



FreshLink Ambassador Toolkit

Ambassador Workbook



Prevention Research Center for Healthy Neighborhoods
at Case Western Reserve University

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Cover image taken by a FreshLink Ambassador at the University Hospitals farmers' market.

Dear User,

This workbook is one in a series of training documents created by the Prevention Research Center for Healthy Neighborhoods in Cleveland, Ohio, to aid other organizations in the planning, implementation and evaluation of the FreshLink Ambassador program. As a center, we believe in collaboration and partnerships, and we offer you this tool believing it will be used in improving access to healthy food in our communities.

The development of the FreshLink Ambassador model was funded by the Centers for Disease Control. This research project intended to increase knowledge about how to improve nutritious food access for all. Prior to developing the program, the FreshLink team conducted a large survey in the summer of 2015 with over 300 participants about their farmers' market shopping habits. We then conducted 30 in-depth interviews exploring participants' food habits around getting, making, and eating food were completed. Everyone surveyed and interviewed was a SNAP recipient, lived in Cleveland or East Cleveland, and had children in the household. The research focused on people living within a one-mile radius of a farmers' market.

In light of our findings, we developed the FreshLink Ambassador program in 2016. The FreshLink Ambassador program went through both a pilot year (2016) and two implementation years (2017 & 2018). We developed and improved our model based off of programs that are working throughout the country as well as lessons learned in previous years of the intervention. What is different about the FreshLink Ambassador program from all other similar programs is that it is research based. Everything is measured and tracked in order to test how well this type of program is working in communities.

Our Story is simple. There are five main access barriers to getting nutritious food: Economic, Service Delivery, Spatial-Temporal, Social, and Personal. At the time (2016), programs and communities in Greater Cleveland had organized efforts addressing four of these five access barriers; social access was lacking and FreshLink Ambassadors began filling the gap! FreshLink Ambassadors work to create relationships and connections that breakdown social access barriers to farmers' markets and SNAP Incentive programs. FreshLink Ambassadors are the 5th piece of the nutritious food access puzzle! (See the Nutritious Food Access framework).

This workbook should be adapted to your local context. Many of the sections, in particular section one and two, are specific to Cleveland, Ohio. They include information on local Farmer's Markets, our local SNAP incentive program (known as Produce Perk), and local partners. However, they are offered to you as examples, and we recommend that you adapt the workbook to your context before printing and using the manual. In addition, we used brackets throughout the manual, to indicate areas where you should make changes. These are only suggested changes, and we encourage you to read through the manual and make as many changes as you need to.

We hope that this manual helps you in the quest of improving access to healthy foods in your community!

The FreshLink Ambassador Model Development Team

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FreshLink Ambassador
Program Orientation

ORIENTATION

OBJECTIVES

By the end of this session, FreshLink Ambassadors will be able to...

- Describe the foundation of the FreshLink Ambassador program
- Demonstrate understanding of ambassador expectations
- Demonstrate understanding of organizational policies and procedures relevant to the ambassador program
- Establish and identify ground rules relevant to learning and working among ambassadors and team members
- Create welcoming, inclusive space where all voices in the room are heard

MODULE #1: PROGRAM OVERVIEW

This orientation will provide an introduction to the FreshLink Ambassadors Program.

Our Goal is to improve nutritious food access in [insert the name of your community].

Our Home

{ INSERT INFORMATION ABOUT YOUR ORGANIZATION HERE }

Example:

Our home is the Prevention Research Center for Healthy Neighborhoods (PRCHN). The PRCHN is a community-based research center focused on “working with communities from within to prevent and reduce chronic disease.”

The PRCHN has five main focuses:

1. Food Access & Community Nutrition
2. Supportive Environments for Healthy Eating/Active Living
3. Place-Based Environmental Surveillance
4. Tobacco Prevention and Cessation
5. Chronic Disease Management Research



Our Family

{ INSERT INFORMATION ABOUT YOUR COMMUNITY HERE }

Example:

Our Family is the Greater Cleveland community. All of our research is informed by the Network of Community Advisors (NOCA), a board of residents and professionals, as well as many other community members so it better fits the needs and strengths of Greater Cleveland.

Our Story

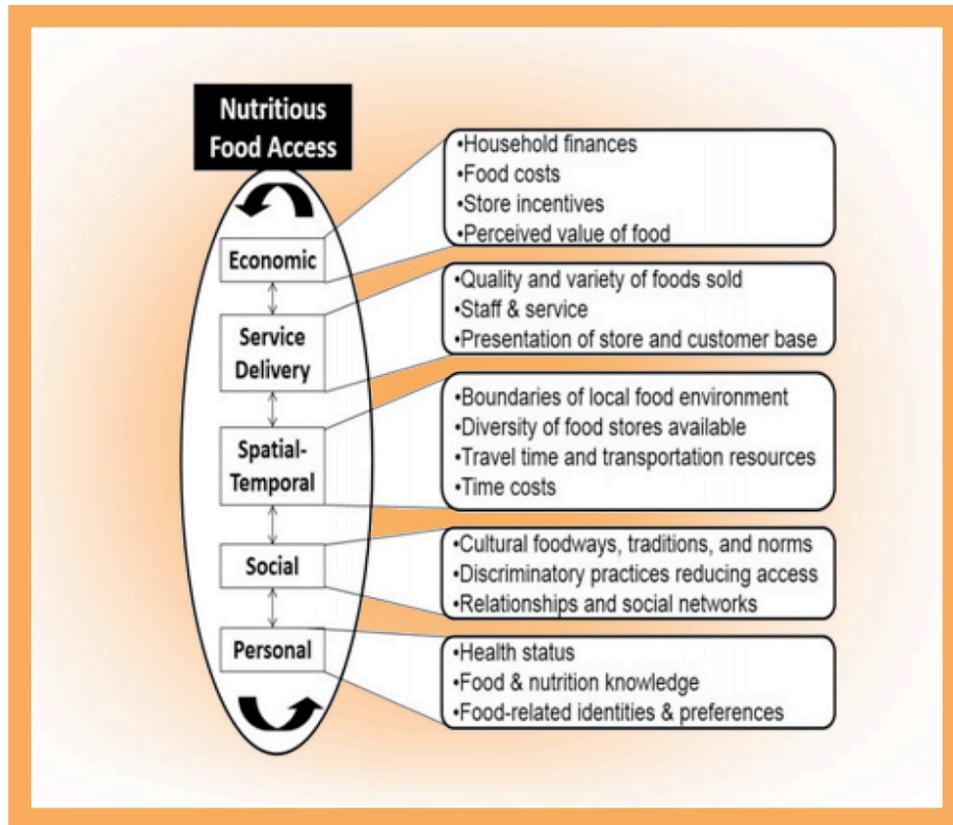
{ INSERT YOUR STORY HERE }

Example:

Our Story is simple. There are five main access barriers to getting nutritious food: Economic, Service Delivery, Spatial-Temporal, Social, and Personal. Programs and communities in Greater Cleveland have organized efforts addressing 4 of these 5 access barriers. Social access was left out. Now it is not. You are filling the gap! FreshLink Ambassadors will work to create relationships and connections that breakdown social access barriers to farmers' markets and Produce Perks. FreshLink Ambassadors are the 5th piece of the nutritious food access puzzle! See the Nutritious Food Access framework below and then check out the same model applied to Greater Cleveland to see where and how the FreshLink Ambassador program fits.

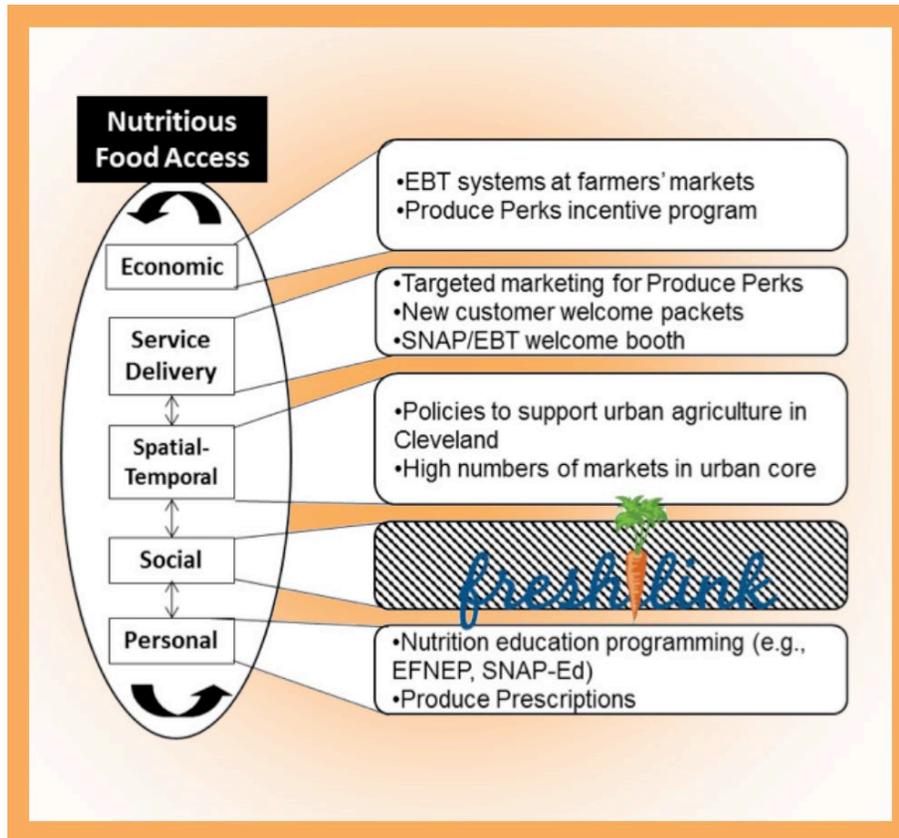


Nutritious Food Access Framework



Our Framework Prior to developing the FreshLink Ambassador program, the FreshLink team conducted a large survey in the summer of 2015 with over 300 participants about their farmers' market shopping habits. We then conducted 30 in-depth interviews exploring participants' food habits around getting, making, and eating food were completed. Everyone surveyed and interviewed was a SNAP recipient, lived in Cleveland or East Cleveland, and had children in the household. The research focused on people living within a one-mile radius of a farmers' market.





The FreshLink Ambassador program went through both a pilot year (2016) and two implementation years (2017 & 2018). We have improved our model based off of programs that are working throughout the country as well as lessons learned in previous years of the intervention. What is different about the FreshLink Ambassador program from all other similar programs is that it is research based. Everything will be measured and tracked in order to evaluate the impact of the program. By serving as FreshLink Ambassadors, you will not only be improving healthy food access, you will also be connecting with and educating fellow residents to overall improve their communities.



