehensively demonstrate the successes and impact of your program.

## Learn About Your Market

How many new customers is your market attracting each season? Are customers shopping at the market because of the incentive program? What types of outreach have been effective? Are incentive customers purchasing and consuming more fruits and vegetables? Conducting surveys during your market season is an ideal way to find answers to these questions.

As you know, vendors and market managers can be extremely busy during market hours, and customers may not want to take more than a few minutes of their time to participate in a survey. Therefore, developing surveys that are clear, direct, and easy to administer will help increase participation.

Consider using volunteers, local students, or researchers to help conduct surveys or call on other staff in your organization to support the market manager on days when survey administration is taking place. Make sure to thoroughly train anyone who will be conducting surveys at the market. Ensuring a consistent and sound methodology is imperative to presenting your results with rigor and confidence. Be aware that certain audiences to whom you present results will ask questions about things like **refusal rate** or **sampling error**.

## Customer Surveys

From your at-market data collection, you should have quantitative data like basic sales and transaction figures for your program. Surveys allow you to build on this with qualitative and more detailed quantitative data to more deeply understand your program's effects. By creating a set of easily administered questions, you can determine:

- Basic demographic characteristics of incentive customers (gender, age, race and ethnicity, and household size);
- Perceptions about the impact of your incentive program on customer shopping habits and consumption of fresh fruits and vegetables;

<sup>1</sup> [www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary](http://www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary)

<sup>2</sup> [www.prchn.org/FMTracks.aspx](http://www.prchn.org/FMTracks.aspx)

<sup>3</sup> [www.pps.org/pdf/pps\\_public\\_markets\\_eis.pdf](http://www.pps.org/pdf/pps_public_markets_eis.pdf)

<sup>4</sup> [www.marketumbrella.org/marketshare](http://www.marketumbrella.org/marketshare)

- Impact of your incentive program on access to fresh fruits and vegetables for program participants;
- The economic impact on neighboring businesses; and
- How welcome customers feel at the market and other aspects of the market that customers may value.

While there is a place for open-ended questions—it's common to end a customer survey with an open ask for additional feedback or comments—the bulk of your questions should be yes/no or multiple choice to allow for ease of administration and analysis.

The appendices include customer surveys that you may use as they are or modify to your particular needs. (Note that these surveys are designed specifically for incentive program customers and don't include questions on more general market impact.) Remember, depending on the demographics of your market customers, you may need to provide surveys in multiple languages. Keep literacy in mind as well; your market customers will span a wide range of reading levels.

You can encourage market shoppers to take your survey by offering a small incentive, which is good way to increase response rates and also provide a small token of appreciation to participants. Many markets offer \$2-\$5 in market dollars to anyone who completes a survey. If you do offer incentives, remember to track their distribution separately from incentives given in connection to federal nutrition benefit sales.

### Vendor Surveys

The data you glean from your customer surveys will ideally demonstrate the considerable impacts that your incentive program is having on consumers. These results can be further reinforced with vendor surveys, which allow the farmers and producers participating in the program to speak directly to the effects your program has on their bottom line. Collecting information on how the incentive program affects a vendor's sales, business practices, and market experience will make your overall evaluation more robust. Look to the appendices for a vendor survey focused on incentive programs that you can adapt for your specific data collection needs.

### Question Design for Customer Surveys

#### BAD:

Q: Do you like the incentive program at this farmers market?

A: [Fill in the blank]

#### GOOD:

Q: Does the incentive program make you more or less likely to purchase fruits and vegetables at this farmers market?

A: Choose one: Less Likely | About the Same | More Likely

### Question Design for Vendor Surveys

#### BAD:

Q: What business practices have you changed in response to the incentive program?

A: [Fill in the blank]

#### GOOD:

Q: Have you made any of the following changes to your operation as a result of accepting incentives?

	YES	NO
A: Increased production acreage:	___	___
Developed or offered new or different products:	___	___
Started a greenhouse (or used other techniques) to extend growing season:	___	___
Bought new equipment or vehicles:	___	___
Increased farm or market staff:	___	___

### Question Design for Market Manager Surveys

#### BAD:

Q: Has the incentive program impacted foot traffic at your market?

A: Choose one: Yes | No | Don't Know

#### GOOD:

Q: In your opinion, how has the incentive program impacted foot traffic at your market?

A: Choose one: Increased greatly | Increased  
Stayed about the same | Decreased  
Decreased greatly | Don't know | Doesn't apply





## RESOURCE

### Toolkit: *How to Use FM Tracks*

Developed in partnership with Case Western Reserve University, FM Tracks is an iOS-based app and accompanying web interface for the collection of transaction and evaluation data at farmers markets and other farm-to-retail sites. The app streamlines data collection and can export filtered data as well as simple infographic reports. FM Tracks is being beta-tested in 2015 in select markets and is anticipated for broader release in 2016. See the **How to Use FM Tracks<sup>5</sup>** toolkit for more information or find the app online at [fmtracks.org](http://fmtracks.org).



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### Market Manager Surveys

Consider using surveys to take a closer look at the staff who directly manage your incentive program—whether a market manager, **SNAP** coordinator, or other personnel. The appendices include a market manager survey to help you understand the market manager's perspective, which will assist you in streamlining aspects of **program design** and in comprehending the successes and challenges of program implementation.

### Use Your Data Effectively

Between sales data and surveys, you have the ability to make a strong case for your program and its impacts. Once you have been collecting statistics for a year or two, you have a baseline to start truly assessing the impact of your program on customers, farmers, and the community. Conducting basic analysis in conjunction with creating fact sheets and reports will allow you to engage and convince stakeholders that your incentive program is worth supporting.

### Conduct Basic Data Analysis

Statistics alone are not enough to make the case for your program; you will need to add context and narrative to your data to construct a compelling argument for support from different audiences. Basic analysis of your data should include year-to-year comparisons and a demonstration of growth or expansion in key areas like incentives redeemed, vendor sales, or customer attendance.

You can show deeper trends in your data set by **cross-tabulating** your survey results, revealing the differences between different segments of your customer base. While, for example, it is helpful to learn that 40% of all market customers are weekly shoppers, it is even more revealing to learn that 65% of incentive customers are weekly shoppers. Get deeper insight into your program by cross-tabulating your data set by demographic information like age, SNAP customers, or first-time market visitors.

### Report to Different Audiences

It is incredibly powerful to address the public and legitimately report that your program is truly increasing access to affordable, healthy food. As you package your data, recognize that different audiences will look for different program impacts. Remember that statistics do not stand alone: you are using data to support your story.

<sup>5</sup> [www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary](http://www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary)



### Policymakers

Getting support from your local legislators—including mayors, city councilpersons, and state representatives—can translate into institutional advocacy for your program in a number of ways. Legislators are particularly interested in economic, community, and health impacts. Choose statistics that underline the fact that incentive programs increase the viability of local farms, increase the health and vitality of neighborhoods, and keep money in the local community. Metrics policymakers look to as representative of program success include:

- Growth in and total vendor sales;
- Vendors report that the farmers market is a significant part of their income;
- Vendors report that federal benefits increase their total sales;
- Local businesses and customers report that the market improves the neighborhood; and
- Customers report that the market's acceptance of federal benefits and incentives increases their food budget and makes it easier to buy and consume healthy food.

