



FreshLink Ambassador Toolkit

Facilitator Manual



Prevention Research Center for Healthy Neighborhoods
at Case Western Reserve University

The FreshLink Ambassador program was made possible by funding from the Centers for Disease Control and Prevention. FreshLink is supported by Cooperative Agreement Number 1U48DP005030 (PI: Elaine Borawski) from the Centers for Disease Control and Prevention. Its contents are solely the responsibility of the authors and do not necessarily represent the official view of the Centers for Disease Control and Prevention.

Suggested Citation: Sommer, R., Vargo, L., Martinez, R., Bilkert, K. and Freedman, D.A. (2019). FreshLink Ambassador Toolkit: Facilitator Guide. Case Western Reserve University, Prevention Research Center for Healthy Neighborhoods; Cleveland: OH.

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

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Welcome from the Prevention Research Center for Healthy Neighborhoods

Thank you for your interest in the FreshLink Ambassador intervention. This intervention is the Core Research of the Prevention Research Center for Healthy Neighborhoods at Case Western Reserve University during our 2014-19 funding cycle. We are thrilled to have the chance to share this peer-to-peer intervention approach for adoption in new communities. We welcome opportunities for translating concepts from the FreshLink Ambassador approach to address other community health topics.

The mission of the Prevention Research Center for Healthy Neighborhoods is to foster partnerships within low-resource neighborhoods to develop, test, and implement effective and sustainable strategies and interventions to prevent and reduce the burden of chronic disease. We do this by collaborating with neighborhood residents, leaders, and community organizations in Greater Cleveland to address the significant environmental and lifestyle issues that serve as barriers to good health.

The FreshLink Ambassador intervention is a strong example of one way we work to achieve our mission and maintain our commitment to community-engaged research. The FreshLink Ambassador intervention approach is a product of feedback from hundreds of community stakeholders and advisors who informed the development, pilot testing, and implementation in Cleveland, Ohio. These insights shaped the approach, content, and overall structure of the FreshLink Ambassador intervention.

In this guide, we provide information about core elements and best practices for implementing the FreshLink Ambassador intervention. We look forward to future opportunities to work with your organization to improve nutritious food access as a part of a broader approach to reducing chronic disease trends and inequities. Please reach to us and share how you translate the FreshLink Ambassador intervention to new contexts, with different populations, and to address other public health topics.

Sincerely,

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We extend our gratitude to the Centers for Disease Control and Prevention for their funding commitment to this work. We also thank Case Western Reserve University, School of Medicine for their commitment to supporting research to improve community health outcomes locally and beyond. This toolkit is a product of a Prevention Research Center supported by Cooperative Agreement Number 1U48DP005030 from the Centers for Disease Control and Prevention (PI: Elaine Borawski). Its contents are solely the responsibility of the authors and the views expressed do not necessarily reflect the official policies of the Department of Health and Human Services, nor does the mention of trade names, commercial practices, or organizations imply endorsement by the US government.

Acknowledgements

We thank our partners and collaborators whose wisdom and commitment has proven to enhance every aspect of the FreshLink Ambassador model. Our sincere thanks to all our partner organizations and individuals who contributed:

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Introduction

The FreshLink Ambassador intervention is the product of a five-year, core research project of the Prevention Research Center for Healthy Neighborhoods (PRCHN) at Case Western Reserve University, in Cleveland, Ohio, funded by the Centers for Disease Control and Prevention.

The intervention approach is based on a peer-to-peer dissemination model to raise awareness about and build social connectedness to farmers' markets located in neighborhoods with high numbers of people receiving Supplemental Nutrition Assistance Program (SNAP) benefits.



The intervention was developed using a multiphase process that included (1) systematic review of the literature to examine barriers and facilitators of farmers' market use among low-income shoppers (Freedman et al., 2016), (2) survey research to better understand how people receiving SNAP segment into different groups in order to tailor messages about farmers' markets to diverse audiences (Flocke et al., 2017; Freedman et al., 2017; Freedman et al., 2018), (3) qualitative research to examine how farmers' market shopping can fit into the food habits of people receiving SNAP (Monteban et al., 2018), (4) pilot testing of the intervention to inform implementation, and (5) implementation and evaluation to promote wide scale dissemination of the model (Freedman et al., 2019).

The resulting FreshLink Ambassador intervention addresses a gap in existing food access interventions, which tend to focus on spatial and economic barriers to healthy food access by locating farmers' markets in areas of high need and offering nutrition incentive programs to extend SNAP purchasing power. We extend these efforts by strategically promoting social access to farmers' markets through the engagement of residents as FreshLink Ambassadors to raise awareness about and build connections to these neighborhood resources.