The FreshLink program focuses on areas within one mile of a farmers' market that have census tracts where at least 30% of the population receives SNAP.



Reflection:

In your own words, please answer the following questions:

Why are you a FreshLink Ambassador?

What is the goal of the FreshLink Ambassador program?



MODULE #2: Ambassador Handbook

Our team has developed an ambassador handbook specifically for our ambassador employees as the ambassador is an important staff member position at our center and we wanted to ensure we had a handbook appropriate for the needs and role of the ambassadors.

If you have any questions about any of the policies and procedures, please write them in the space below so you don't forget. We want to make sure we respond to any concerns you might have!

Questions about the Ambassador Handbook



MODULE #3: Ground Rules

Everyone here brings a wealth of knowledge and experience to the FreshLink Ambassadors program. This is a safe space where all voices and insights are honored. Ground rules work to ensure everyone feels as comfortable as possible working together.

We will hand out the ground rules the group agreed on during the next session.





**FreshLink Ambassador
Training Session #1**

**Farmers' Markets, Produce Perks,
and Nutritious Food Access**

SESSION #1

FARMERS' MARKETS, SNAP INCENTIVES, AND NUTRITIOUS FOOD ACCESS

[Note: This entire section is specific to Cleveland, Ohio, and in our community the SNAP Incentive program is known as Produce Perks. We recommend that you get to know your local SNAP Incentive program and insert information that is relevant to your community]

OBJECTIVES

By the end of this session, FreshLink Ambassadors will be able to...

- Create a comfortable, welcoming, inclusive space where all voices in the room are heard
- Describe farmers' markets and SNAP incentive programs in our community.
- Articulate factors about healthy food access in our community.
- Define their role and develop a comprehensive list of professional guidelines to follow throughout the market season

MODULE #1: Farmers' Markets and Produce Perks

The FreshLink Ambassador program is aimed at increasing SNAP recipient usage of farmers' markets and the SNAP incentive program. As FreshLink Ambassadors, people you talk to will have varying levels of knowledge about farmers' markets. Some people may be farmers' market experts while others may have never heard of a farmers' market. No matter the case, you will need to be able to share what you know in a way that makes sense to them.

Defining Farmers' Markets Activity

Write your responses to each of the questions on the flipcharts around the room.
Use this space to take notes during the discussion after the flipcharts have been filled out.

What is a farmers' market?

What is a farm stand?



What can you get at a farmers' market?

What is a CSA (Community Supported Agriculture) share?

Which of your favorite foods could you buy at a farmers' market?

Why should people go to farmers' markets?

Why don't people go to farmers' markets?



SNAP Incentive Program

In our community, we are fortunate to have cash incentives as a reason to go to the farmers' market. Our community has *[insert number of farmers market]* farmers' markets, *[insert number of farm stands]* Farm Stands and *[insert number of CSA]* CSA that accept SNAP/EBT, and all have a healthy food incentive program. As a FreshLink Ambassador you will be inviting people to come to the farmers' market and give the SNAP incentive program a try. To better understand how this incentive program works, we will work together to fill out an invitation to use the program.

Who can get Produce Perks?

What is Produce Perks?

When can you use Produce Perks?

Where can you get and use Produce Perks?

How do you get and use Produce Perks?

PRODUCE PERKS



Produce Perks Value Added

Produce Perks really makes the dollar go further. Here is a picture of what \$10 of SNAP can buy compared to what can be bought with \$10 SNAP plus the \$10 of Produce Perks.



Q&A

WHO can get Produce Perks?

- All individuals who have an Ohio Direction Card (SNAP/EBT Recipients)

WHAT is Produce Perks?

- It is a local program that provides a dollar for dollar match to SNAP/EBT recipients for every \$1 they spend at participating farmers' markets, matching up to \$20 each time.
- \$10 EBT = \$10 PP; \$5 EBT = \$5 PP; \$20 EBT = \$20 PP.
- Fruits, vegetables, herbs, as well as seeds or plants for home gardening can be bought with Produce Perks tokens – this is different from what can be bought with SNAP.

WHEN can you use Produce Perks?

- Whenever you visit a participating farmers' market, farm stand or mobile market match up to \$20 SNAP with Produce Perks a day. If not all the tokens are used that day, it is okay to bring them back the next time or take them to another participating market, farm stand or mobile market.
- You can visit multiple participating farmers' markets and farm stands and mobile markets each week and use Produce Perks. For example, if you visit a Farm Stand on Thursday, you can also go to a market on Friday, in the same week, and receive up to \$20 in Produce Perks at each location (\$40 in Produce Perks total)

WHERE can you use them?

- Only at participating farmers' markets, farm stands and mobile markets.

HOW do you get and use Produce Perks?

- Where SNAP is accepted and a SNAP incentive program is offered
- Using SNAP and getting up to a \$20 match in Produce Perks tokens at a farmers' market is easy:
 - At the market, the SNAP recipient will go to the welcome booth. The welcome booth is usually a table with a banner located in an easy to spot place in the market. At the welcome booth, the customer will give the greeter their SNAP/EBT card and let them know how much they would like to spend. The greeter will give the customer SNAP tokens to represent SNAP/EBT dollars and then up to \$20 in green Produce Perks tokens to be spent on fruits and vegetables.

To use the tokens, just pick out what you would like to buy from a vendor and hand them the appropriate amount of tokens. There is no change given with Produce Perks tokens.

- At a Farm Stand or mobile market the process of using Produce Perks is a little bit different:
 - A customer at a farm stand or mobile market should bring their purchases to the market manager or staff to check out and let them know that they are using their SNAP (or EBT/Ohio Direction Card). The staff will give a 50% discount on the first \$20 spent on fruits and vegetables. They will also accept tokens if you have them leftover from another market.





WOODEN TOKENS:
Used for SNAP purchases and **cannot** be used from market to market
****Farm stands may not use these ****



GREEN TOKENS:
Given for Produce Perks and can be utilized at any participating market



YELLOW TOKENS:
Used for Produce Prescription Program



Payment Processes at FreshLink Markets

FARMERS' MARKET	SNAP	PRODUCE PERKS	CREDIT CARD
The Village Market (Slavic Village)	<ul style="list-style-type: none"> • Visit welcome booth • Indicate amount you would like to spend • Wooden tokens in \$5 and \$1 increments will be provided. <i>*Tokens can only be used at this market*</i> 	<ul style="list-style-type: none"> • Customer will receive green PP tokens once EBT card has been swiped <i>(up to \$20 based on purchase amount)</i> 	<ul style="list-style-type: none"> • Visit welcome booth • Indicate amount you would like to spend • Blue wooden tokens will be provided for amount <i>*Tokens can only be used at this market*</i>
Good Earth Farm Stand (Cudell)	<ul style="list-style-type: none"> • Customer's EBT card will be charged for amount purchased 	<ul style="list-style-type: none"> • Customer will be given a 50% discount on produce purchase not to exceed \$20 	<ul style="list-style-type: none"> • Credit card can be swiped upon purchasing items
Gateway 105 Farmers' Market (Glenville)	<ul style="list-style-type: none"> • Visit welcome booth • Indicate amount you would like to spend • Customer receives wooden coins for amount purchased (each valued at \$1) <i>*Tokens can only be used at this market*</i> 	<ul style="list-style-type: none"> • Customer will receive green PP tokens once EBT card has been swiped <i>(up to \$20 based on purchase amount)</i> 	<ul style="list-style-type: none"> • Visit welcome booth • Indicate amount you would like to spend. • Customer receives a receipt with the amount their card was charged. • Customers then can shop, utilizing their receipt as money. • Customer is in charge of keeping the receipt
North Union Farmers' Market at University Hospitals (University Circle)	<ul style="list-style-type: none"> • Visit welcome booth • Indicate amount you would like to spend • Customer receives wooden tokens that have a red apple on them (each valued at \$1) <i>*Tokens can only be used at NUFM markets*</i> 	<ul style="list-style-type: none"> • Customer will receive green PP tokens once EBT card has been swiped <i>(up to \$20 based on purchase amount)</i> 	<ul style="list-style-type: none"> • Visit Welcome booth • Indicate amount you would like to spend • Charged \$1 process fee • Receive wood tokens in \$5 increments. • Tokens may be reused (only at NUFM locations) or exchanged for cash back (\$1 fee)
North Union Farmers' Market at Shaker Square (Buckeye-Shaker)	<ul style="list-style-type: none"> • Visit welcome booth • Indicate amount you would like to spend • Customer receives wooden tokens that have a red apple on them (each valued at \$1) <i>*Tokens can only be used at NUFM markets*</i> 	<ul style="list-style-type: none"> • Customer will receive green PP tokens once EBT card has been swiped <i>(up to \$20 based on purchase amount)</i> 	<ul style="list-style-type: none"> • Visit welcome booth • Indicate amount you would like to spend • Charged \$1 process fee • Receive wood tokens in \$5 increments. • Tokens may be reused (only at NUFM locations or exchanged for cash back \$1 fee)
Coit Road Farmers' Market (East Cleveland)	<ul style="list-style-type: none"> • Visit welcome booth • Indicate amount you would like to spend • Customer receives silver coins for amount purchased (each valued at \$1) <i>*Tokens can only be used at this market*</i> 	<ul style="list-style-type: none"> • Customer will receive green PP tokens once EBT card has been swiped <i>(up to \$20 based on purchase amount)</i> 	<ul style="list-style-type: none"> • Credit cards are accepted depending on the vendor. See market manager for help