### Funders

Grantors will always want to know that their funds are being used efficiently and effectively; collecting and presenting good data is the easiest way for you to demonstrate this. Make sure you know what is expected of you on grant reports to ensure you are collecting the necessary data throughout the season—you will report differently for an agriculturally focused grant than for one targeting food security. Funders respond positively to analysis that is designed around the goals of a given grant or foundation's mission and are especially interested in data that reflects programs that are scalable, sustainable, and/or replicable, including details such as:

- Amount of additional funds leveraged;
- Increased sales of fruits and vegetables;
- Customers report behavior change, especially increase in purchase and consumption of fresh produce; and
- Customers report increased access to healthy food.



### TIP

#### **Collaborate Citywide and Statewide**

Reach out to other markets in your city or state to see if you can align data collection methods and metrics. Having the ability to easily combine your data with other local markets will demonstrate greater impact and a willingness to collaborate, to which both funders and policymakers respond positively. You will also end up with a more powerful and robust data set.



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### Market Customers

There is value in presenting data to your market customers as well. By demonstrating impact to the audience who engages with your work most directly, you show your commitment to operating a program that truly serves the community. Don't forget: market customers often form the base of your individual donors. Share data that customers can personally connect to such as:

- Data that reflects improved quality of life or economic impact in the community, such as percentage of vendors who donate excess food to local food banks;
- Statistics reflecting the affordability of the market;
- Data showing that customers value the acceptance of federal benefits; and
- Positive customer quotes about the market and/or incentive program.

Other audiences who may be interested in your data include local business owners (who may feel more compelled to sponsor your market if customers report shopping at other nearby businesses on market days) and peer organizations (who may look to your data to ascertain opportunities for collaboration). Once you have determined your metrics and audience, you will be ready to formally report your program impacts.

### Create Fact Sheets

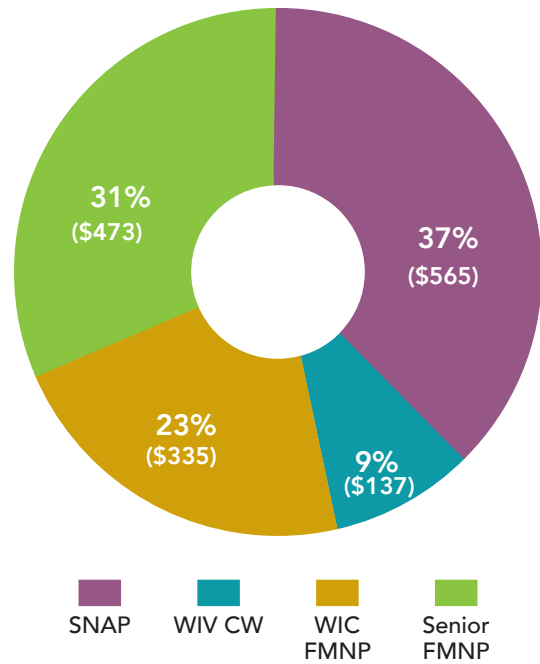
A fact sheet is a standard means of presenting the most notable results from your program in a short and readable format. Fact sheets can function as an easily disseminated overview of your program that can be shared with local stakeholders and media, and highlighted on your website. See the appendices for an example of a fact sheet.

A fact sheet should convey the basics of your program at a glance, including:

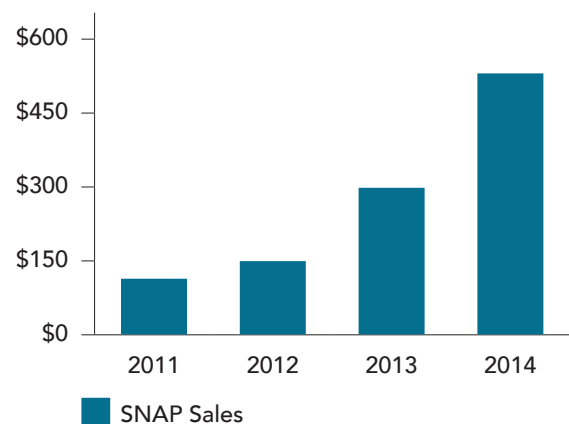
- Number of market sites and program participants;
- Dollar amount of incentives distributed and redeemed;
- Federal benefit sales; and
- Growth in sales over time.

Additionally, include evaluation statistics related to health impact, such as percentage of incentive customers reporting increased fruit and vegetable consumption.

**Total Federal Benefit Sales, 2014**



**Annual SNAP Sales 2011 – 2014**



*Here are some ideas for presenting data about your program; consider graphs and charts that show growth over time or the primacy of incentives and federal benefits to the success of your market.*

Fact sheets should be colorful, graphic, and no more than single page front-and-back. If you have funds in your budget, consider hiring a graphic designer once you have compiled the statistics you would like to present. If not, common software like Microsoft Word or Excel and Google Docs provide templates to make visually appealing charts and graphs.

### Create Reports

Longer-form reports should be shared with audiences looking for more in-depth analysis than a fact sheet can provide. It is good practice to prepare an end-of-season report each year. Your reports should include:

- **Executive Summary**, including key findings and contributors to success;
- **Introduction**, including acknowledgments of partners and funders, the history of your organization and incentive program, and market profiles;
- **Major program activities**, including notable outreach or **marketing** efforts;
- **Demographic information** on your market customers and community;
- **Economic impact**, including information on farmer sales and vendor survey;
- **Health impact**, like consumer response to questions about fruit and vegetable consumption;
- **Stories, quotes, and images** from the field to humanize your data;
- **Historical or trending data** over the season or multiple years;
- **Conclusion**, summarizing the major points of your report and plans for future growth and activities; and
- **Appendices** of survey instruments and methodologies, marketing material, and press.

Again, go beyond solely presenting raw numbers from your survey; contextualize how you addressed challenges throughout the year and connect positive impacts to your program activities. Create charts and graphs that reflect the growth of your program and discuss your data with an eye toward sustainability. Your end-of-season reports can be a powerful tool for communicating the breadth and depth of your program's impact; do not hesitate to circulate them widely.





# CHAPTER 6

## Innovate on Your Program

### LOYALTY PROGRAMS

### PRESCRIPTION PROGRAMS

### DIGITAL INCENTIVE PROGRAMS

- Mobile Market+
- eToken™ Systems



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Don't hesitate to make changes that modify, improve, and better respond to the unique characteristics of your market, customers, vendors, and community. The flexibility of the basic elements of a nutrition **incentive program** allows for a diversity of creative approaches; consider variations on your program that match the evolving goals and capacity of your organization to the particular community needs or that incorporate innovative techniques to bring in new customers.