Mission, Vision, and Values

FreshLink Ambassadors are community members hired to be “foot soldiers” who spread the word about local farmers’ markets, SNAP incentive programs, and using SNAP at farmers’ markets. FreshLink Ambassadors receive training to increase their ability to reach out to community members and invite them to try out a farmer’s market. Once trained, FreshLink Ambassadors receive support from a facilitation team to enhance their capacity to bridge residents to resources to foster healthy communities.

These efforts were guided by the collective wisdom of the FreshLink Partner and Investigator team, the FreshLink Advisory Board, the Prevention Research Center for Healthy Neighborhoods’ Network of Community Advisors, and the FreshLink Ambassadors and farmers’ Market Managers involved with this project from 2015-2018. Together, these groups developed the vision, mission, values, and intervention model tested in the FreshLink Ambassador study.

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VISION

FreshLink bridges residents to resources to foster healthy communities



MISSION

To increase farmers’ market use among people receiving SNAP benefits through peer-to-peer outreach to promote awareness of and social connectedness to markets



VALUES

Welcoming: Members of the FreshLink team are welcoming by listening, being open minded, and personable to everyone.

Respectful: In order to be respectful, FreshLink team members view themselves as equal towards everyone they come in contact with and use active listening to empathize with others. Subject matter expertise is shared as a suggestion not a directive.

Racial Equity: FreshLink team members recognize that not all individuals have the same opportunities to be healthy and, in Greater Cleveland, this injustice is rooted in unfair policies and practices that limit opportunities for people of color .

Educating: FreshLink team members educate the community by increasing awareness of new information and resources while demonstrating educational points.

Engaging: In order to engage the community, members of the FreshLink team possess a positive and inviting demeanor while being creative in how they approach interacting with individuals.

Connecting: By sharing personal experiences, encouraging individuals to utilize resources, and welcoming back individuals returning for assistance, FreshLink team members successfully connect with the community.

Inspiration: FreshLink team members will inspire communities by learning from individuals where they are at while sharing enthusiasm for and demonstrating the knowledge the team members themselves possess.



What to Expect from this Guide

This facilitator's guide supports those looking to implement the FreshLink Ambassador model. The guide incorporates best practices, lessons learned, and additional details important to consider when implementing the FreshLink Ambassador model. This guide should be used in conjunction with the rest of the materials in the FreshLink Ambassador Toolkit that are all available online at: www.prchn.org/freshlink_home.aspx.

The following topics will be addressed throughout the FreshLink Ambassador Facilitator Guide:

- FreshLink Ambassador Goals
- Program Timeline
- Program Budget
- Farmers' Market Recruitment and Training
- Ambassador Recruitment and Hiring
- Ambassador Culture and Training
 - Policies
 - Training Materials
- Ambassador Outreach
 - Role of Program Staff
 - Role of Ambassador
- Farmers' Market Incentives
- Evaluation and Data Management
- Example Materials

Testimonials

"I can honestly say there are so many benefits to being a FreshLink partner. Being a part of the process to assure FreshLink ambassadors have the tools needed to engage community residents and provide them with valuable information has been wonderful. Watching the program progress while seeing the *ambassadors touch our community gently with information* such as: How to make healthy food choices, where farmers markets are located, why it is important to make healthy food choices, has been up lifting.

As a partner I feel FreshLink supports their committee members and has put in place a cohesive team approach which is needed and allows community organizations to have input. Another benefit was seeing the yearly outcomes and learning the impact the program & the ambassadors made on our community."

Delpheena Flowers, *Hunger Network of Greater Cleveland*

"In the second year of FreshLink, I noticed that the [returning] Ambassadors went beyond in their conversation and deed...in for a city-wide impact to improve nutritious food access."

Veronica Walton, *Manager of Gateway 105 Farmers'*

"Ambassadors are like bees which pollinate all different flowers. They go all over their communities giving out gems of information and wisdom to the residents. The residents get new information to improve the quality of life of their families through healthy eating and using the local farmer markets in their areas. What a great joy to know that you have helped someone."

Diane Pride Mays, *2018 FreshLink Ambassador*

"Freshlink teaches people how to visit the Farmers' market to try new foods and learn ways to use the new foods that they may not have tried before. FreshLink also helps residents learn how to use their SNAP card and benefits like Produce Perks.

As ambassadors we were able to share the love of food with them through food demos and going to places where people were at like the food bank. We gave out brochures and information that helped them learn where the markets were at and what kind of recipes they could try based on their different diets. We were able to help individuals from all different backgrounds, even those who did not speak the same language as us. They understood that the program was good for them and the community. I loved the program and hope to participate in some way in the future."

Carmen Nieves, *2017 & 2018 FreshLink Ambassador*

"Good Earth's SNAP and Produce Perks (SNAP incentive) sales doubled from 2017 to 2018. Good Earth had so many new customers this year. Very exciting! Looking forward to 2019."