Types of Nutrition Incentive Programs in Cleveland, Ohio

LEARN THE LOCAL ALPHABET SOUP: FINANCIAL ASSISTANCE AT FARMERS' MARKETS					
	SNAP/EBT "THE OHIO DIRECTION CARD"	PRODUCE PERKS	WIC CVV	WIC FMNP	SENIOR FMNP
WHAT IT IS	National program that offers a debit card of a monthly dollar amount for food purchases. SNAP (Supplemental Nutrition Assistance Program) is the federal name for "food stamp." EBT (Electronic Benefit Transfer) is the debit card method.	Local Cuyahoga County program that provides a match to SNAP/EBT users for every \$1 they spend at a participating farmers' market.	National program for pregnant and breast-feeding women and children up to age five who are at risk do to inadequate nutrition	National program for WIC recipients to shop at farmers' markets	National program for seniors to shop at farmers' markets
WHO QUALIFIES	Those who meet certain guidelines based on income, resources, expenses, and family size.	All individuals who have or qualify for an Ohio Direction Card (SNAP/EBT)	Mothers who meet income and other guidelines	WIC recipients	Seniors 60 years and older who meet incomes and other guidelines
HOW MUCH YOU GET	Varies	Dollar for dollar match up to \$20 to what is spent off an Ohio Direction Card or SNAP monthly budget.	\$6 per month for children and \$10 per month for women.	Five \$2 vouchers per year to use at participating farmers' market stands	Ten \$5 vouchers per eligible senior per year to use at participating farmers' market stands
WHAT YOU CAN BUY	Food (except for hot & prepared foods), seeds, and plants for home gardening.	Ohio grown fruits, vegetables, and herbs as well as seeds and plants for gardening.	Fruits and vegetables, whether fresh, frozen, canned, or dried	Ohio grown fruits, vegetables, and herbs	Ohio grown fruits, vegetables, and herbs
WHERE TO USE	Most grocery stores, farmers' markets, and CSA programs.	Participating farmers' markets in Cuyahoga County.	Most grocery stores, farmers' markets, and CSA programs.	Participating farmers' market stands	Participating farmers' market stands
MORE INFO	Cleveland Foodbank Benefits Outreach Center 216-738-2067	Ohio State University Extension, Cuyahoga County 216-429-8200	WIC Cuyahoga County 216-957-9421	WIC FMNP Cuyahoga County 216-778-4932	Western Reserve Area Agency on Aging 216-621-0303

You may also hear about PRx, or "Produce Prescription", which is a food voucher given by doctors to patients. The amount given varies and can be spent at farmers' markets on fresh fruits and vegetables. For more resources like this one, check out cccfoodpolicy.org or prchn.org.



HOMEWORK

We learned a lot today about the valuable resources that connect residents to nutritious fruits. We would like for everyone to take time before our next session to thoroughly read the charts on workbook pages ___ regarding Payment Processes at FreshLink Markets and the Types of Nutrition Incentive Programs. If you have any questions about the different payment options or how they work, note them down so we can review them at our next session!





**FreshLink Ambassador
Training Session #2**

**FreshLink Ambassador Role and
Creating Conversations about the
Benefits of Farmers' Markets**

SESSION #2

FRESHLINK AMBASSADOR ROLE AND CREATING CONVERSATIONS ABOUT THE BENEFITS OF FARMERS' MARKETS

OBJECTIVES

By the end of this session, FreshLink Ambassadors will be able to...

- Define their role and develop a list of professional roles and responsibilities.
- Learn from Market Managers about their experience with and benefits from participating in the FreshLink Ambassador project.
- Clearly communicate their role as an Ambassador through a quick introduction of themselves.

MODULE #1: Panel Presentation

Use this space to take notes about new things you have learned or questions you may have for our panelists.

Notes

Questions



MODULE #2: FreshLink Ambassador Role and Professional Style

AS A FRESHLINK AMBASSADOR, YOU WILL HAVE THREE MAIN GOALS:

1. Provide information about farmers' market resources to residents during different outreach events in the community and at farmers' markets.
2. Share your insights and experiences about the benefits of farmers' markets during conversations with community members.
3. Share new customer coupons to help someone take a not risk chance of using a farmers' market.



FRESHLINK ROLE AT THE MARKET



- **Assist with setup** Every farmers' market stand is different and may have different support to help with the logistics of setting up. There may be times where you are asked to help set up a tent or table for your own booth or others as well. As part of this team we expect you to assist as you are (physically) able.
- **Greet customers** Provide a friendly welcome and ask if they have any questions. Let them know about sales or specials.
- **Show new customers around the market** Ask new customers if they would like a tour and show them around. Key them in on good deals or your favorite produce.



- **Ask vendors about sales or specials they have:** A big part of the Produce Perks program is the economy it provides vendors. By speaking with the vendors and building a relationship, you are helping to ensure that the Produce Perks program continues to get funding.
- **Plan activities to engage visitors:** By drawing a customer to your table in an interactive way, this will allow you an opportunity to learn more about them and their needs that day at the market. You may be able to assist them or provide helpful resources to them.
- **Provide resources about the benefits of farmers' markets:** We have a resource library available to ambassador with helpful information and handouts about SNAP/Produce Perks, fruits and vegetables, and more! This information can be helpful to you as you speak with customers at the market.



MARKET MANAGER'S ROLE:

It is important to keep in mind the roles of other people at the farmers' market and where you fit.

- The farmers' market manager is the leader of the market and they have eyes and ears everywhere. What the farmers' market manager says goes, so please be respectful of their direction.
- Ideas outside of what we have discussed today should be run past the market manager before starting.
- That being said, remember the contract everyone signed, and if anyone at the market is having you do jobs frequently outside of your role as a FreshLink Ambassador it is appropriate to let them know that particular work is outside of your role.



MODULE #3: Becoming an Ambassador: Introductions

As Ambassadors, a big part of your role will be reaching out to people you may have never met before and introducing yourself.

The following is a guideline to how to introduce yourself in a way that will often be received positively.





Introduction Example:

"Hi there, how are you today? My name is Rita and I am a FreshLink Ambassador spreading the word that you can get \$10 free by spending \$10 EBT at a farmers' market. Have you ever been to a farmers' market?"

Please write down an introduction you came up with today that you would feel comfortable using:





**FreshLink Ambassador
Training Session #3**

**Managing Differences in Work Styles
and Approaches to Conflict Management**

SESSION #3

MANAGING DIFFERENCES IN WORK STYLES AND APPROACHES TO CONFLICT MANAGEMENT

OBJECTIVES

By the end of this session, FreshLink Ambassadors will be able to...

- Identify different working styles of individuals to better understand team dynamics
- Identify their own preferred work styles
- Identify methods of adapting work styles to meet the needs of the team
- List different approaches to conflict management



WARM UP: Teamwork Means...

As you read each word in the left column, note your immediate emotional, or gut-level reaction, and put a checkmark in the column that most closely matches your reaction. *In the far right column, list other words that come to your mind.*

WORDS	REACTIONS					CONNOTATIONS <i>(thoughts that come to mind)</i>
	Strongly Positive	Somewhat Positive	Neutral	Somewhat Negative	Strongly Negative	
Compromise						
Authority						
Problem Solving						
Tension						
Teamwork						



MODULE #1: Learning About our Work Styles

We're going to get started by exploring different traits related to our work style. We have a short quiz called the Working Styles Assessment. This is on the next page in your workbook. Please read each statement and order your responses with the numbers 1, 2, 3, and 4 with 1 being the response that BEST describes you and 4 being the response that LEAST describes you.

Then, you'll have a chance to add up all of the numbers. We have some calculators around the room if you need it. Record the total number for each letter in the back of the page.

Purpose

The purpose of this brief questionnaire is to get some idea of your preferred or dominant working style.

Outcome

There are no right or wrong answers and you may find that several choices appeal to you because you prefer a combination of styles.



1. When performing a job, it is most important to me to

- A [] do it correctly, regardless of the time involved.
- B [] set deadlines and get it done.
- C [] work as a team, cooperatively with others.
- D [] demonstrate my talents and enthusiasm.

2. The most enjoyable part of working on a job is

- A [] the information you need to do it.
- B [] the results you achieve when it's done.
- C [] the people you meet or work with.
- D [] seeing how the job contributes to progress.

3. When I have several ways to get a job done, I usually

- A [] review the pros and cons of each way and choose.
- B [] choose a way that I can begin to work immediately.
- C [] discuss ways with others and choose the one most favored.
- D [] review the ways and follow my "gut" sense about what will work the best.

4. In working on a long-term job, it is most important to me to

- A [] understand and complete each step before going to the next step.
- B [] seek a fast, efficient way to complete it.
- C [] work on it with others in a team.
- D [] keep the job stimulating and exciting.

5. I am willing to take a risky action if

- A [] there are facts to support my action.
- B [] it gets the job done.
- C [] it will not hurt others' feelings.
- D [] it feels right for the situation.





ACTIVITY: Your Working Style Score Sheet

Transfer the answers from the Working Styles Questionnaire onto the scoring grid below by entering the number you chose for each letter. Next, total the columns and record the answers in the space provided.

TOTALS	A []	B []	C []	D []
	A []	B []	C []	D []
	A []	B []	C []	D []
	A []	B []	C []	D []
	A []	B []	C []	D []
	A []	B []	C []	D []

Your **LOWEST** score is your preferred or dominant working style. In the case of a tied score, you should pick the working style you feel is most like you.

A = Pomegranates

B = Bananas

C = Apples

D = Grapes

My preferred working style is _____



A = Pomegranates	B = Bananas
<ul style="list-style-type: none"> • Cautious actions and decisions • Likes organization and structure • Dislikes involvement with others • Asks many questions about specific details • Prefers an objective, task-oriented work environment • Wants to be accurate and therefore relies too much on data collections • Seeks security and self-actualization 	<ul style="list-style-type: none"> • Takes action and acts decisively • Likes control • Dislikes inaction • Prefers maximum freedom to manage self and others • Cool and independent, competitive with others • Low tolerance for feelings, attitudes and advice of others • Works quickly and efficiently by themselves
C = Apples	D = Grapes
<ul style="list-style-type: none"> • Slow at taking action and making decisions • Likes close, personal relationships • Dislikes interpersonal conflict • Supports and “actively” listens to others • Weak at goal setting and self-direction • Demonstrates excellent ability to gain support • Works slowly and cohesively with others • Seeks security and inclusion 	<ul style="list-style-type: none"> • Spontaneous actions and decisions, risk taker • Not limited by tradition • Likes involvement • Tends to dream and get others caught up in the dream • Jumps from one activity to another • Works quickly and excitedly with others • Not good with follow-through

My work style preference(s) is/are: _____

When it comes to **Event Planning** the strengths my work style preference brings are:

Something that would be challenging about this task for my work style preference would be:



The ways my teammates could support me in this task are:

When it comes to Outreach Events the strengths my work style preference brings are:

Something that would be challenging about this task for my work style preference would be:

The ways my teammates could support me in this task are:

MODULE #2: Managing Conflict

Conflict is inevitable- but it doesn't have to be good or bad. Rather it can be productive or unproductive. With a little understanding and communication skills we can do our best to make our conflict become useful to the work we are doing and perhaps make our teams even more effective.

The first thing we will look at is understanding the five common approaches to conflict: **Avoidance, Accommodating, Compromising, Competing and Collaborating**. Below is a description of each approach and how it would be applied to sample scenario given:



Avoidance

- Is not assertive and is not cooperative
- Avoids conflict without handling the concerns at hand
- No attempts to resolve conflict

Avoidance would be you saying that you wanted to bring the “food Access Bingo” game and I don’t share about what I would like to do or I just agree with your choice.