## Loyalty Programs

While you want to conduct **outreach** regularly to expand your customer base, it is also important to ensure that you are developing and maintaining a core of repeat customers. Loyalty programs are a straightforward method of encouraging return visits; as customers make repeat purchases, they are given benefits from the market in appreciation of their patronage. These benefits can take a number of forms, including:

- **An additional incentive amount after a set number of market visits.** The International Rescue Committee in San Diego, California gives incentive customers an additional \$3 incentive after their eighth visit to the farmers market.
- **A free item once a customer reaches a certain number of visits.** Wholesome Wave Georgia participates in My Market Club, a loyalty program in which farmers market shoppers receive a small reward every two visits. First-time market shoppers who enroll in the program receive an immediate \$5 incentive to spend at the market.
- **Raffle entries.** Participants in Ferry Plaza Farmers Market's Seasonal Shopper Rewards Program receive members-only gifts and discounts on event tickets, in addition to raffle entries for larger prizes. Three major prizes—such as \$250 in market dollars—are raffled off once a month during the regular season. The market also hosts double stamp days, promoted through social media, to encourage extra shoppers on slower market days.
- **Incentives for bringing a friend or family member.** On Georgia Organic's Bring a Friend to Market Days first-time shoppers and the friend who accompanies them each receive a \$5 incentive to shop at the market.



## NETWORK MEMBER HIGHLIGHTS

### Innovative Alternative Incentive Ideas

**Brass City Harvest** in Waterbury, Connecticut works with a local hospital to provide incentives to low-income patients who meet predetermined fitness benchmarks.

Families with children younger than 12 who receive WIC or SNAP and participate in **Farm Fresh Rhode Island's Healthy Foods Healthy Families Program** participate in nutrition education activities and receive \$20 to spend on fruits and vegetable every three market visits.

**Seacoast Eat Local** in New Hampshire runs a program called "Close the Gap" wherein SNAP customers whose benefits have run out receive an additional \$20 incentive at the last market of the month.

- **A discount to a local business**, usually one aligned with the market's goals such as a restaurant committed to local sourcing.

Using a stampable or punchable frequent shopper card is an easy and low-cost method to track customer visits. Some markets give customers a special token on each visit; once a customer collects a certain number of tokens, they can be exchanged for an item or incentive of a particular dollar value.

Remember: loyalty programs can be extended beyond your incentive customers to encourage all shoppers to visit the farmers market more often.

**FARMERS MARKET** **2014 SUMMER FRESH CARD**  
at BILLINGS FORGE

Get a punch each time you come to the market!  
Receive \$5 towards the market after 7 punches!

① 6/5	② 7/24	③ 9/11
④ 6/12	⑤ 7/31	⑥ 9/18
⑦ 6/19	⑧ 8/7	⑨ 9/25
⑩ 6/26	⑪ 8/14	⑫ 10/2
⑬ 7/3	⑭ 8/21	⑮ 10/9
⑯ 7/10	⑰ 8/28	⑱ 10/16
⑲ 7/17	⑳ 9/4	㉑ 10/23

\*ONLY one punch per visit.

→ Get the card punched at the Farmers' Market MASTER TABLE  
DO NOT GET IN LINE, it will take only a second...  
→ Buying food from our truck vendors? You can still get your card punched!

**CARD NUMBER**

☐ DoAG ☐ OFS ☐ FEX ☐ ... ☐ ...

Punchcard for The Billings Forge Farmers Market in Connecticut, which gifts \$5 to customers with every seventh market visit.



## Prescription Programs

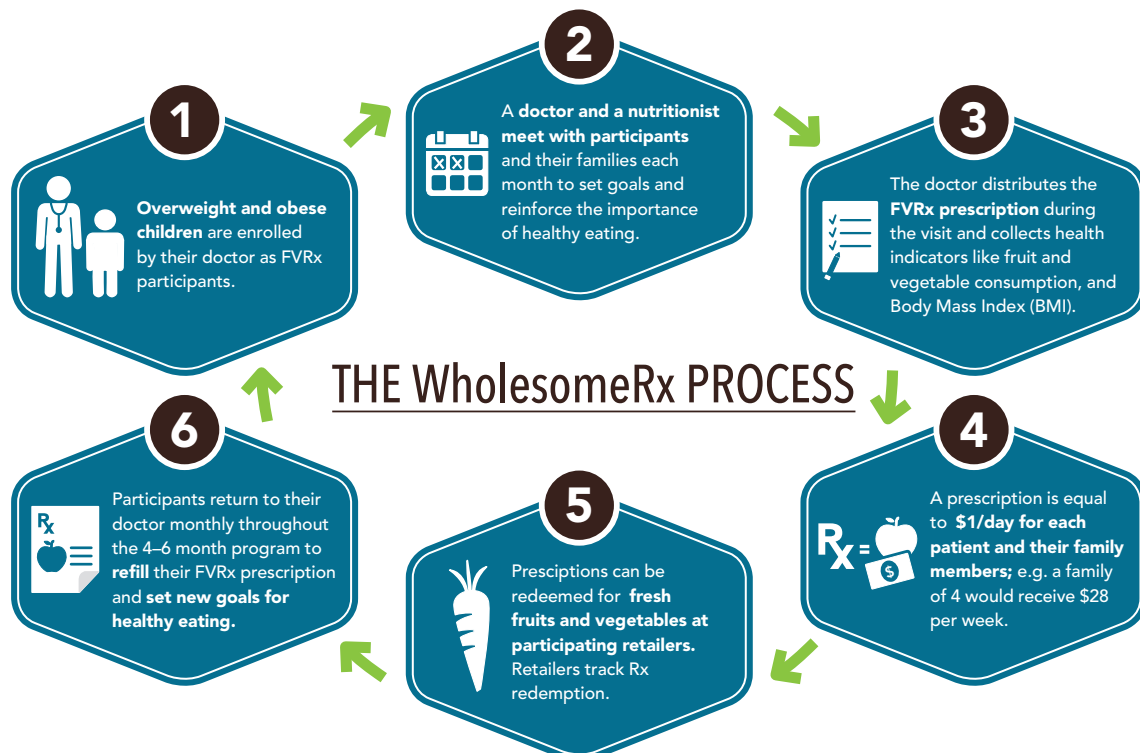
Prescription programs are an innovative way to connect healthcare providers in your community to your markets. Healthcare staff select participants from their patient populations based on specific health factors (such as a body mass index [BMI] over a certain level) or the likelihood of patients to benefit from a community-based health promotion program, which may be determined by **SNAP** eligibility or a food insecurity screener. Depending on the program, these participants meet with healthcare providers on a regular (usually weekly, bi-weekly, or monthly) basis and receive a “prescription” for fruits and vegetables. This prescription is presented to the market manager and exchanged for an incentive in a pre-determined amount that can then be redeemed for produce. Prescription incentives can also be tied to federal benefits spent at the market.

Results from Wholesome Wave’s Fruit and Vegetable Prescription Program (2013) demonstrate that these programs result in positive health and economic impacts:

- 55% of participants reported increased consumption of fruits and vegetables;
- 41.6% of child participants decreased their BMI; and
- 82% of participants reported that most or all of their fruits and vegetables came from the farmers market.

## THE FVRx® PROGRAM

Patients who participate in Wholesome Wave’s Fruit and Vegetable Prescription Program (FVRx®) program meet with healthcare providers on a monthly basis to receive tailored counseling on ways to improve their health and diet, and are prescribed FVRx prescription vouchers that can be redeemed at farm-to-retail businesses for fresh fruits and vegetables. Designed to support and engage the patient’s family as a whole, FVRx benefits (typically \$1 per household member per day) are provided to the patient and all household members. Throughout the FVRx program, participants and their families also meet with trained nutritionists and/or health educators, who provide ongoing assessment and guidance on fruit and vegetable consumption and the replacement of unhealthy foods with fresh produce.