Jeanette Toms, *Manager of Good Earth Farm Stand*



Purpose of the FreshLink Ambassador Toolkit

The FreshLink Ambassador (FLA) Toolkit is designed to support implementation of the FreshLink Ambassador model in diverse community settings. The FLA Toolkit includes four components that are designed to be used together: FreshLink Facilitator Manual, FLA Training Curriculum, FLA Workbook, and FLA Employment Handbook. The FLA Toolkit is based on lessons learned from the FreshLink Ambassador model developed and implemented in Cleveland, Ohio from 2014-18. While all documents were modified for generalized use, some topics and sessions remain Cleveland-specific to offer examples that can be adapted to your organization, population, and context. Adapting this toolkit for local use will require additional efforts to incorporate local cultural norms, data, and language (e.g., name of SNAP incentive programs, farmers' markets, etc.). The total components to the FreshLink toolkit are:



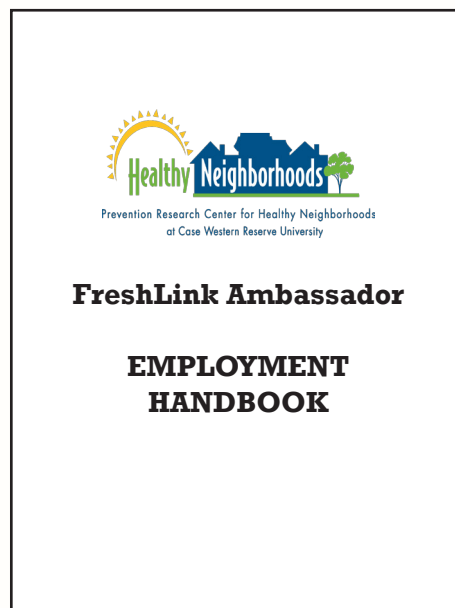
FreshLink Facilitator Guide



FreshLink Training Curriculum



FreshLink Ambassador Workbook



FreshLink Ambassador Employment Handbook

Program Goals and Benefits

The mission of the FreshLink Ambassador Model is to increase farmers' market use among people receiving SNAP benefits through peer-to-peer outreach to promote awareness of and social connectedness to farmers' markets. The model was designed to address a gap in many farmers' market initiatives that often lack a strategic plan to promote social access to farmers' markets among SNAP customers. Social benefits such as connections to vendors or camaraderie with other shoppers is often cited as a key driver of farmers' market shopping behavior, although this benefit is less likely to be endorsed among low-income customers (Freedman et al., 2016). Peer-to-peer outreach is one approach to promote social access to farmers' markets by tapping into the credibility and normative power of peers, empowering residents to organize and implement change, and allowing for diffusion of information between peers who offer a favorable evaluation of farmers' market shopping.

Throughout two years of implementing the FreshLink Ambassador Model in Cleveland, Ohio, more than 3,000 community members received information about local farmers' markets through a FreshLink Ambassador. Community members reached by the FreshLink Ambassadors lived in neighborhoods where greater than 30% of the households received SNAP benefits. Benefits of the FreshLink Ambassador Model extend to community members, farmers' markets, and the peer ambassadors:

- FreshLink Ambassadors conducted more than **150 outreach events** during a three-month timeframe (June-August 2017) and **111 outreach events** during the same timeframe in 2018; raising awareness about farmers' markets in diverse settings such as food pantries, social service offices, and libraries.
- **Nearly half** of the community members reached by a FreshLink Ambassador had **never been to a farmers' market**.
- FreshLink New Customer Coupon redemption rates were more than **10 times higher** than industry standards for coupon redemption.
- **SNAP sales at farmers' markets** participating in the FreshLink Ambassador intervention had greater year-to-year improvements compared to those not participating in the intervention.
- **100% of the farmers' markets participating in the program remained in the program.**
- By the second year of FreshLink Ambassador Program implementation, farmers' markets were willing to pay for some of the costs associated with hiring a FreshLink Ambassador **indicating recognition of the value of the program** to market bottom line.
- **Nearly all FreshLink Ambassadors (91%) completed the full program** indicating good fit between the model and Ambassador interests.
- **Ambassadors reported high levels of satisfaction with the training** (mean satisfaction score of 4.8 out of 5.0, 5=best score) and expressed increased confidence in their ability to make a difference in the community, and feeling connected to a broader network of residents mobilized to promote community.