Accommodating

- Is not assertive while being cooperative
- Prioritizes making the other person happy while ignoring individual concerns
- Preserves relationship while sacrificing self

Accommodating would be each of us stating which activity we want to bring, but in the end, I agree to the activity you chose.

Compromising

- Tries to be both assertive and cooperative
- Tries to seek a solution to meet everyone’s concerns
- Everyone sacrifices a little to get closer to what they want

Compromising would be each of us saying what activity we would like to bring then deciding that for this event we would bring your activity to this outreach event, and bring my activity to the next outreach event.

Competing

- Is both assertive and uncooperative
- Prioritizes individual needs over others concerns
- Only one person can be satisfied in this scenario

Competing would be each of us stating what activity we would like to bring, but I work to show you my perspective until you agree.

Collaborating

- Is both assertive and cooperative
- Prioritizes finding a solution to meet everyone’s concerns
- Makes sure their own voice is heard while also hearing the voice of others

Collaborating would be each of us stating which activity we would like to bring but ultimately choosing an activity that we both like that meets each of our goals.



We are planning what activity to do at a FreshLink outreach event and you say you want to bring "Food Access Bingo" game and I want to bring a different game about nutrition called "Go, Slow Whoa."

Ways to manage Conflict Productively

Now that we have talked about different approaches, we want to focus in on ways you can manage conflict productively. For the times that you have an issue that you feel passionate about and you want to use collaboration as your approach there are some basic steps you can take to help the conversation go smoothly.

But first, let's talk about communication techniques that are NOT PRODUCTIVE and that we should avoid using in the middle of communication about our conflict.

Communication during conflict



These communication techniques are unproductive and can lead to continued unproductive conflict management.

Can you think of others?



There are two very useful communication skills that can be used when communicating through conflict.



Active Listening

- Truly Hearing Another Person
- Rephrasing what was said back, checking for accuracy
- Avoids judgements

Questions to ask yourself when practicing active listening:

Am I focusing on what they are saying? Am I spending time thinking about what they are saying and understanding it? Or am I focused on what I would like to say back to them? How can I pay more attention?



"I" Statements

- Reduce defensiveness
- Gentler approach
- Avoid Criticisms
- "I feel...", "I wonder if...", "What I hear you saying is..."

How would you rephrase this statement as an "I statement?"

"Why can't we just do the activity that I had planned for the outreach event?"



De-Escalating Conflict

There may be an occasion where you find that even with using your reframing and communication skills a conflict begins to escalate. Ideally, this would not happen often but we don't need to fear this scenario- we can manage and prepare for this as well. Remember, you have control over you, your thoughts, behaviors, and actions towards others. Our feelings are valid and neither good nor bad but what we choose to do with them is what matters. Here are some ways we can work toward de-escalating conflict:



1. **Stay calm** - *You have control over you.*
2. **Take deep breaths** - *This helps to release some of the internal tension.*
3. **Do not change your tone or volume** - *Even if someone else raises their voice, by yours staying neutral there is a greater likelihood of de-escalation.*
4. **Own your actions - apologize if needed** - *Being able to acknowledge and verbalize your own contributions to the situation goes a long way in de-escalating a problem.*
5. **Time OUT** - *Different than stonewalling, this is communicating a need for a time out to regather yourself and speak objectively, "I need a moment to collect my thoughts, can we talk about this later today/tomorrow?" Or similar statements can be useful in creating the needed space.*

While we only have control over ourselves we can do our best to reduce tension when talking to others. There is an acronym that is used that can be a good reminder when trying to restore a conversation to a more neutral state. **LARA** stands for Listen, Affirm, Respond and Add.

LARA

LISTEN: Essentially, use active listening to understand the other person without responding with our own opinions/judgments.

AFFIRM: The component of active listening acknowledging what has been said and repeat back what has been said to demonstrate understanding.

RESPOND: To answer/ask questions and gain clarification on their perspective. Also acknowledges that they are heard.

ADD: Once understanding the other perspective, clearly state your own perspective with the intent to be equally understood.



HOMEWORK

We would like you to practice both your active listening skills and your “I statements” at home with your friends and family. This isn’t something you need to announce you are doing, rather try to integrate into your everyday conversations. When we come back to Session 4 we will discuss the impact it had on your conversations.

YOUR STYLE

		Pomegranates	Bananas	Apples	Grapes
OTHER STYLE	Pomegranates	Establish priority of tasks to be done. Commit to firm time frames for your work and stick to them.	Take a deep breath, relax and slow down. With Pomegranates, you need to demonstrate you have considered all or most options or outcomes before moving ahead.	Cut short the social hour and get right down to the specifics. The more information you have to support your position, the better.	Translate your vision into specific tasks or goals. Involve Pomegranates in the research and developing the details of the plan of action.
	Bananas	Organize your work around major themes; prepare “executive summaries” with headings or bullets that state the conclusions first and supporting data and analysis second.	Remind each other of your similarities and your need to adopt qualities of the other styles.	Don’t take anything personally. Getting results is what counts with Bananas; be decisive and dynamic. Emphasize the bottom line.	Take time to think about what your vision really is; translate it into action steps with objectives and timelines.
	Apples	Start off on a personal note, gravitate to project specifics and expectations; emphasize the greater good of the project.	Spend time up front gaining trust and confidence; be inclusive. Be sure to be specific about deadlines, even when it seems obvious.	Laugh with each other about how important it is being relational. Then focus on what we really need to accomplish here and do it.	Tell them how important the team concept is to making your vision a reality. Give Apples the job of team building to make the dream come true.
	Grapes	Jazz up your presentation; try to think of the BIG picture. Involve the expressive in developing the “vision” or marketing of the plan.	Be patient and try to work with a flip chart to harness creative spirits. Emphasize time lines and due dates. Build in flexibility to allow the free rein of creativity.	Engage the Grape with appreciation of their vision and creativity. Harness this energy to deal with pesky but important details only they can address.	Remind each other of your tendency to generate a lot of ideas without thinking through how to implement them.





FreshLink Ambassador
Training Session #4

Creating Messages

SESSION #4 CREATING MESSAGES

OBJECTIVES

By the end of this session, FreshLink Ambassadors will be able to...

- List different types of change talk that is used when someone discusses changing a behavior
- Identify and utilize response skills when engaging in change talk (*empathy, autonomy, active listening*)
- Identify and utilize skills to encourage change talk from individuals who may be considering visiting a market
- Develop and practice creative responses to objections/barriers to going to farmers' markets and/or using Produce Perks
- Articulate the benefits of using social media to share a message
- Access FreshLink Social media accounts, 'like' or 'Follow' them and 'share' posts

MODULE #1: Crafting, Adapting, and Practicing Messages

What do you say or do when you are *not thinking* of changing?

What do you say or do when you are *thinking* about changing?

What do you say or do when you are *actively making* changes?



“DARN CAT” CHANGE TALK TYPES

There are seven different types of change talk that we are going to introduce to you today but we’ve made it easy to remember them by using a simple acronym that we call “DARN CAT”



The four types of change talk identified in the first part of the acronym (DARN) are considered the pre commitment stages of change. This means that they are statements that show that a person is going in the direction of changing a behavior but by themselves, they do not trigger behavior change.

- 1 Desire:** These are statements about preference for change such as: *“I wish”* *“I want to”*... Statements like these tell you about the persons preferences for change or status quo
- 2 Ability:** These statements about capability... *“I Could...”* *“I might be able to”* ... These statements Signal motivational strength
- 3 Reasons:** Specific arguments for change... *“I would probably feel better if”* *“I need to...”*... Reason statements can express specific reasons alongside desired actions.
- 4 Need:** Statements about feeling obligated to change... *“I ought to”*... *“I have to”*



The ‘CAT’ acronym refers to change talk that involves setting and intention and taking steps to change this is the commitment stage.

- 5 Commitment:** These statements indicate a mental intention to make a change such as: *“I will”*...*“I am going to”*
- 6 Activation:** These statements show a readiness to make a change such as: *“I am ready”*... *“I am able”*...*“I am willing”*
- 7 Taking Steps:** These are statements about steps that have actually been taken towards creating change... *“I went out and”*... *“I scheduled”*... *“I started”*



MODULE #2: Encouraging and Responding to Change Talk

Facilitators and Barriers to Shopping at Farmers' Markets

REASON	CATEGORY
The farmers' market has good prices or deals; it is a good value for my money. I think they accept SNAP/EBT or WIC.	Value of farmers' market for the money
Farmers' markets are a place that I like to shop for food. They are organized and have good quality or variety of foods that I want to buy. The customer service at the market is good.	Perceptions of farmers' markets
There are farmers' markets near where I live or work. It's not hard to get there with the transportation options available to me.	Ease of access to the farmers' market
I like to buy fruits and vegetables, and where I can buy them is convenient for me. I have time to cook.	Time costs of foods purchased and consumed
The farmers' market is unfamiliar to me and I don't feel welcome there. I don't think the people at the farmers' market are friendly. I don't know anyone who goes to the market.	Social connectedness at the farmers' market
I don't know how to prepare fresh vegetables and fruits, or how to use herbs and spices.	Fruit and vegetable preparation self-efficacy
I don't know anyone in my family or friends that shops at the farmers' market or has used the Produce Perks program before.	Healthy eating social networks

You might be wondering how you should respond to someone once they have identified reasons why they are ready, not ready or close to being ready to visit a farmers' market. We have a few



tips for you on ways of responding that have the potential to keep the conversation going, encourage openness and help explore or problem solve some of the issues they may be facing.

AFFIRM their feelings and experiences- All of us want to have our feelings validated and the same is expected from those we are speaking with. You may have a different perspective or experience than the individual you are speaking with but it is important to let them know their perspective matters and that they have a right to feel that way.

- Ex: *"Wow that must have been really tough"... "I can see why that would have upset you"... "It makes sense you would feel that way"*

REFLECT on what they are saying- By repeating back what you heard the individual say you show that you are truly listening to what they are saying, that they have been heard and you can also check to make sure you understood what they said correctly.

- Ex: *"It sounds like you're saying...Did I get that right?"... "Please correct me if I get this wrong but it sounds like you said..."*

ACKNOWLEDGE their authority to make their own decisions (AUTONOMY) - Every individual has a right to decide what is best for them and their life. Ambassadors should acknowledge this and respect this at all times.