*The Fruit and Vegetable Prescription Program successfully integrates healthcare providers and healthy food incentives.*



## NETWORK MEMBER HIGHLIGHTS

### Integrating Healthcare and Incentives

Chicago-based **Experimental Station** partnered with University of Chicago Medicine to expand the distribution of incentives while collecting health metrics at market. The Eat Up! initiative developed a mobile app that was used to record blood pressure, height, weight, heart rate, and other metrics of SNAP consumers, who were then given a \$5 incentive to spend at the market along with nutrition education information.

The **Massachusetts Federation of Farmers Markets** works with St. Elizabeth's Medical Center to distribute incentives in the amount of \$30 per month per family member to diabetic patients to encourage the preparation and consumption of healthier meals. The incentives can be used at over 100 local farmers markets, many of which offer cooking demonstrations and healthy cookbooks as supplemental programming.

## Digital Incentive Programs

As you may have experienced, traditional token and paper systems can be time and resource intensive, particularly at high-volume markets. In recent years, incentive program operators around the country have begun investigating technological solutions to alleviate some of the administrative burden associated with operating SNAP and incentive programs.

Keep in mind, these programs are mainly in the pilot phase and may not be available for wide-scale adoption, and for those that are available you may not have the staff or financial resources to adopt them. However there are less resource-intensive ways to integrate technology into your program. Tablets or laptops, for example, can be used at the market site to facilitate customer enrollment, conduct surveys, accept donations, or collect data on program operations.

### Mobile Market+

Mobile Market+, developed through a USDA-funded collaboration called MarketLink, is currently the only smartphone application that processes **EBT/SNAP**. The iOS-based app, which also manages credit and debit transactions, streamlines the transaction process and can reduce the time and costs of administering token and paper systems.

Markets have taken advantage of Mobile Market+ to begin testing the feasibility of digital incentives. FX Farmers Market in Baltimore has piloted an iteration of the Mobile Market+ with the capability to process EBT and digital incentives, and the Michigan Farmers Market Association used the mobile app to accept federal nutrition benefits and SNAP incentives at fourteen markets. The model is a decentralized system in which each farmer maintains his/her own iOS device capable of accepting EBT and digital incentives.

These projects are still in pilot phases but have seen successes to date and are an important aspect of testing various implementation strategies; there is no doubt that many in the field will eventually move to advanced technologies beyond traditional token systems.

### eToken™ Systems

The eToken™ system was developed by the Federation of Massachusetts Farmers Markets in 2010. The system processes SNAP, **FMNP**, gift cards, credit/debit, and incentives by creating a virtual bank account at each market that transfers “eTokens” associated with each customer’s SNAP ID number to the bank accounts of vendors. The software can be programmed for compatibility with additional payment options, and is open-source and free to markets.

The model is a centralized system in which SNAP is still processed at the central market booth. The system requires a laptop, an EBT machine, and receipt printer at the central market stand, a router used to create a local intranet, and Wi-Fi-enabled devices such as an iPad or iPhone for each vendor. Some benefits of the eToken™ system are that vendors do not need to apply for individual **FNS** licenses and can use Wi-Fi-enabled devices they already own, which can significantly decrease implementation costs.



### NETWORK MEMBER HIGHLIGHT

#### Online Tracking System

**The International Rescue Committee** designed Nourishing Neighborhoods, an online tracking system that is used to enroll members into their Fresh Fund incentive program at the City Heights Farmers Market in San Diego. The system tracks enrollment and follow-up surveys, distributions by each member, and overall market sales per vendor.



<sup>1</sup> [www.nafmnp.org/marketlink](http://www.nafmnp.org/marketlink)



# CHAPTER 7

## Tap Into External Expertise

**USE EVALUATORS AND  
RESEARCHERS**

**LEVERAGE CONSULTANTS  
TO INCREASE IMPACT**

**GET THE MOST OUT  
OF CONFERENCES**



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Even with the experience you have gained operating a nutrition **incentive program** for multiple years, you may not always have the knowledge within your organization to accomplish all of your goals. As you look to advanced strategies to grow your program, you may want to look outside your organization to experts in the field who can provide additional guidance on expansion and innovation.

### Use Evaluators and Researchers

Evaluation experts have the power and skill to leverage the metrics you are already collecting to uncover impact you may have missed. Incentive programs are still relatively new and researchers are compelled to explore the impacts of these programs. Graduate students and researchers may be eager to delve into data sets like yours to find patterns that lead to additional success or reveal potential challenges. Look to land grant universities—that is, institutions of higher learning with an agricultural focus—to pinpoint researchers with a special interest in your work.

While graduate students may be willing to work without compensation as an extension of their studies, you will likely want to apply for joint funding for larger-scale projects with researchers. You can either plan to construct and explore a research question jointly or allow researchers to take the reins in deciding upon inquiries that will be most compelling for the field. Share your program goals and impact to date, and use experts to guide additional questions to deepen your evaluation efforts. Major inquiries that evaluation experts can mount include:

- Economic and community benefits of incentive programs or farmers markets;
- Health impacts on families and communities;
- Behavioral changes in farmers market or incentive program customers; and
- Mapping projects to reveal your program's effect on expanding food access.

Before beginning a research project with an outside evaluator, agree on terms of access, use and ownership of data, authorship around publications, and the full scope, budget, and timeline of your project.

### Leverage Consultants To Increase Impact

Consultants can be engaged by organizations to help find, build, and scale solutions to programmatic growth. Having worked with diverse organizations to assess and improve programming, consultants often have the vast experience necessary to facilitate strategic growth in your incentive program.

Consider working with consultants to:

- Conduct focus groups with community members;
- Design and develop a program brand and outreach materials;
- Develop and implement a media campaign;
- Facilitate partnerships between distinct organizations looking to collaborate on incentive programs; and
- Engage in local, state, or federal policy advocacy for incentive programs.

Use consultants to initiate the type of large-scale analysis, assessments, research, and program development that you cannot manage alone. Partnering with consultants will enhance your own knowledge base, improve your operations, and increase program impact.





## Get the Most Out of Conferences

There are a number of conferences specializing in farmers market management and food access that cover content relevant to operating incentive programs, including Wholesome Wave's annual Conference on Healthy Food Incentives. Maintain a calendar of conferences such as:

- The National Anti-Hunger Policy Conference<sup>1</sup>;
- Food Access Summit<sup>2</sup>;
- Just Food Conference<sup>3</sup>; and
- Food Tank Summit<sup>4</sup>.

As you build out your calendar, seek out other conferences that focus on public health, nutrition, food systems, and food studies. Many local agricultural organizations also host annual conferences. If your state doesn't have a statewide farmers market association that hosts a conference, consider attending one in a neighboring state. Most of the information will easily translate to your own farmers market operations.

As agendas become public, scan them to determine whether there is content that would be educational and address your needs and knowledge gaps. Even if there aren't sessions that directly focus on incentive programs, you can learn a great deal from discussions on market management, data collection and presentation, fundraising, or more general program scaling. Strategies from such sessions can be readily adapted to your incentive program. Remember that many conferences offer scholarships to reduce the cost of attending if you have a limited budget.