Program Timeline

The FreshLink Ambassador intervention can be implemented within a one-year time frame. This section will outline the phases of implementation as well as the activities that must occur within each phase. This is a suggested timeline and it may take more or less time to complete any of these phases, and ambassador outreach could also occur for a longer or shorter amount of time. The topic of each phase is listed in the table of contents below:

Months 1-3: Farmers’ Market Recruitment & Training 13

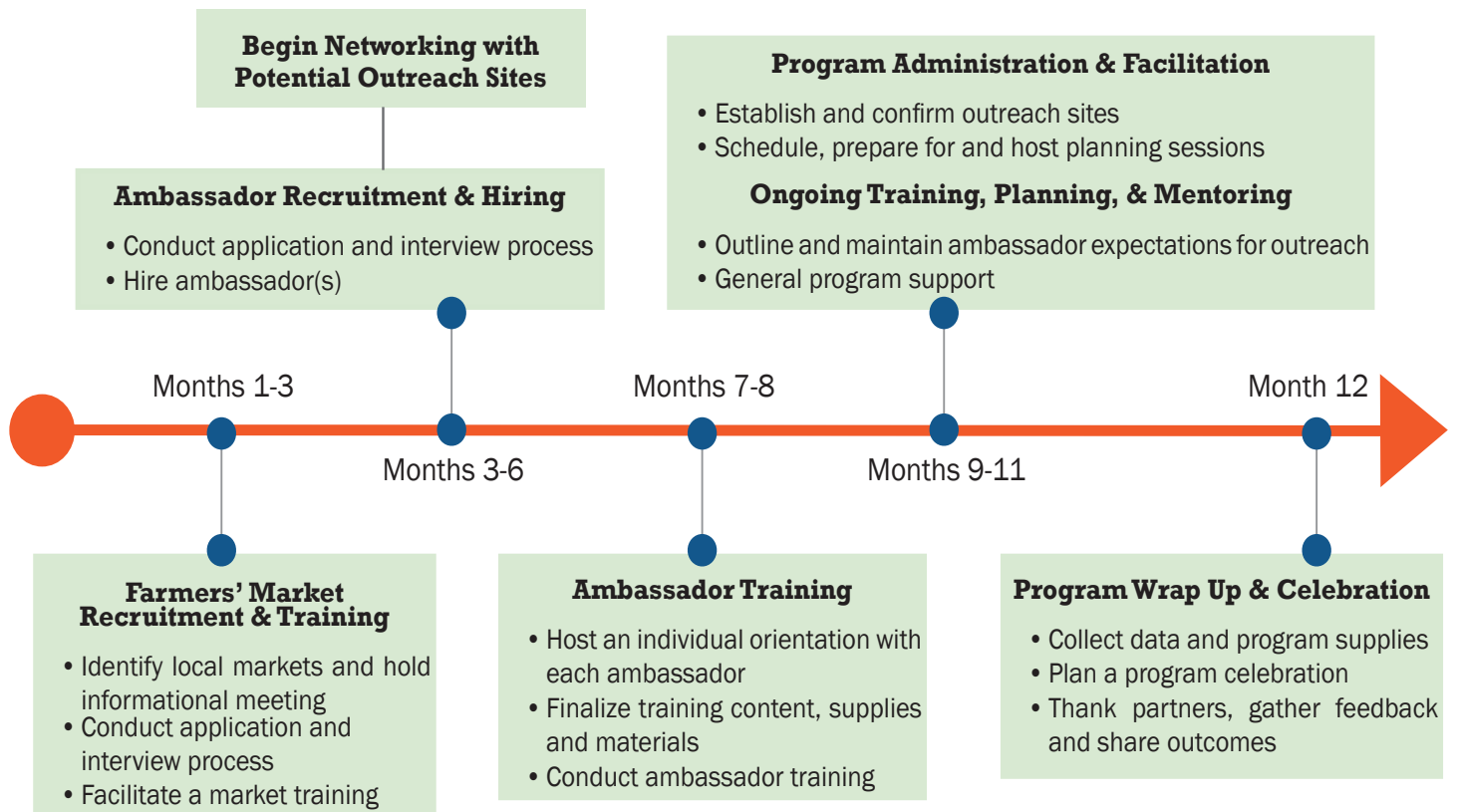
Months 3-6: Ambassador Recruitment & Hiring 15

Months 7-8: Ambassador Training 18

Months 9-11: Program Administration & Facilitation 21

Months 9-11: Ongoing Training, Planning & Mentoring 23

Month 12: Program Wrap up & Celebration 25



Farmers' Market Recruitment & Training

Identify Local Farmers' Markets and Hold Informational Meeting

The first steps to prepare for implementation of the FreshLink Ambassador program are to recruit and train farmers' markets.

Set Eligibility Criteria

Determine the number of farmers' markets that can be supported and set eligibility criteria to identify which markets are potential sites for the program. For example, we included the following eligibility criteria to select FreshLink Ambassador farmers' market sites in Cleveland resulting in three farmers' market sites in 2017 and six in 2018:

1. Located within the City of Cleveland.
2. Located within a census tract where 30% or more of the households received SNAP benefits or located adjacent to a census tract meeting this threshold.
3. Had experience accepting SNAP benefits and administering a SNAP incentive program.
4. Had 2+ years of experience accurately collecting SNAP and SNAP incentive sales data needed for program evaluation.



Work with relevant stakeholder groups to inform local farmers' markets about the FreshLink Ambassador opportunity. We established a strong partnership with the county cooperative extension program to serve as a liaison to farmers' markets managers.