- Ex: *"I know you will make the best decision for you and your family I just wanted to share some information"... "I can tell you have put a lot of thought into what is best, is there anything I can share that may help you make a decision"*

ASK open ended questions- By asking open questions, we allow the individual to share with us what is important to them or identify areas where they may have questions or need help.

- Ex: *"What would make it easier for you to get to the market?"... "Do you have any questions or concerns I can help with?"... "What would need to be different to make it easier/more comfortable/better for you to visit the market?"*

ASK for more details- When someone does begin to identify an interest in trying out the market ask for more information that may help them make their final decision.

- Ex: *"You mentioned you thought the market was dirty/confusing/expensive, can you tell me more about that?" "Can you explain what you mean by..."*

LOOK back and forward together- It can be helpful to look back in time with someone before they had a concern to explore when things changed and what caused that. As well as helping them to think through what might change if they did try something new, such as visiting a market.

- Ex: *"You mentioned the market used to have better selection, can you tell me more about that?"... "What would need to change for you to be interested in visiting the market?"... "How do you think visiting the farmers' market would affect your life?"*

EXPLORE their goals and values- Talking to individuals about what is important to them and what goals they have can help you to help them see how farmers' markets fit into their goals and values.

- Ex: *"What are your goals for you and your family when it comes to preparing meals and snacks?"... "What types of things matter to you when you think about how and where you make your food purchases?"*



Role Play Activity

Scenario #1: Person invited does not appear interested at all

Scenario #2: Person invited has never heard of the Produce Perks program before, has a lot of questions, and is extremely interested.

Scenario #3: Referral has heard of the farmers' market, but thinks it's too expensive and doesn't have the food they prefer. They go on to say they wanted to buy peaches last October and was frustrated because the market did not have them (Maybe)

Scenario #4: Person has been to the farmers' market before but didn't like how dirty it was and did not feel welcome.



Scenario #5: Referral says “I don’t know”, and isn’t sure if this is for them.

MODULE #3: Social Media as a Tool for Sharing Messages

Social Media can be a powerful tool for sharing messages about the benefits of farmers’ markets when used appropriately. FreshLink uses both Facebook and Instagram to share resources, tips, recipes and information about our local farmers’ market. We encourage you to like us on Facebook and Instagram if you have accounts with either platform. We also encourage you to ‘Tag’ us to increase the number of individuals who will have an opportunity to see our accounts and use the valuable information we are sharing.

Follow us on Facebook! [Insert Handle]

Follow us on Instagram! [Insert Handle]

HOMEWORK

Now that we have talked about creating messages and practiced how to respond to answers utilizing change talk methods, we would like you to practice these conversations at home! Your assignment is to ‘invite’ a friend, family member or neighbor to the farmers’ market this summer. This is just practice- so having a casual verbal conversation is fine. We will discuss how our conversations went during Session 5. *Remember- use the techniques we learned including both listening and responding to change talk.*





**FreshLink Ambassador
Training Session #5**

**Inviting People
to Markets**

SESSION #5 INVITING PEOPLE TO MARKETS

OBJECTIVES

By the end of this session, FreshLink Ambassadors will be able to...

- Develop greater confidence in delivering their key messages while inviting people to the farmers' market
- Describe methods to encourage residents to shop at farmers' markets
- Demonstrate how to complete the New Customer Coupon and be prepared to begin distributing coupons to people in the community

MODULE #1: Market Invitation Practice/Review

How did the three practice invitations go? What were some challenges? What went well?

Brainstorming Activity



MODULE #2: Completing Forms

Programs similar to FreshLink Ambassadors have been created across the country, but very few are tracking the effectiveness of the program. There is nothing to prove that the hard work and innovation going into ambassador programs are making a difference other than stories and case by case examples. We want to change that. It's so important to have good, complete records of your outreach events and invitations so that we can give you credit for the amazing work you are doing! We will do this by collecting and tracking copies of the New Customer Coupons you distribute. **Below, you will find a copy of a completed New Customer Coupon:**



freshlink
Farmers' Market New Customer Coupon
\$5.00

For Farmers' Market Staff Only:

1. Select 'SNAP/EBT' as transaction type.
2. Enter \$0 or amount spent.
3. Record coupon as FreshLink New Customer.
4. Record PRC ID as "other ID." PRC ID is on front of coupon.
5. Record FMTracks Customer ID if customer receives SNAP.
6. Stamp coupon to validate.
7. Customer takes coupon to shop with one vendor.
8. Vendor returns coupon to market manager.
9. Vendor reimbursed per market reimbursement policies.
10. Market manager submits all redeemed coupons to PRC with invoice.

Market (please initial after):
Coit Road Farmers' Market ____, Good Earth Farm Stand ____, The Village Market ____, Gateway 105 Farmers' Market ____,
North Union Farmers' Market at Shaker Square ____, North Union Farmers' Market at University Hospitals ____

Date Received: 7 / 15 /2018 Validation Stamp: _____

Produce Perks Eligible Yes No FM Tracks ID: FG5464

FreshLink is the Core Research of the Prevention Research Center for Healthy Neighborhoods at CWRU. It is funded by a grant from the Centers for Disease Control and Prevention (1U48DP005030). Learn more at prcn.org.

IRB NUMBER: IRB 2017-1034
IRB APPROVAL DATE: 05/22/2017

(BACK OF COUPON)

Note: The back of the coupon is filled out by the market manager. You will not need to fill out this section



Customer Information



This information helps us understand who is taking part in the FreshLink Program.

Customer Name: Jane Smith Customer Zip Code: 44103

Have you ever shopped at a farmers' market? Yes No

What age group are you in? Less than 18 18-49 50+

What is your gender? Male Female Other

What is your race/ethnicity? Pick all that apply. White Black Hispanic/Latino Asian Native American Other

Are there any children under 18 years living in your household? Yes No

Do you receive SNAP benefits? Yes No

How do you feel the prices of fruits and vegetables at farmers' markets compare to the prices at other food stores?

Farmers' Markets have lower prices Prices are about the same Farmers' Markets have higher prices

What mode of transportation do you plan to use to get to the farmers' market? Mark all that apply.

Car Get a ride Bus/Rapid Bike Walk

For FreshLink Ambassadors Only:

PRC ID: 010001

Event Type: 1 on 1 Community Event ODJFS Site

Event Location: _____ Event Date: ____/____/2018

FreshLink Ambassador's Relationship to Recipient: New Contact Acquaintance Friend Family

Ambassador Signature _____





Try it. No cost.

Farmers' Market New Customer Coupon

\$5.00





Redeemable for \$5.00 of fruits and vegetables at one of these six farmers' markets:

Coit Road Farmers' Market 15000 Woodworth Avenue East Cleveland, Ohio 44110 (216) 249.5455 Wednesday 10:00-1:00pm Saturday 8:00-1:00pm	Good Earth Farm Stand 9600 Madison Avenue Cleveland, Ohio (216) 288.0170 Monday & Thursday 3:00-7:00pm Saturday 12:00-3:00pm	The Village Market 5106 Fleet Avenue Cleveland, Ohio 44105 (216) 429.1182 Monday 4:00-7:00pm	Gateway 105 Farmers' Market 1322 East 105th St. Cleveland, OH 44106 Friday 3:00-7:00pm	North Union Farmers' Market at Shaker Square 13111 Shaker Square #301 Cleveland, Ohio 44120 (216) 751.7656 Saturday 8:00-12:00pm	North Union Farmers' Market at University Hospitals 2074 Adelbert Road Cleveland, Ohio 44106 (216) 751.7656 Thursday 10:30-1:30pm
--	---	---	--	---	--

Customer: Take coupon to Market Manager Booth to validate

One coupon per household. There is no cash value to this coupon. Upon receipt, coupon is used to redeem \$5 in produce.
 All funds must be used at one vendor. No cash or credit returned to customers.

PRC ID: _____ Expires: 9/30/2018

Find us online at: @FreshLinkCLE & facebook.com/FreshLinkCLE

FreshLink Partners: Case Western Reserve University, Prevention Research Center for Healthy Neighborhoods, The Ohio State University Cooperative Extension, Cuyahoga County, Cleveland-Cuyahoga County Food Policy Coalition, Cuyahoga County Job and Family Services

(FRONT OF COUPON)



Follow these steps when distributing New Customer Coupons:

Section	Explanation of how to fill-in
Customer Name	Name of the person you are giving the coupon to. This will help us track to ensure that the coupons are given to new customers over the season.
Zip Code	Home zip code of the person you are giving the coupon to
Has the customer shopped at a farmers' market?	Ask the person you are speaking with whether or not they have shopped at a farmers' market in the past, and check "Yes" or "No" accordingly. If someone replies "No," this is a great way to begin discussing the farmers' market experience and benefits.
Does customer receive SNAP?	Ask the person you are speaking with whether or not they receive SNAP, and check "Yes" or "No" accordingly. If someone receives SNAP, this is a great way to begin a conversation about the Produce Perks program.
What age group is the customer in?	Ask the person you are speaking with what age group they identify with.
What is the gender of the customer?	Ask the person you are speaking with what gender group they identify with. We have included 'other' for those who do not identify Male or Female
What is your race/ethnicity	Ask the person you are speaking with the ethnicities they relate with. They may choose multiple ethnicities.
Does the customer have children under the age of 18 in the household?	Ask the person you are speaking with whether or not they have children under the age of 18 in the household, and check "Yes" or "No" accordingly.
For "Ambassadors Only" Section	
PRC ID	All of the New Customer Coupons have a unique ID. The ID number will be filled out in advance by someone from the PRCHN.
Ambassador Signature	Name of the FLA (you) giving the coupon to the potential new customer
Event Type	You will be able to hand out new customer coupons during one on one interactions, community events and at ODJFS sites- NOT during market day events. Please put an X next to the type of event where the coupon was disseminated. The date given should match the date of the event.
Event Date	Record the date on which this coupon was distributed.



Customers can redeem the coupon at the market by taking the following steps:

1. The customer should take the coupon to the Farmers' Market Manager when they first arrive at the market.
2. The Market Manager records the coupon in the tracking software.
3. The Market Manager will stamp the coupon, indicating to the vendor that it has been received and is okay to accept.
4. The customer visits the vendor they would like to purchase fruits and vegetables from and hands the copy of the coupon to the vendor.
5. The vendor must turn in the coupon to the Market Manager.
6. The Market Manager must turn in the coupons to our center to be reimbursed

Note:

For every coupon you hand out, you must also hold onto the top portion of the coupon. You will turn in all coupon copies when you meet for your bi-weekly check-ins. You will receive a special envelope to store you completed coupons during the month. It is important to have these copies for our evaluation process. This will help us understand the effectiveness of the FreshLink Ambassador program.