At conferences, you will not only gain knowledge from the sessions but also have the opportunity to network with other program operators in the field. The conversations you have with others who are engaged in similar work will lead to valuable insights and possible partnerships.

In addition to attending conferences, consider whether you are ready to present on interesting or innovative aspects of your program. As you grow, don't hesitate to consider yourself an expert with the ability and knowledge to guide others to program success.

<sup>1</sup> [www.antihungerpolicyconference.org](http://www.antihungerpolicyconference.org)

<sup>2</sup> [www.foodaccesssummit.com](http://www.foodaccesssummit.com)

<sup>3</sup> [www.justfood.org/events/jfconference](http://www.justfood.org/events/jfconference)

<sup>4</sup> [foodtank.com](http://foodtank.com)



# APPENDICES

**CUSTOMER SURVEYS**

**VENDOR SURVEYS**

**MARKET MANAGER SURVEY**

**NNIN FACT SHEET**

Customer Survey, Sample A, p. 1

**[INCENTIVE PROGRAM NAME HERE]**

## **2012 SHOPPER'S SURVEY**

*Thank you for taking a few minutes to tell us about your experience with **[Insert Name of Incentive Program]**.*

*All responses will be kept strictly confidential and will not be used in any way to identify you. Your answers will not affect your benefits from the program in any way.*



*This shoppers survey was developed by Wholesome Wave in collaboration with partner organizations and farmers markets throughout the United States*

## Customer Survey, Sample A, p. 2

Market Location: \_\_\_\_\_/Page 2

1. How many years have you received **Incentive Program Coupons** at any farmers market? (Check one.)

- ☐ This is my first year  
☐ Last year was my first year  
☐ 2 or more years

2. Outside of this farmers market, how easy or difficult is it to buy quality fresh fruits and vegetables in your neighborhood? (Check one.)

- ☐ Very easy ☐ Difficult  
☐ Easy ☐ Very Difficult  
☐ Neither easy nor difficult

3. How important are the **Incentive Program Coupons** in your decision to spend your food stamps or market checks at this farmers market instead of elsewhere?

- ☐ Very important – I wouldn't have come without them  
☐ Moderately important  
☐ Slightly important  
☐ Not at all important – I would have come without them

4. Which federal nutrition benefits do you currently receive? (Check all that apply).

- ☐ SNAP (Food stamps)  
☐ Senior Farmers Market Nutrition Program (FMNP) market checks  
☐ WIC Farmers Market Nutrition Program checks or cash value voucher (CVV)

5. On an average day, how much do you spend at this market using...?

SNAP/food stamps, WIC or Senior FMNP/market checks, or WIC CVV	\$
<b>Incentive Program Coupons</b>	\$
Cash, credit, or debit	\$

6. How important are the following in your decision to come to this farmers market?

	Very important	Moderately important	Slightly important	Not at all important
Quality of fresh fruits and vegetables	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection of fresh fruits and vegetables	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accepts food stamps/farmers market checks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting local farmers/businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taking part in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other activities/events at the market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Customer Survey, Sample A, p. 3

Market Location: \_\_\_\_\_/Page 3

**7. Do you have plans to spend money elsewhere in the area (close to the market) today?**

- ☐ Yes → I estimate I have spent or plan to spending \$\_\_\_\_\_ at nearby businesses.
- ☐ No, I am only spending money at the farmers market today
- ☐ I don't know

**8. How often do you usually shop at this market when it is open?**

- ☐ This is my first time (SKIP TO question #12) ☐ 1-2 times per month
- ☐ Less than once a month ☐ 3 or more times per month

**9. As a result of shopping at the farmers market this season, it is easier for me to buy fresh fruits and vegetables.**

- ☐ Strongly Agree ☐ Disagree
- ☐ Agree ☐ Strongly disagree
- ☐ Neither agree nor disagree

**10. During the season when the farmers market is open, what amount of your fresh fruit and vegetables do you estimate you buy from the market?**

- ☐ None ☐ Some ☐ About half (50%) ☐ Most ☐ Almost all or all

**11. As a result of shopping at the farmers market this season, the amount and variety (or different kinds) of fresh fruits and vegetables I have eaten has...**

	Increased greatly	Increased some	Stayed the same	Decreased some	Decreased greatly
Amount of fresh fruits and vegetables	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Variety of fresh fruits and vegetables	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**12. What is your gender?** ☐ Female ☐ Male**13. How many people are in your household?**

Children (under 18 years old) \_\_\_\_\_ Adults (18+ years old) \_\_\_\_\_

**14. How old are you?** \_\_\_\_\_**15. What is your zip code?** \_\_\_\_\_**16. What is your race? (Check all that apply.)**

- ☐ Black/African or Caribbean-American ☐ Hispanic or Latino
- ☐ White/Caucasian ☐ Asian or Pacific Islander
- ☐ American Indian ☐ Other (please specify): \_\_\_\_\_



## Customer Survey, Sample B

Market Location: \_\_\_\_\_/Page 2

**1. How many years have you received Double Value Coupons at any farmers market?**

(Check one.)

- ☐ This is my first year  
☐ Last year was my first year  
☐ 2 or more years

**2. Outside of this farmers market, how easy or difficult is it to buy quality fresh fruits and vegetables in your neighborhood? (Check one.)**

- ☐ Very easy ☐ Difficult  
☐ Easy ☐ Very Difficult  
☐ Neither easy nor difficult

**3. How important are the Double Value Coupons in your decision to spend your food stamps or market checks at this farmers market instead of elsewhere?**

- ☐ Very important – I wouldn't have come without them  
☐ Moderately important  
☐ Slightly important  
☐ Not at all important – I would have come without them

**4. Which federal nutrition benefits do you currently receive? (Check all that apply).**

- ☐ SNAP (Food stamps)  
☐ Senior Farmers Market Nutrition Program (FMNP) market checks  
☐ WIC Farmers Market Nutrition Program checks or cash value voucher (CVV)

**5. On an average day, how much do you spend at this market using...?**

SNAP/food stamps, WIC or Senior FMNP/market checks, or WIC CVV	\$
Double Value Coupons	\$
Cash, credit, or debit	\$

**6. How important are the following in your decision to come to this farmers market?**

	Very important	Moderately important	Slightly important	Not at all important
Quality of fresh fruits and vegetables	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection of fresh fruits and vegetables	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accepts food stamps/farmers market checks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting local farmers/businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taking part in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other activities/events at the market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Vendor Survey Sample A, p. 1

## WHOLESOME WAVE

### 2012 SURVEY OF MARKET VENDORS

*Thank you for completing this brief survey so that Wholesome Wave, in conjunction with the market that you sell at, can evaluate the impact of "Double Value Coupons" and federal nutrition benefits (such as SNAP and WIC or Senior FMNP) on farmers and their markets.*

*Double Value Coupons are the incentives, usually in the form of coupons or tokens, that increase the value of federal nutrition benefits at over 300 farmers markets nationwide within the Wholesome Wave partner network. They are often called other names such as "Bounty Bucks" and "Healthy Harvest." We will use the term Double Value Coupons in this survey to represent all of these forms of incentives.*

*This survey should take about 15 minutes to complete. All answers will be CONFIDENTIAL (all identifiable information will be kept confidential by the external evaluator; only summaries of answers will be provided to Wholesome Wave staff or published).*

*Please return the survey in the self-stamped return envelope, which goes straight to the evaluation data entry specialist.*

*You will be asked for your email or other contact information at the end of the survey to enter a raffle to **win one of 10 \$50 gift cards** (Visa or American Express). If you decide to provide this information, it will be kept separate from your responses, and will never be forwarded to either your market managers or Wholesome Wave.*

## Vendor Survey, Sample A, p. 2

## 1. This season, please tell us the...

Number of farmers markets you sell at? # \_\_\_\_\_

Number of these that accept federal nutrition benefits? # \_\_\_\_\_

Number of these that distribute Double Value Coupons? # \_\_\_\_\_

2. Please give us the name of the market that you sell at where Double Value Coupons are distributed. If you participate in more than one market where Double Value Coupons are distributed, please provide the name of the market where you anticipate having your highest federal nutrition benefit sales for 2012.