Hold Informational Meetings

Hold informational meetings with farmers' Market Managers to review program components and potential benefits. Key topics to cover at this meeting include the role of Ambassadors at the farmers' market, responsibilities of a participating farmers' market, responsibilities of the organization in training and supporting the FreshLink Ambassadors, timeline, logistics, and costs. This type of meeting will help farmers' Market Managers decide if their required level of investment aligns with potential benefits resulting from program participation. *A sample agenda is available in Appendix A.*

Conduct Application and Interview Process

- Create a process for farmers' markets to apply and be interviewed to become a FreshLink Ambassador program site. This establishes clear expectations about interest, outlines mutual commitments, and allows for transparency in market section. *A sample Farmers' Market Flyer and Application are available in Appendix B & C. A sample set of Farmers' Market Interview Questions is available in Appendix D.*

Select Sites

Select farmers' market sites based on characteristics needed to optimize success of the FreshLink Ambassador program such as organizational capacity, commitment to the community, knowledge of community norms and trends, and willingness to meet program requirements. A few things to consider when selecting farmers' market sites:

1. Do farmers' market sites represent adequate geographic spread in the community?
2. Do farmers' market hours of operation meet community needs?
3. Does the farmers' market have a good track record in the community?
4. What is the structure of the farmers' market, who are the decision makers, and how do they delegate responsibilities to staff and volunteers?
5. To what extent is the farmers' market able to support recruitment/selection of ambassadors?
6. Is the farmers' market committed to providing necessary data to evaluate the program?

A final consideration when selecting farmers' market sites is the level of financial commitment required to receive a FreshLink Ambassador. We established a requirement that farmers' markets would cover the costs of the weekly fruit and vegetable stipends provided to each FreshLink Ambassador (\$10 per week for all weeks of outreach; Total=\$120). The fruit and vegetable stipends provide a chance for FreshLink Ambassadors to try produce available at the farmers' market to enhance communications about farmers' market benefits during outreach efforts. In Cleveland, all other costs for the FreshLink Ambassador program were covered by a grant awarded to the implementation organization.

Sign Memorandum of Understanding

Once selected, establish a Memorandum of Understanding between the farmers' market site and the organization responsibility for implementing the FreshLink Ambassador program. A *sample MOU is available in Appendix E.*

Facilitate a Farmers' Market Training

The FreshLink Ambassador intervention requires careful tracking of data. This includes data related to redemption of New Customer Coupons at the farmers' markets and SNAP and SNAP incentive sales data. The data collection process was streamlined through the use of technology called FM Tracks, which is an iOS Application and website designed to support evaluation of farmers' market fruit and vegetable incentive programs. More information about FM Tracks is available at: www.prchn.org/AboutFMTracks.aspx. In addition, it may be necessary to have a member of the program implementation team available to assist farmers' markets with data collection especially since many markets use volunteers to collect market sales data.

Tips to Support Data Collection

- 1. Hold a kick off meeting with farmers' markets to review all data collection requirements.
- 2. Establish a data entry timeline.
- 3. Send reminders to Market Managers each month to ensure data are entered in a timely manner.
- 4. Go to the farmers' market during business operations to observe data collection in real time.
- 5. Share data on a regular basis to help markets see the value of collecting this information.

Ambassador Recruitment and Hiring

Recruitment of FreshLink Ambassadors should occur at least three months prior to the desired start date of the program to provide time to identify candidates, complete interviews and conduct necessary employment screenings. For example, if you plan to make a hiring decision in April, then recruitment should begin in early January. It is important to cast a broad net to recruit Ambassadors; this position is very specialized and requires a unique skillset. (which will be described below). Consider personality styles of applicants and how those styles will interact with others on the team. Team dynamics are a key component of the success of this program.

Create Recruitment Materials and Strategies

Create recruitment materials to advertise the FreshLink Ambassador position to potential candidates. Materials should be attractive and easy to read. *A sample flyer is found in Appendix F.*

Key Information for FreshLink Ambassador Recruitment Flyer:

1. Position description
2. Duties and expectations
3. FreshLink values
4. Requisite skills or background
5. Required training dates
6. Time commitment
7. Travel and transportation requirements
8. Compensation
9. Website to access application
10. Email and mailing address to submit application

Recruitment strategies should mirror the neighborhood-based approach of the FreshLink Ambassador model by targeting neighborhoods where the program will take place. Canvass the targeted neighborhoods to identify key outlets for flyer distribution. Send copies of the flyers to partner organizations especially those located in the targeted neighborhoods. Possible recruitment sites include:

- Coffee Shops
- Libraries
- Recreational Centers
- Churches
- Social Service Centers
- Schools
- Restaurants
- Yoga Studio or Gym
- Neighborhood Development Corporations