FRESHLINK AMBASSADOR FRUIT AND VEGETABLE STIPEND

freshlink
FreshLink Ambassador
FRUIT & VEGETABLE STIPEND

\$5.00

Redeemable for **\$5.00** of fruits and vegetables at one of these six farmers' markets:

Coit Road Farmers' Market 15000 Woodworth Avenue East Cleveland, Ohio 44110 (216) 249.5455 Wednesday 10:00-1:00pm Saturday 8:00-1:00pm	Good Earth Farm Stand 9600 Madison Avenue Cleveland, Ohio (216) 288.0170 Monday & Thursday 3:00-7:00pm Saturday 12:00-3:00pm	The Village Market 5106 Fleet Avenue Cleveland, Ohio 44105 (216) 429.1182 Monday 4:00-7:00pm	Gateway 105 Farmers' Market 1322 East 105th St. Cleveland, OH 44106 Friday 3:00-7:00pm	North Union Farmers' Market at Shaker Square 13111 Shaker Square #301 Cleveland, Ohio 44120 (216) 751.7656 Saturday 8:00-12:00pm	North Union Farmers' Market at University Hospitals 2074 Adelbert Road Cleveland, Ohio 44106 (216) 751.7656 Thursday 10:30-1:30pm
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Take coupon to Market Manager Booth to redeem.
There is no cash value to this coupon. Upon receipt, coupon is used to redeem \$5 in produce. All funds must be used at one vendor. No cash or credit returned to customers.

Ambassador Name: _____ Date Given: ____ / ____ / 2018

FLA: _____ Expires: ____ / ____ / 2018

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**FreshLink Ambassador
Training Session #6**

**Team Building
and Getting to Know
Market Managers**

SESSION #6 TEAM BUILDING & GETTING TO KNOW MARKET MANAGERS

OBJECTIVES

By the end of this session, FreshLink Ambassadors will be able to...

- Recall basic details about each of the FreshLink participating markets
- Utilize skills relevant to working on teams
- Develop working relationships with market managers
- Establish best methods of communication and collaboration with market managers

MODULE #1: Breakfast and Market Manager Discussion

The Ambassador breakfast is a chance to get to know your market managers. We've included some questions to go over below to get you started, but feel free to ask any other questions you may have for the market manager.

For Market Managers:

- How can the Ambassadors help you in promoting the market?
- If the ambassadors need to contact you, what is your preferred method of reaching you and are there specific times that are better for you than others?
- Let's talk about the first Market Day for ambassadors on _____ [date] . What are some thoughts or ideas you have of what I can do to engage visitors at your market?
- Is there a time where we can meet you to visit the market before we start in June to learn more about the layout/offerings available?



MODULE #3: Teambuilding Exercise

Your facilitator will guide you through this activity

HOMEWORK

Make time to visit your assigned market during their operating hours before outreach begins this summer!





**FreshLink Ambassador
Training Session #7**

Outreach Events

SESSION #7 OUTREACH EVENTS

OBJECTIVES

By the end of this session, FreshLink Ambassadors will be able to...

- Demonstrate understanding of FreshLink forms and capacity fill them in correctly
- Recognize and be able to utilize personal and community networks for promoting farmers' markets and reaching SNAP recipients
- Differentiate between the types of outreach events and understand the elements of a successful outreach event
- Identify and be prepared to employ methods of engaging residents at events to share about the benefits of farmers' markets

MODULE #1: Outreach Events

Throughout the course of the market season, we will have scheduled outreach events where you will be able to connect with community members about the market. Each of you will be responsible for working at some of these outreach events each week.

There are 4 types of outreach for the FreshLink Ambassador program:



One on one interactions

When a FLA interacts with and makes referrals to one or two people at a time.

Examples: Talking to a friend, family member or neighbor.

These interactions are done in your own time as you feel comfortable.



Community Event

When a FLA gives promotes the farmers' market and Produce Perks program to a group of people at an event.

These events are prescheduled and will be staffed by two FLA's.





Pantry Site Visits



Rec Centers



Libraries



JFS Table

FLAs will have the opportunity to staff a table at the Department of Job and Family Services (JFS), where they will be able to talk about the market and Produce Perks to benefits recipients visiting JFS.

These events are prescheduled to occur weekly and will be staffed by two FLA's.



Market Day Events

A market day event is put on by the FLA, with collaboration from the Market Manager. Market day events happen monthly during the time of their regularly scheduled hours. FLAs will have booths at each market, which can provide an “activity hub” for market events. These events can help display some of the fun, interesting and community-building activities that can happen at the market.

Examples: Tour of the farmers' market or a food demo

These events are prescheduled monthly, and you will attend the market you were assigned to at the beginning of this program. However, because this event is staffed by two FLA's, you have the opportunity to attend another market with another ambassador as long as it does not conflict with your market time.

We encourage you participate in each of these different types of outreach. We will assume that 1 hour of your time each week is spent on individual interactions and you can add that to the time management system where you will document your time. You may work less than 10 hours per week, however no ambassador will be permitted to work more than 10 hours a week.

There will be **planning sessions** happening **twice a month** to help prepare for your scheduled events. These are **required**, and contribute to your weekly hours.



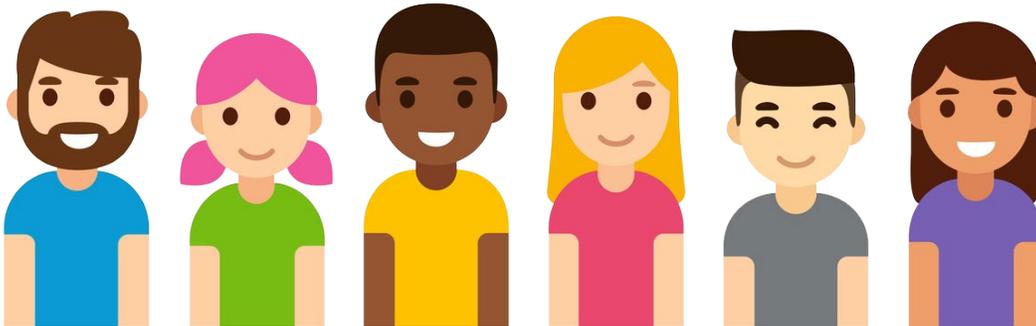
For each event you are scheduled we will provide you a contact name and number of the person at the site you may contact if you have any trouble, have questions, or would like to let them know you have arrived. FLA facilitators will also stop by on occasion to check in with you.

PASSIVE VS ENGAGED OUTREACH

The FreshLink Ambassador program is designed to give **personal** invitations to the farmers' market, including filling out invitation cards for each person, to use the "word-of-mouth" method of sharing information. Outreach strategies that do not involve personal interaction, such as simply dropping off flyers, (*passive outreach*), are not considered part of your role as an Ambassador and will not count towards your outreach activities.

YOU as FreshLink Ambassadors are one of the missing links in getting people to the farmers' market! So many residents know that farmers' markets exist, but don't go. Your job is to have the personal conversations (*engaged outreach*) with them, help them work through any barriers so they come for the first time. **YOU** can do what a flier cannot!

Listed below are some examples of both passive and engaged outreach. Please review and think about ways you can use engaged outreach in the community surrounding your Farmers' Market.



Passive Outreach

Posting a flier on a community board

Sitting at an info table with information on markets

Sending a group email with information about farmers' markets

Mailing friends and family a flier to the farmers' market and first-time customer coupons

Posting a photo of the Farmers' Market on social media

Engaged Outreach

Attending a local block club and speaking with residents about the benefits of farmers' markets and addressing concerns they may have about visiting.

Having a table with engaging activities at a community event (taste test/interactive game/presentation)

Sending a personalized email sharing information and requesting a time to meet to discuss farmers' markets

Speaking with friends and family one on one or at group gathering about the benefits of farmers' markets, explaining how and where the coupon can be used, and answering questions they may have about the market or benefits.

Creating an event on social media, inviting your friends and starting conversations on the event page about the event details/reasons to come

Favorite outreach ideas from today:



MODULE #2: Event Paperwork

FreshLink Ambassadors will use an Event Planner to schedule and organize the outreach activities you do. This will help you plan out how you will connect with people and distribute throughout the month, and will also help you and the other members of your market team share information about the types of events you plan to do and the number of people you hope to talk with at each event.

At the end of each event, you will receive an email with a link to a survey. This survey will help you and the FreshLink team better understand what went well and what ways you would have liked to improve the event. This will help to make changes that can make your next event even more successful!

Event forms will be made available to ambassadors and you can take as many as you need for your event planning.

NOTE: Remember, you are working with another FLA at each event, so you will only need to fill out one form together for your team. Following each event, there are questions on the back of the form to help you reflect on how the event went. This will help you and us think about ways that we can improve the outreach event for the next time to make it even more successful! We will be collecting these forms after each event so please save them and bring them to the FreshLink Data manager the next time you are at the center.

HOMEWORK

Start planning an “elevator speech” about your role as a FreshLink Ambassador. This is a brief introduction about who you are, what you are doing as a FreshLink Ambassador, and why you are doing it. We will be tape recording these elevator speeches at the start of the final session. Feel free to wear your FreshLink Ambassador shirt to that session if you want.





**FreshLink Ambassador
Training Session #8**

**Action Planning for
Event Outreach**

SESSION #8

ACTION PLANNING FOR EVENT OUTREACH

OBJECTIVES

By the end of this session, FreshLink Ambassadors will be able to...

- Express confidence in introducing themselves and explaining their role as a FreshLink Ambassador in public.
- Express confidence related to utilizing activities and resources from FLA resource library
- Use the Event Planner to plan upcoming outreach events.
- Enter their communities feeling prepared to communicate and handle resistance

MODULE #1: Recording Introductions

As we have shared in our values, it is important for our ambassador team to be as *Welcoming and Engaging* as possible. One of the ways we do this is by creating a warm introduction that explains *who you are, what you are doing as a FreshLink Ambassador and why you chose to be an ambassador*. To help you with your introductions- you may want to answer those questions here:

Who am I?

What will I be doing as an ambassador?

Why did I choose to become an ambassador?



MODULE #2: Resources for Outreach

FreshLink Ambassadors will have access to a resource library where they can find new ways to *Engage, Educate, and Inspire* those they come in contact with through outreach at the market. We encourage you to explore, test out and ask questions about all the resources available to you here.

What were some of your favorite resources in the resource library?

What are some resources that should be added to this library?



MODULE #3: Outreach Event Planning

Using the time available in this module, we would like you to look at your schedule for the next month, find your partner and begin planning your first FreshLink outreach event!