Name of market: \_\_\_\_\_

## 3. Are you eligible to accept federal nutrition benefits and Double Value Coupons at your market stand?

☐ Yes☐ No → Skip to Question #10**Double Value Coupons, Federal Nutrition Benefits, and Farmers Markets**

*This section refers to your sales and participation in the farmers market where Double Value Coupons are distributed to federal benefit nutrition customers. If you participate in more than one farmers markets that distributes Double Value Coupons, please answer the question below for the farmers markets where you anticipate having your highest federal nutrition benefit sales for the 2012– the market you listed in Question #2.*

## 4. How many market seasons (years) have you accepted Double Value Coupons at your farm stand?

- ☐ This is my first season  
☐ Last year was my first season (2011)  
☐ Since 2010 or before

5. Please estimate the percentage of the following that make up your sales at the farmers market where Double Value Coupons are accepted. *[Again, if you participate in more than one market with Double Value Coupons, please answer the questions for the market where you will have your highest federal nutrition benefit sales]. [Should add to 100%].*

Fresh fruits & vegetables	_____ %	Meat & poultry	_____ %
Cut herbs & flowers	_____ %	Milk & dairy	_____ %
Nursery items	_____ %	Processed & prepared food	_____ %
Honey, nuts, & preserves	_____ %	Other food products	_____ %
Baked goods	_____ %		

## Vendor Survey, Sample A, p. 3

6. Do you sell any products as "organic" (either certified or as an exempt farm) at this farmers market?

☐ Yes ☐ No

7. Outside this market, how difficult do you feel it is for consumers relying on federal food assistance benefits to obtain healthy, affordable food in the neighborhood where the market is located?

☐ Very difficult ☐ Easy  
☐ Difficult ☐ Very easy  
☐ Neither difficult nor easy ☐ I don't know

8. Please ESTIMATE the following:

The amount of Double Value Coupons & federal nutrition benefits that you will accept in 2012 (\$)	\$_____
The percentage of your total sales at this market that the above dollar amount represents (%)	_____%
The percentage of your customers that participate in the Double Value Coupon Program (%)	_____%

9. Have you made any of the following changes to your operation as a result of accepting the Double Value Coupons?

	Yes	No
Increased production acreage	<input type="checkbox"/>	<input type="checkbox"/>
Developed or offered new or different products	<input type="checkbox"/>	<input type="checkbox"/>
Started a greenhouse or hoop house (or other season extender techniques) to extend your growing season	<input type="checkbox"/>	<input type="checkbox"/>
Bought new equipment or vehicles	<input type="checkbox"/>	<input type="checkbox"/>
Increased farm or market staff	<input type="checkbox"/>	<input type="checkbox"/>

If other changes made, please specify below:

## Vendor Survey, Sample A, p. 4

***Your Opinion about Double Value Coupons***

**10. How has the implementation of Double Value Coupon Program impacted the following at your market?**

	Increased greatly	Increased	Stayed about the same	Decreased	Decreased greatly
Number of federal nutrition benefit customers shopping at market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**11. How important do you feel the Double Value Coupons are to your sales at your farmers market and to your decision to continue as a vendor at the market?**

	Very important	Important	Moderately important	Of little importance	Unimportant
Your sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your decision to continue as a vendor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**12. Since the implementation of Double Value Coupons at your market, how have the followed changed?**

	Increased greatly	Increased	Stayed about the same	Decreased	Decreased greatly
Overall capacity of the market to serve federal nutrition benefit customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your operation's capacity to serve federal nutrition benefit customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**13. Overall, how satisfied are you with how Double Value Coupons are implemented at your market?**

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor unsatisfied
- ☐ Unsatisfied
- ☐ Very unsatisfied

Comments are welcome

## Vendor Survey, Sample A, p. 5

### About You and Your Farm

**14. What was your farm operation's gross sales amount in 2011 from all product sales and activities? (If you don't run a farm, skip to Question 17).**

- |                    |                          |                     |                          |
|--------------------|--------------------------|---------------------|--------------------------|
| Less than \$10,000 | <input type="checkbox"/> | \$100,000-249,999   | <input type="checkbox"/> |
| \$10,000-\$24,999  | <input type="checkbox"/> | \$250,000-\$499,999 | <input type="checkbox"/> |
| \$25,000-\$49,999  | <input type="checkbox"/> | \$500,000-\$999,999 | <input type="checkbox"/> |
| \$50,000-99,999    | <input type="checkbox"/> | \$1 million or more | <input type="checkbox"/> |

**15. Please estimate the percentage of your operation's gross sales that you made in each marketing outlet in 2012 (estimate up to end of 2012). [Should add to 100%].**

- |  |         |
|--|---------|
| Farmers markets  | _____ % |
| Other direct to consumer sales (e.g., CSA, farm stand) | _____ % |
| Direct to retail/institutional outlets                 | _____ % |
| Wholesale outlets                                      | _____ % |
| Other outlets (such as agri-tourism)                   | _____ % |

**16. How many years have you been operating a farm (whether the one you currently operate or a previous farm)?**

\_\_\_\_\_ years

**17. What is your gender?**      ☐ Female      ☐ Male

**18. What is your age?**      \_\_\_\_\_ years

**19. What is your race? (Check all that apply.)**

- |  |  |
|--|--|
| <input type="checkbox"/> Black/African or Caribbean-American | <input type="checkbox"/> Hispanic or Latino            |
| <input type="checkbox"/> White/Caucasian                     | <input type="checkbox"/> Asian or Pacific Islander     |
| <input type="checkbox"/> American Indian or Alaska Native    | <input type="checkbox"/> Other (please specify): _____ |

***Thank you for taking part in this survey. In order to participate in the raffle for one of ten \$50 gift cards, we need to have your name & email or phone number and address. This information will be kept separate from your answers.***

Name: \_\_\_\_\_

Email/phone/address: \_\_\_\_\_

***If you have any additional comments you would like to make, please use this box. And, thank you again!***



## Vendor Survey, Sample B

## 1. This season, please tell us the...

Number of farmers markets you sell at? # \_\_\_\_\_

Number of these that accept federal nutrition benefits? # \_\_\_\_\_

Number of these that distribute Double Value Coupons? # \_\_\_\_\_

2. Please give us the name of the market that you sell at where Double Value Coupons are distributed. If you participate in more than one market where Double Value Coupons are distributed, please provide the name of the market where you anticipate having your highest federal nutrition benefit sales for 2012.