Conduct Application and Interview Process

Create a process for community members to apply and be interviewed to become a FreshLink Ambassador. It is recommended that the application is available online and in hardcopy format. The application provides an opportunity to systematically capture general information (e.g., name, address, email, etc.) and information about which neighborhoods the potential ambassador is most connected as well as document the applicant's ability to commit to project requirements. Open-ended questions provide an opportunity for the candidate to offer more in-depth responses about their background and fit with the position. *A sample FreshLink Ambassador Application is available in Appendix G.*

A subset of applicants should be invited for an in-person interview. This is critical since the FreshLink Ambassador role requires significant interpersonal engagement. Thus, the in-person interview is one method to evaluate fit between the candidate and the FreshLink Ambassador role. Interviews may take about 30 minutes per candidate and should be conducted by at least two team members such as a community partner or farmers' market manager. It is important to include program stakeholders in the interview process to promote community ownership of the model.

Two sample FreshLink Ambassador Interview Questions are listed below and more are available in Appendix G. Each interview question is related to one of the FreshLink Values. The following questions, for example, were used to learn more about how the candidate embodied the values of being connected, engaging and respectful. When possible, integrate situation-based questions to understand the applicant's approach to specific scenarios they might encounter while working with your organization, other ambassadors, and in the field. After each interview, document the strengths and opportunities for growth for each candidate and then prioritize who should be selected to become an ambassador.

You indicated you have connections to the _____ neighborhood. Tell us a bit more about these connections.
[CONNECTED/ENGAGING]

From time to time, there are differences of opinion among teams or groups. Can you tell us about a time when there was a difference in opinion on a project? How did you communicate your needs/frustrations/desires? How did you work toward a resolution? [RESPECTFUL]

A few things to consider when selecting FreshLink Ambassadors:

1. To what extent does the candidate have a connection to the targeted neighborhood?
2. Is the candidate comfortable starting conversations with strangers?
3. What types of community outreach experience does the candidate bring to the position?
4. Is the candidate passionate about promoting community health?
5. Does s/he demonstrate respect for individuals from diverse backgrounds and experiences?
6. Is the candidate able to share information about healthy food access without being judgmental?
7. Is s/he able to work with others for a broader goal?
8. How does the candidate's style fit with others on the team?
9. Does the candidate fully understand the position?
10. Is s/he able to commit to the time needed for this position?

Hire Ambassadors

Each FreshLink Ambassador is assigned to a "home" farmers' market. This farmers' market serves as the primary space where they will set up a FreshLink Ambassador booth on a regular basis. Additionally, the community around this farmers' market will be their targeted outreach area. However, ambassadors may do outreach at other sites in other communities. Ideally, the FreshLink Ambassador hired for the position will have an existing connection to the community around their assigned farmers' market. There is growing support for hiring and paying community leaders to take on roles such as FreshLink Ambassadors because they are highly knowledgeable individuals and should be compensated for their time, skills, knowledge and hard work. The hiring approach may be formal, through institutional human resources processes, or informal, through temporary worker systems.

Several questions arise in terms of hiring and payment methods such as:

1. What types of background checks are required to hire a FreshLink Ambassador?
2. What is the job classification for this position?

3. Is payment based on hourly work? If so, how is this documented?
4. Is payment based on a stipend for contracted work? If so, what is the scope of work and invoicing protocol?
5. Is payment rendered weekly, bi-weekly, monthly, etc.? Are there institutional delays that may hinder timely payment?
6. What is the method of payment (e.g., check, gift card, direct deposit)?

Determine Hiring and Payment Processes

Questions related to hiring and paying FreshLink Ambassadors are complex and should be addressed early in the process. This may require conversations with different organizational units including the human resources office. Given that timely payment is a key ingredient to success, it is important that these details are finalized prior to offering someone an FreshLink Ambassador position.

We tested a variety of hiring and payment processes for FreshLink Ambassadors. Focus groups conducted early on with community members revealed potential FreshLink Ambassadors preferred to be paid using a gift card in the form of a stipend provided after certain duties were complete. While this was successful for some ambassadors, others wanted a more formal method of hiring, which would allow for employment documentation to support future job opportunities. Accordingly, we shifted to a temporary worker hiring model paying FreshLink Ambassadors on an hourly basis. This model was organized through a contracting service that supports temporary workers.