Remember, you and your partner will share **one** event planning form to document the activities and resources you plan to share through your outreach event. Take the time to think through what activities make the most sense for the event you are hosting in the community. Use the resource library or the facilitators to help provide inspiration in your planning.

HOMEWORK

Continue to think about the upcoming schedule of events you are signed up to attend and the types of activities or resources you believe will be useful in *Engaging, Educating and Inspiring* those you meet as it relates to the work of FreshLink. We will be using our next session to completely focus on planning our first two weeks of outreach.





Site Visit:

Farmer's Market

FRESHLINK AMBASSADOR SITE VISIT FARMERS' MARKET

OBJECTIVES

By the end of this session, FreshLink Ambassadors will be able to...

- Identify and list the components of/activities occurring at a farmers' market: market layout and facilities; range of products sold by vendors; how to shop; incentive programs for customers; events at the market
- Practice skills talking to farmers' market staff and vendors
- Identify ideas of Ambassador activities or handouts that would be useful to utilize at Market day events

MODULE #1: Market Overview

Today we are going to learn a little more about the history of this market and how it operates. Feel free to use the space provided to take notes about interesting things you learn today!

NOTES

What are your impressions so far today?



Did you learn anything new?

Did you observe anything that you think would be especially helpful to individuals that may have not been to a market previously?



MODULE #2: Farmers' Market Scavenger Hunt

To get us a little more comfortable in the farmers' market environment we are going to do something really fun- a scavenger hunt! You can work by yourself or in pairs but we would like you to go through the items on the scavenger hunt and mark them off as you find them, or do the actions indicated on the space. For some of the activities you will have to count, others you will have to take a photo. This is just one more way for us to really experience the farmers' market and have our own experiences and knowledge to share with those we invite to the farmers' market this summer - so enjoy!



Farmers' Market Scavenger Hunt

FIND

TAKE A PICTURE

ANSWER

1. The welcome booth.
WHERE IS IT?

2. A fruit or vegetable you've never seen before.
WHAT IS IT?

3. The bathroom.
WHERE IS IT?

4. Music.
WHAT KIND?

5. A vendor who gives out samples.
WHAT DID YOU TRY?

6. A vendor who sells something other than produce.
WHAT IS IT?

7. An activity happening at the market
WHAT IS IT?

1. Your favorite fruit or vegetable
2. One of the vendors with their stands
3. The welcome booth
4. Something you find exciting
5. Something new to you
6. Take a Selfie in your favorite spot at the market!

1. Ask a vendor where/what farm their food comes from.

2. Ask a vendor for tips / tricks / recipes for using a certain fruit or vegetable.

3. How many vendors sell fruits here?

4. How many vendors sell vegetables here?

5. Ask a customer what they like about the market, what did they say?

6. Ask one customer their favorite thing to buy here, what did they say?



MODULE #3: Mock Introduction

Now that you have been able to familiarize yourself with this Farmers' Market, we would like for you to practice introducing someone to the farmers' market. Pair up with another ambassador and practice introducing one another to the market. Be sure to explain to one another where the SNAP Incentive program is located and familiarize each other with the market just as if you were doing this with a stranger.





Site Visit:

Food Pantry or Distribution Site

FRESHLINK AMBASSADOR SITE VISIT FOOD PANTRY OR DISTRIBUTION SITE

OBJECTIVES

By the end of this session, FreshLink Ambassadors will be able to...

- Identify and list the components/activities occurring at a food pantry
- Practice starting conversations with community members at events
- Identify ideas of Ambassador activities or handouts that would be useful to conduct at a food distribution event

MODULE #1: Program Overview

As part of the FreshLink training we have scheduled several site visits for you to begin to understand what outreach events can and will look like. As well, this gives you an opportunity to meet some of the individuals you will be coordinating with at various sites throughout the summer.

[Insert the name of a Food Bank school market program or food pantry site that you are visiting] is one of the School Market Program or Food Pantry sites operated by the _____ Foodbank *[Change to the name of your community]*. They have partnered with us to provide opportunities for all of you to conduct outreach at their pantry sites that operate throughout the summer.

NOTES

Did you learn anything new today?

Did anything surprise you?



What are some ways FreshLink can engage with the this site?

MODULE #2: Starting Conversations

One of the most important things you must be able to do as an ambassador is to know how to start a conversation- many times with a complete stranger!

Can you think about a time that someone approached you in a public place? Think back to how you reacted- were you interested in they had to say or were you bothered that they stopped you to talk?



It is important that we already have ideas in mind of how to start with conversations with others. Can you list some ideas of phrases or ways that you could start a conversation with someone?

1. _____
2. _____
3. _____

What are some signs that an individual is no longer interested in a conversation?

1. _____
2. _____
3. _____



Practicing Starting Conversations

To practice starting conversations we would like you to practice starting 2 conversations during today's site visit. Feel free to use some of the conversation starters you already identified or start a conversation based on what is happening in that moment. Please reflect on your conversations below.

Conversation 1:

How did you approach this person and start the conversation?

How open were they to the conversation?

Was there anything you believe you did well/could have improved on that impacted the outcome of this conversation?

Conversation 2:

How did you approach this person and start the conversation?

How open were they to the conversation?

Was there anything you believe you did well/could have improved on that impacted the outcome of this conversation?





Site Visit:

Job and Family Services

FRESHLINK AMBASSADOR SITE VISIT JOB AND FAMILY SERVICES

OBJECTIVES

By the end of this session, FreshLink Ambassadors will be able to...

- Identify and list the services offered at Job and Family Service Centers
- Introduce themselves and establish a relationship with Job and Family Service Center managers
- Identify ways that ambassadors may/may not engage with clients of job and family service sites
- Identify space and placement of FreshLink table and resources within unique sites
- Identify methods of promoting FreshLink presence at Job and Family service sites

MODULE #1: Job and Family Services Presentation

Our local Job and Family Service (JFS) sites provide valuable services and resources to our local community members. This summer, we will be conducting outreach at 3 different sites throughout each month (*Quincy Place, Virgil E. Brown and Old Brooklyn*). As you learn more about the role of JFS take notes on points of interest and reflect on the questions below.

NOTES



Did you learn anything new today?

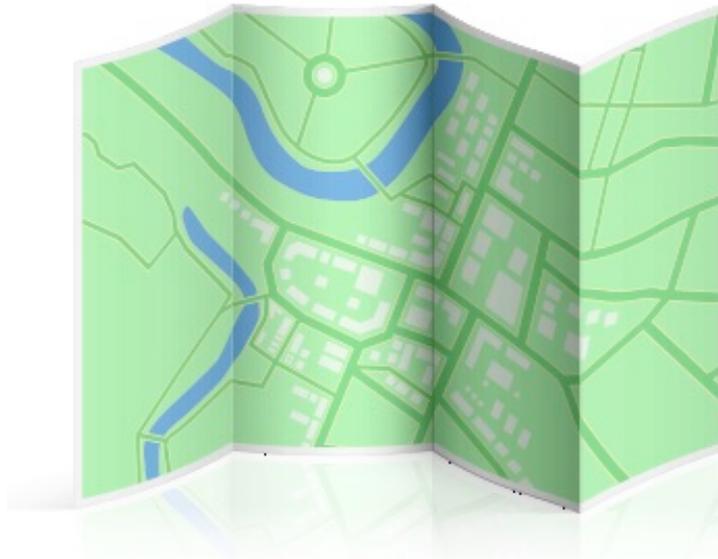
Did anything surprise you?

How can the work of FreshLink benefit or complement the existing work of the job and family service sites?



MODULE #2: Site Tour

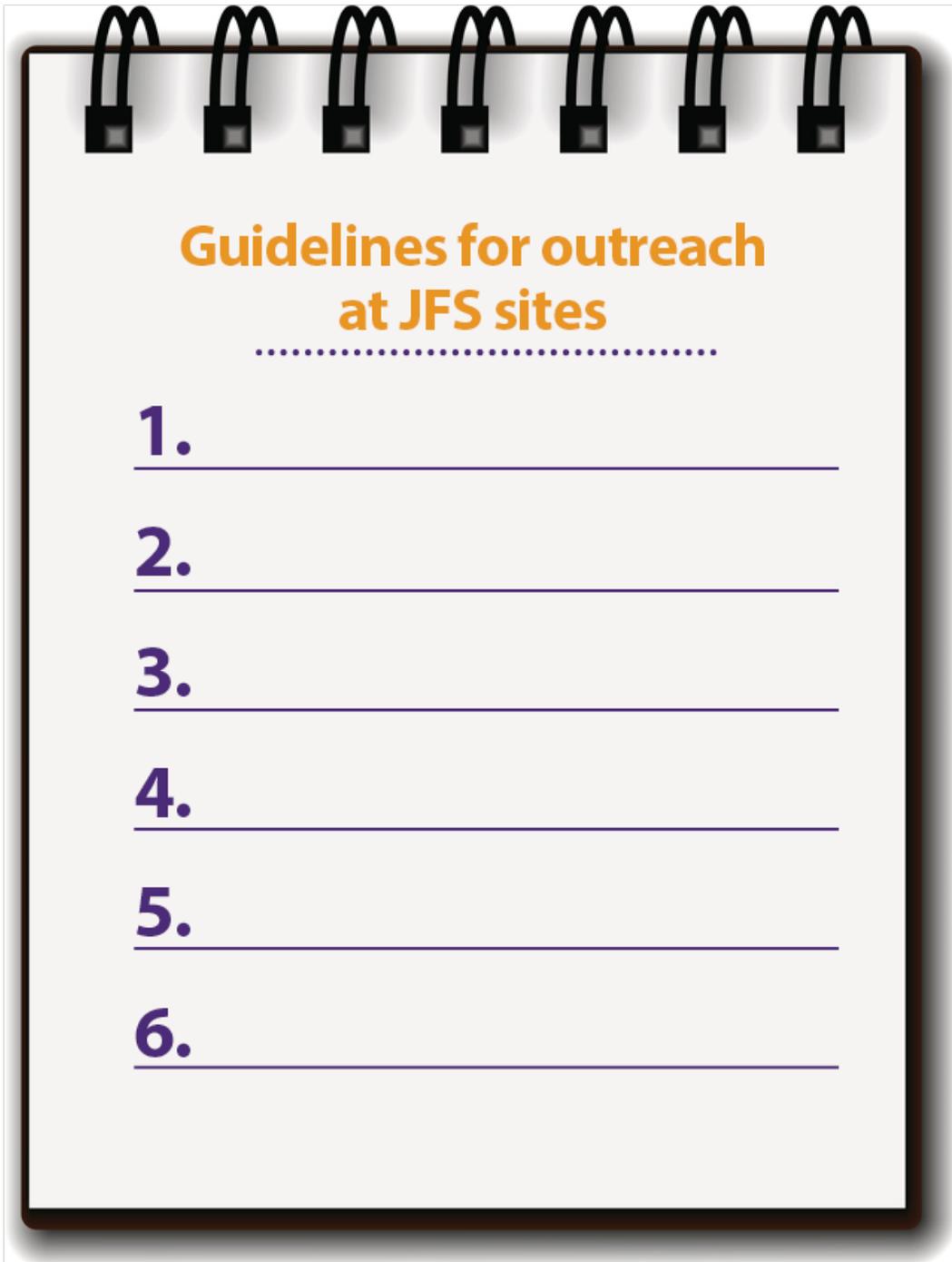
Since you will be spending time at each site throughout the summer, it will be beneficial for you to have a tour of today's site to get a sense of the general layout at the JFS sites. Each one will vary somewhat, but will have the same core components.