Name of market: \_\_\_\_\_

## 3. Are you eligible to accept federal nutrition benefits and Double Value Coupons at your market stand?

☐ Yes☐ No → Skip to Question #10**Double Value Coupons, Federal Nutrition Benefits, and Farmers Markets**

*This section refers to your sales and participation in the farmers market where Double Value Coupons are distributed to federal benefit nutrition customers. If you participate in more than one farmers markets that distributes Double Value Coupons, please answer the question below for the farmers markets where you anticipate having your highest federal nutrition benefit sales for the 2012– the market you listed in Question #2.*

## 4. How many market seasons (years) have you accepted Double Value Coupons at your farm stand?

- ☐ This is my first season  
☐ Last year was my first season (2011)  
☐ Since 2010 or before

5. Please estimate the percentage of the following that make up your sales at the farmers market where Double Value Coupons are accepted. *[Again, if you participate in more than one market with Double Value Coupons, please answer the questions for the market where you will have your highest federal nutrition benefit sales]. [Should add to 100%].*

Fresh fruits & vegetables	_____ %	Meat & poultry	_____ %
Cut herbs & flowers	_____ %	Milk & dairy	_____ %
Nursery items	_____ %	Processed & prepared food	_____ %
Honey, nuts, & preserves	_____ %	Other food products	_____ %
Baked goods	_____ %		

## Market Manager Survey, p. 1

## 2012 Impact of Double Coupons: Survey of Market Managers

## Introduction: Your Market

Dear Market Partner:

In conjunction with their partners nationwide, Wholesome Wave is undertaking an evaluation of the impact of incentives and federal nutrition benefits (such as SNAP and FMNP) on farmers and farmers markets. Because you have first hand experience implementing these programs, and your input is so important, we hope you will take a few moments to help us in this effort.

We want you to be objective and provide us with honest feedback. Your responses will be held confidential (please see below).

We will use the term market managers throughout this survey to represent you -- whether you are a market manager, EBT or Federal Nutrition Benefit Coordinator, or take on some other role at your market.

We will also use the term "Double Value Coupons" to represent the coupons, vouchers, or tokens that you used at your market to double or add to the federal nutrition benefits. These Double Value Coupons often have other names such as "Bounty Bucks" and "Healthy Harvest."

This survey is meant for those involved in farmers markets, mobile markets, and farm stands (not CSA farms). We will use the term farmers market throughout the survey to represent these three different venues.

This survey should take about 15 minutes to complete. All answers will be CONFIDENTIAL (all identifiable information will be kept confidential by evaluation specialist; only summaries of answers will be provided to Wholesome Wave staff or published).

You will be asked for your email or other contact information at the end of the survey to enter the raffle for a chance to win one of six \$50 gift cards (Visa or American Express). This information will be kept separate from your responses.

If you have prohibited cookies from running on your computer (and you are having problems with the survey), please enable cookies on your browser for this survey. And, if you have any questions, please contact Lydia Oberholtzer (the external evaluator for Wholesome Wave) at [lydiaoberholtzer@gmail.com](mailto:lydiaoberholtzer@gmail.com).

Thank you so much for your time!!!

**1. What is the name of the market you manage that accepts Double Value Coupons? This market name should have been on your invitation letter, and all questions from here on will be only about this market.**

**2. This season, how many farmers markets have you managed or worked at, and how many of these accept any type of federal nutrition benefits (such as food stamps or SNAP, or WIC and Senior farmers market checks) and Double Value Coupons?**

Number of farmers markets you manage?

Number of these that accept federal nutrition benefits?

Number that distribute Double Value Coupons?

Page 1

## 2012 Impact of Double Coupons: Survey of Market Managers

### 3. Please tell us what type of vendors you have at the market. Please mark all that apply.

- |   |   |
|---|---|
| <input type="checkbox"/> Fresh fruits & vegetables      | <input type="checkbox"/> Meat & poultry                         |
| <input type="checkbox"/> Cut herbs & flowers            | <input type="checkbox"/> Milk & dairy                           |
| <input type="checkbox"/> Nursery or greenhouse products | <input type="checkbox"/> Processed & prepared foods             |
| <input type="checkbox"/> Honey, nuts, & preserves       | <input type="checkbox"/> Non-food vendors (i.e., craft vendors) |
| <input type="checkbox"/> Baked goods                    |   |

Other (please specify)

### 4. In your opinion, how difficult is it for consumers to obtain healthy, affordable food in the neighborhood where the market is located?

- ☐ Very difficult  
☐ Difficult  
☐ Neither difficult nor easy  
☐ Easy  
☐ Very easy

## Characteristics of the Market

### 5. What year did your farmers market start?

### 6. How many days per week and how many weeks will this market run in 2012?

Days per week market runs

Weeks per year market runs

### 7. Do you consider the farmers market to be situated in an urban, suburban, or rural area?

- ☐ Urban  
☐ Suburban  
☐ Rural

### 8. Please estimate the annual operating budget for the market for 2012, and the market size in square footage.

Operating budget for market in 2012 (\$)

Square footage of market site (sq ft)

## NNIN Fact Sheet, p. 1

# WHOLESOME WAVE'S NATIONAL NUTRITION INCENTIVE NETWORK

Wholesome Wave is transforming individual, community, economic, and environmental health by facilitating a national network of nutrition incentive practitioners dedicated to leveraging simple solutions at the local level into long term policy change. Wholesome Wave builds the capacity of network members to deliver nutrition incentive program benefits to their customers, farmers, and communities. As network members, they participate in a community of innovation and learning, have their impact aggregated as part of a national data set, and serve as policy advocates.



## What is a Nutrition Incentive Program?

Nutrition incentive programs encourage consumers to spend their federal nutrition benefits (SNAP, WIC, etc.) on healthy foods, such as fresh fruits and vegetables, at farmers markets, mobile markets, CSAs and other retail stores, by offering a financial match based on how much the customer spends. For information on the impact of nutrition incentive programs, visit [www.wholesomewave.org/publications](http://www.wholesomewave.org/publications).