Benefits and Challenges to Different FreshLink Ambassador Payment Processes

Payment Type	Perceived Benefits	Potential Challenges
Gift Card Stipend	<ul style="list-style-type: none"> • May not affect government benefits status 	<ul style="list-style-type: none"> • Because card amount is preset, unable to pay accordingly if time is variable (i.e., if someone leaves a shift hour early, etc.) • Gift card does not function well across all purchases • Logistically challenging to distribute and manage, can get lost, some cards stopped working and had to be resent to individuals • Activation fees
Hourly Wage	<ul style="list-style-type: none"> • Elevates the status of the position (i.e., ambassadors are paid in the same method of a regular employee) • Easier to pay for actual hours worked and provided better accountability for ambassador's time (i.e., if ambassador arrived late/left early) • If using another agency for hire (i.e., temp agency) time-sheet management/taxes are handled by the outside agency 	<ul style="list-style-type: none"> • Some institutions may not have a process set up for part time or term limited employees; temporary worker agency service may result in payment of fees on top of hourly wages • Some ambassadors expressed frustration with the amount of taxes taken out from their wages • If someone uses an income-based assistance program, this could affect benefits

Ambassador Training

Host an Individual Orientation with Each Ambassador

Start off the program by having a one-on-one orientation meeting with each FreshLink Ambassador. Objectives for this meeting can be found in the first session of the FreshLink Ambassador Training Curriculum component of the FreshLink Ambassador Toolkit.

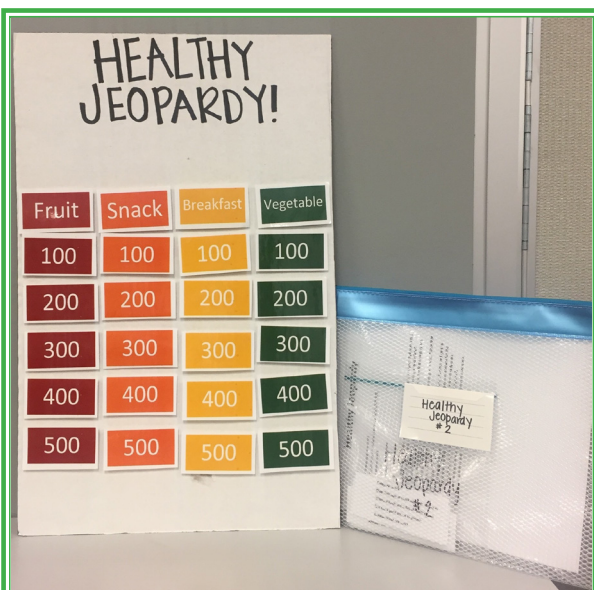
Orientation meeting topics may include:

- Complete hiring paperwork
- Discuss information about work culture and expectations
- Review job roles and responsibilities
- Assess technology preferences for communication
- Review schedules for upcoming events
- Establish methods for clocking in and out of job

The time, insight and energy FreshLink Ambassadors offer is both valuable and irreplaceable. In the spirit of honoring these assets, the FreshLink team in Cleveland sought to establish a workplace culture in which FreshLink Ambassadors were treated as staff of our research center. We worked to extend resources to FreshLink Ambassadors such as an official email address, inclusion on the project website, identification badges, access to the university library, participation in staff meetings and opportunities to take part in professional development events. We found that many ambassadors took pride in the ability to officially include the ambassador role in their resume of work history. We recommend creating a FreshLink Ambassador Employment Handbook to outline expectations of this role within the existing organizational environment. *The FreshLink Ambassador Employment Handbook used by the Prevention Research Center for Healthy Neighborhoods is available at: www.prchn.org/PRCHNToolKits.aspx.*

Finalize Training Content, Supplies and Materials

In the months and weeks leading up to training it is important to have all materials prepared and ready for use by the FreshLink Ambassadors. This includes handbooks, workbooks, curriculum for facilitators and supplies needed for the Ambassadors to conduct outreach.



It is helpful to create a “Resource Library” that includes tools for engagement and resources for FreshLink Ambassadors to use during the outreach events. A method for checking out materials from the resource library will need to be established. The library may include handouts with helpful information (such as how to save money at a farmers’ market or a produce season chart). Other resources may include nutrition related games, crafts for children and other activities that can be used to start a conversation and keep the potential shopper engaged. To the left, you will see an example of the “Healthy Jeopardy” game that was created for engaging children and adults at outreach events. The library can be a living space that grows over time as new ideas are generated - including ideas from the ambassadors. *Electronic samples of some of the materials included in our resource library are available at: www.prchn.org/OutreachMaterials.aspx.*

Utilize Social Media as a Resource

We recommend the use of social media as a potential resource for Ambassadors and those with whom the ambassadors will interact. Establishing a FreshLink account on platforms like Facebook and Instagram provide a space to share a variety of information with the community on a regular basis. Encourage all team members to take photos at events. **Note that you will need permission from any community members captured in the photos.** To see example posts utilized in Cleveland, please visit www.facebook.com/freshlink and follow @FreshLinkCLE on Instagram.