MODULE #3: Outreach Events at JFS Sites

Each week we will be visiting a different JFS site to provide valuable information about the benefits of farmers' markets to clients. While we are there we would to make sure we are following their guidelines while providing helpful information to their clients.



A graphic of a spiral-bound notebook with a white page and a black cover. The spiral binding is at the top. The page contains the following text:

**Guidelines for outreach
at JFS sites**

.....

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____



FRESHLINK OUTREACH AT JFS SITES

Site Name: _____ Address: _____

Site Manager Name: _____

Where can FLA's find the table and chairs to set up for their events?

Where will ambassadors set up their table and chairs within the center?

If there's any questions or concerns day of or onsite- who can the ambassador contact?

- o Name _____
- o Number _____

Can an announcement be made at this site when Ambassadors arrive to direct clients to visit their table for resources? _____



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Skill Building:

Food Demos 101

FRESHLINK AMBASSADOR SKILL BUILDING FOOD DEMO 101

OBJECTIVES

By the end of this session, FreshLink Ambassadors will be able to...

- Identify three ways foods can become unsafe or contaminated
- Properly wash hands and glove them for food demonstrations
- Recall proper hygiene and safety measures for conducting food demos
- Recall protocol for proper food demonstration techniques at the market and other outreach locations
- Practice the steps of conducting a food demonstration with assistance

MODULE #1: Food Safety and Hygiene

Facts about Foodborne Illness

At a Glance:

1. E. Coli O157:H7, a bacterium, can cause about 73,000 cases of foodborne illness each year in the U.S.

Sources: undercooked beef, raw milk, produce *Photo: E. Coli O157:H7*

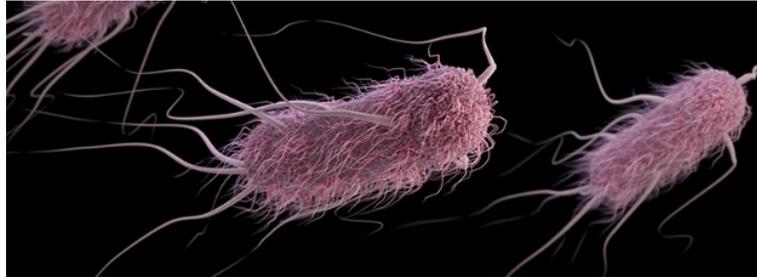
2. Multistate Outbreak of Shiga toxin-producing *Escherichia coli* O157:H7

Infections Linked to Leafy Greens:

- Between November 5th and December 12th, twenty-five people infected with the outbreak strain of STEC O157:H7 were reported from 15 states in the U.S.
 - Of the twenty-five people, nine were hospitalized, two developed kidney failure and one died.
 - Investigation of this outbreak took place by the CDC, several states and the U.S. [Food and Drug Administration](#) (FDA).
 - The source of the outbreak was identified as leafy greens, but investigation could not identify the specific type.
- In December 2017, the [Public Health Agency of Canada](#) (PHAC) investigated a similar outbreak of STEC O157:H7 infections linked to romaine lettuce.
 - E coli strains causing these infection outbreaks were shown to be closely genetically-related to the U.S. outbreak.
 - The source of the romaine lettuce linked to the Canadian outbreak, or where it became contaminated, was unknown.
- There was no recall on this produce item.

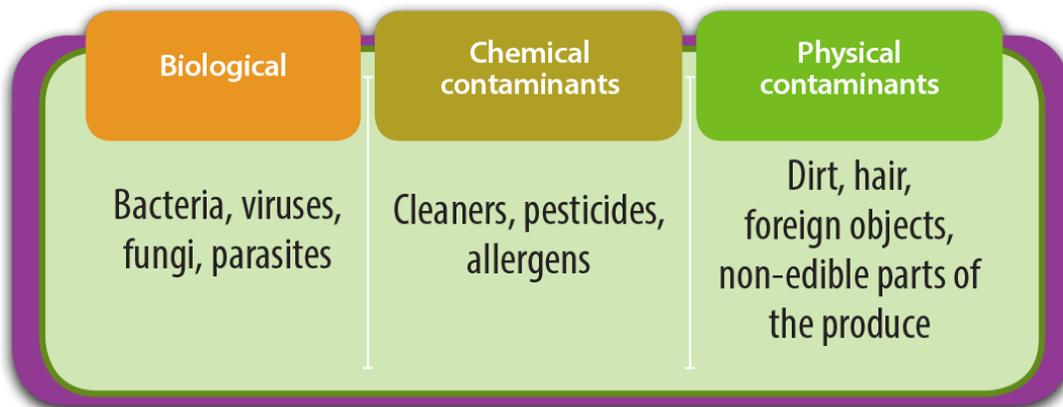


3. The Centers for Disease Control and Prevention (CDC) estimates that each year, foodborne diseases cause illness in 1 in 6 Americans (or about 48 million people) resulting in 128,000 hospitalizations and 3,000 deaths.



Contaminants

Today we will examine three types of contaminants that occur from the environment.



Food Allergens: The BIG Eight



Did you know? The “BIG Eight” allergens account for approximately 90% of all food allergy reactions.

What is a Food Allergy? An adverse health effect arising from a specific immune response that occurs reproducibly on exposure to a given food.

Signs and Symptoms of a Food Allergy:

- Hives
- Tingling in the mouth
- Swelling in the tongue and throat
- Difficulty breathing
- Abdominal cramps vomiting or diarrhea
- Eczema or rash
- Coughing or wheezing
- Loss of consciousness



- **Dizziness Anaphylaxis:** A severe, life-threatening, whole body allergic reaction that occurs seconds to minutes after exposure. It can result in respiratory distress, shock, and death

***It is important to remember that signs and symptoms can vary from mild to sudden and severe depending on the individual and allergy.**

MODULE #2: Conducting the Food Demo

Please review the following worksheet to prepare for each demo using proper processes for hygiene, food safety/handling and clean up.

Preparation for Set up/Break down of Food Demo

FOOD SAFETY AND HANDLING TIPS

Hand Washing	Food Handling and Food Safety	Guidelines for Physical Environments
<ol style="list-style-type: none"> 1. Wet hands and apply soap 2. Wash by using friction on all part of hands (fingers, wrist, arms, and under nails) for 20 seconds or more 3. Rinse hands and arms well 4. Dry hands and arms with paper towel, turn off water using paper towel and discard towel 5. Wash hands after: Using restroom, eating, drinking, smoking, touching yourself or an unclean item, sneezing, coughing or blowing nose 	<ul style="list-style-type: none"> • Use disposable food service gloves and or non-latex powder free gloves. Cover cuts or scrapes with water proof bandage and glove • Indicate by marking all food allergens on laminated poster display. Ask about allergies before sharing food. Only share with parental consent of minors. • Store all unused products • Keep cold food at 36 F to 40 F (2C to 4C) • Keep food out no more than 2 hours and only 1 hour if temperature is 90F or warmer • If providing cold drinks keep ice separate for adding to beverage. • Use a scoop or tongs to remove ice from clean container. 	<ul style="list-style-type: none"> • Wear a hat or have hair covered and pulled back away from face and neck • Wear a clean apron, remove and replace attire that is soiled and stained. • Avoid excessive jewelry • Clean surfaces (table, counter, or tray) with soapy water before and after use • Keep all food items 6" or more from ground or floor Keep cooler out of direct sunlight • Clean and sanitize utensils before reuse and if cross contamination occurs

Source: www.foodsafety.gov/keep/foodkeeperapp/



Steps to Conducting a Food Demo

1. Complete outreach-planning sheet and submit to FreshLink Program Manager or Facilitator for approval at least 1 week prior to event.
 2. When you submit your plan, the FreshLink staff member will provide your Food Demo Voucher for use at the market.
 3. Contact farmers' market manager to verify that the identified produce items for this month's recipe (June, July or August) are available at the market
 4. Pack kit with ice packs (if needed) and all necessary food items
 5. Check utensil and supply checklist prior to signing out kit
- Identify area for food demo
 - Clean any surface from which you will prepare or serve the food
 - Properly clean produce (fruits and vegetables)
 - Discard any food scraps and clean up if necessary
 - Place Allergen card on table with all identified allergens (circle for patrons to see)
 - Prepare approved demo
 - Clean all surfaces, food containers, and packages prior to returning items to cooler
 - Date and pack in plastic bags any leftover prepared products
 - Place used utensils/supplies in container marked "used"
 - Return entire food demo kit to PRCHN



FOOD DEMO KIT SUPPLIES

- Food Safety and Handling Handout
- Big 8 Allergens handout
- Salt & Pepper
- Oil
- Vinegar
- Balsamic Vinaigrette Dressing
- Lemon and Lime Juice
- Bag of nuts/seeds
- Bag of Craisins
- Washing Bin
- Rinsing Bin
- Produce Brush
- Measuring cups
- Bowls (one large, one small)
- Strainers (one large, one small)
- Knife set
- Cutting board
- Poly mixing/serving utensils
- Whisk
- Disposable Food Service Gloves
- NoCry cut resistant gloves
- Napkins
- Plastic silverware (forks/spoons/
knives)
- Small plastic or compost plates
- Small plastic sample cups
- Water cups
- Jugs of water (2)
- Soap
- Small hand towel/rag (2)





Special Thanks: Please note that the content from this session has been used with permission from NEO Restoration Alliance. For more information on NEO Restoration Alliance and for technical assistance with your organization's consultation needs, contact Veronica Walton at 216-375-3757 or by email mikeronnie123@aol.com