## 2014 Network Impact

**50,119**

Consumers and  
their households

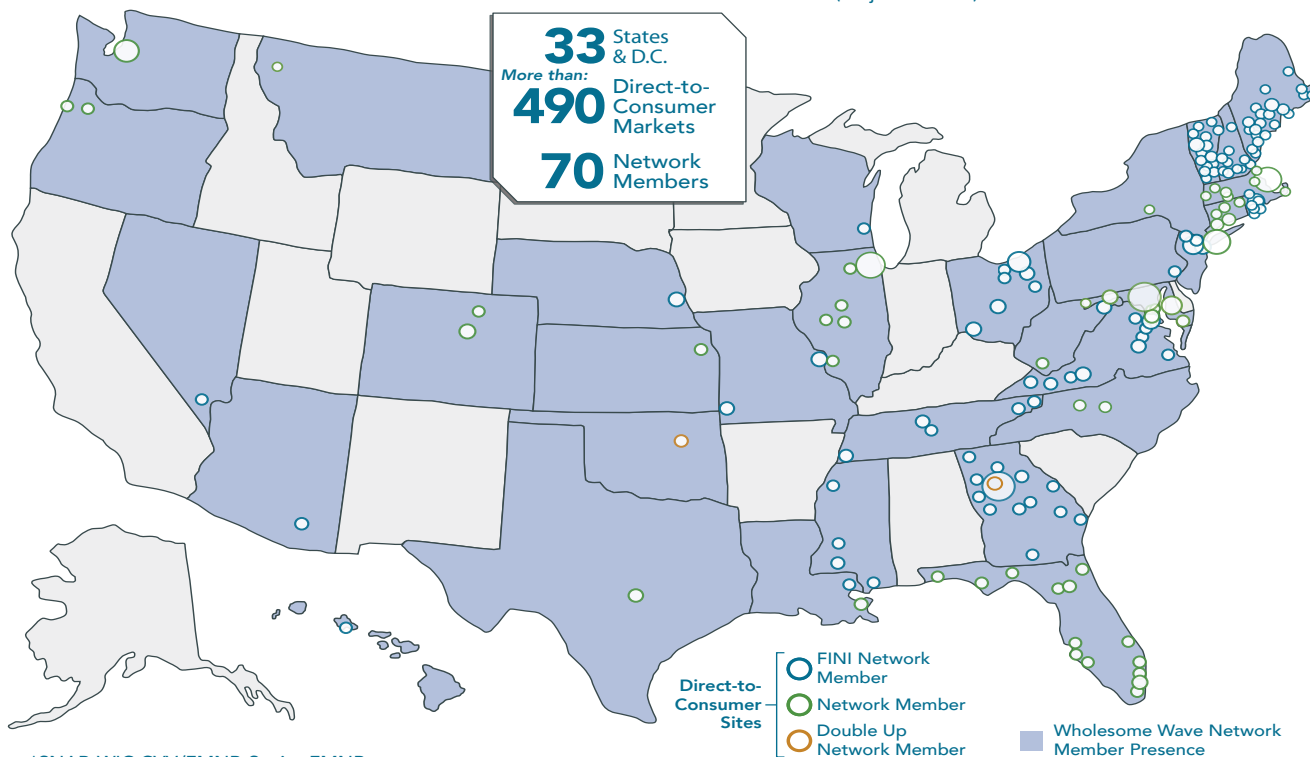
**5,641**

Participating  
Farmers

**\$3.3million**

Total Nutrition Incentives and  
Federal Benefits\* Redeemed

## Network Member Sites (Projected 2015)



\*SNAP, WIC CVV/FMNP, Senior FMNP



[www.wholesomewave.org](http://www.wholesomewave.org) | 203.226.1112 | [info@wholesomewave.org](mailto:info@wholesomewave.org)

Find a copy on Wholesome Wave's website: [www.wholesomewave.org](http://www.wholesomewave.org)

## NNIN Fact Sheet, p. 2

## THE GROWTH OF NUTRITION INCENTIVE PROGRAMS

Wholesome Wave's Founding Board Chair, Gus Schumacher, began to lay the groundwork for the advent of nutrition incentive programs in the 1980s, first as the Commissioner of Food and Agriculture for MA, and then as Undersecretary for the USDA, leading to the creation of the WIC Farmers Market Nutrition Program (FMNP) and Senior FMNP. Since then, the field of incentive programs has grown exponentially. The following is a short history of the field in the last ten years.

### 2005 1<sup>ST</sup> NUTRITION INCENTIVE PROGRAM

The New York City Department of Health and Mental Hygiene begins the Health Bucks Program.

### 2007 USDA WAIVER OBTAINED

Crossroads Farmers Market (MD) obtains a formal USDA pilot waiver to operate a nutrition incentive program.

### 2008 DVCP LAUNCHES

Wholesome Wave launches the Double Value Coupon Nutrition Incentive Program in CA, MA, and NY

### 2010 OBSTACLE FOR INCENTIVES MINIMIZED

Wholesome Wave and its partners work with the USDA to ease the waiver policy on nutrition incentives at farmers markets.

### 2014 \$100 MILLION IN FUNDING

The 2014 Farm Bill introduces the Food Insecurity Nutrition Incentive (FINI) Program, which provides \$100 million in grants for nutrition incentive programs over the next five years.

### 2015 \$31.5 MILLION ALLOCATED THROUGH FINI GRANT PROGRAM

Wholesome Wave receives a \$3.77 million grant to support expansion of its national network of nutrition incentive programs.

## Network Services

#### TOOLS AND TECHNICAL ASSISTANCE



Members have access to tools, toolkits and direct assistance to build their capacity from a Stage 1 to a Stage 4 member. Subjects include:

- Program Operations
- Communications, Outreach and Marketing
- Fundraising

#### ADVOCACY AND EDUCATION



Members are engaged as policy advocates and educators to inform public policy.

#### DATA COLLECTION AND EVALUATION



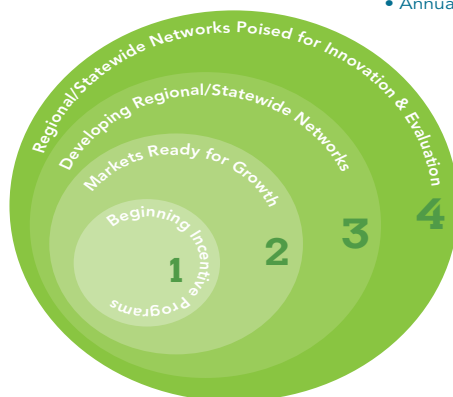
Wholesome Wave has a national incentive program data set based on reporting from members. Wholesome Wave provides common metrics and data reporting platforms for members to submit their data and for evaluators to conduct research.

#### COMMUNITY OF PRACTICE



Members interact, share ideas, resources, solutions and build the body of knowledge for nutrition incentive programs through five platforms:

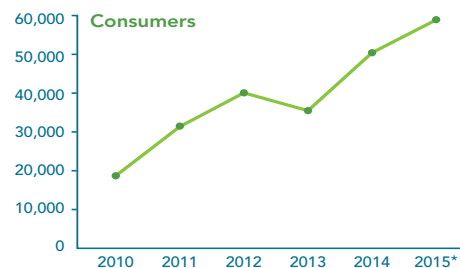
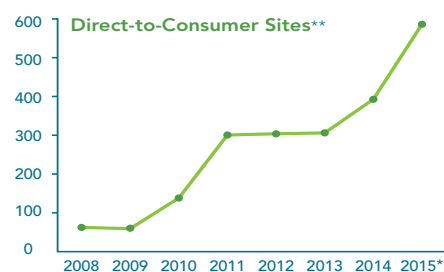
- Listserv
- Newsletter
- Topical webinars
- Resource library
- Annual conference



## Network Member Capacity Building

Through our network, we build the capacity of nutrition incentive practitioners, advancing them from a Stage 1 to Stage 4 member.

## Network Growth



\* Projected

\*\* Includes Farmers Markets, Mobile Markets, and Community Supported Agriculture (CSA) sites

Interested in joining the network? Contact us at [nutritionincentivenetwork@wholesomewave.org](mailto:nutritionincentivenetwork@wholesomewave.org).

Find a copy on Wholesome Wave's website: [www.wholesomewave.org](http://www.wholesomewave.org)