Examples of information to share via social media:

- Outreach event sites and dates/times
- Photos of the produce available at the market
- Information on how to use the SNAP/Food Stamp card at the farmers' market
- Information on how to utilize SNAP incentives at farmers' markets
- Information on transportation options for visiting a farmers' market
- Re-sharing posts from the farmers' market regarding special products and activities at the market that week
- Other health and nutritious food access resources from credible sources



Conduct Ambassador Training

It is recommended that at least two individuals facilitate the FreshLink Ambassador curriculum training in order to provide a diversity of speakers, teaching styles and ease the load of delivering the curriculum by a single individual. Because many of the sessions are over two hours in length, it is important to think about the training environment. Make sure you have necessary space, comfortable chairs, snacks, a projector, white board and nearby restrooms. The FreshLink Ambassador Curriculum includes 13 sessions. Content within these sessions are based on the “4 P’s” of social marketing related to Product, Price, Place and Promotion.

4 P's of Social Marketing	Operationalization	Example Intervention Activities
Product	For what problem is a farmers' market a solution?	Active listening, Motivational interviewing
Price	What sacrifices or costs are people willing to exchange for the potential benefits?	Tailored message creation
Place (+ People)*	Who are the people and organizations that are trusted and credible to share information to support change?	Outreach at key trusted spaces, Presence at farmers' market
Promotion	What are communication objectives, how are these effectively conveyed and what communication channels are most appropriate?	Role play, New Customer Coupon

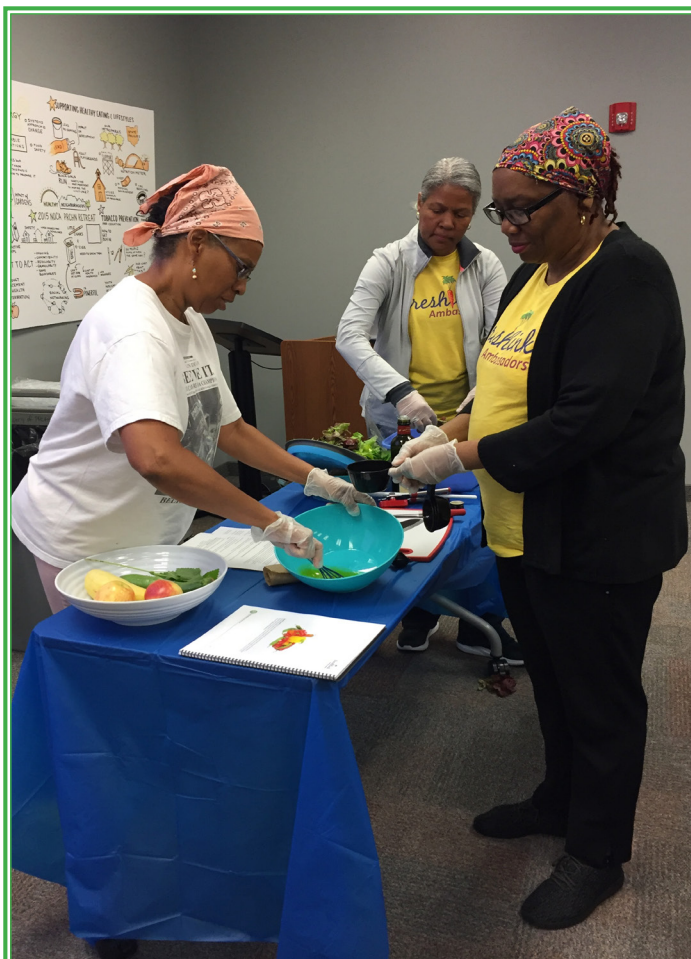
*The 4 Ps of Social Marketing focus on product, price, place and promotion. The FreshLink Ambassador intervention added “people” as an additional aspect related to building trust and credibility of public health messages.

Based on our experience, the best training format was three sessions per week over a 5-week timeframe conducted immediately before outreach efforts started. Each week, two of the sessions were classroom-based and the third was field-based. An example field-based training involved a scavenger hunt at a local farmers' markets used to connect information learned in the classroom session with hands-on experience. Trainings are most successful when a variety of facilitators, presenters and methods of learning are included and when there is plenty of space for everyone to comfortably participate.

A Note About Food Demonstrations

Food demonstrations are an effective method to engage communities during outreach by FreshLink Ambassadors. We recommend working with a food services professional to review basic skills related to food safety, preparation and storage requirements and tips for creating an effective food demonstration. Demonstrations should focus on fruits and vegetables as key ingredients and should limit use of heating elements. For each food demonstration we provided ambassadors five, \$5 food demo vouchers, for a total value of \$25 to be used to purchase produce from a farmers' market to conduct the demonstration. See *Appendix N* for an example food demo voucher.

In Cleveland, food demo vouchers were given to vendors who then were reimbursed by Market Managers. Market Managers submitted vouchers to the Prevention Research Center for Healthy Neighborhoods for redemption. Food demonstrations are well received by community members engaging with FreshLink Ambassadors; however, demonstrations add another layer of complexity and may be best operated by organizations who have knowledge and experience in this arena.



Tips for Implementing the Training

- Take the time needed to ensure FreshLink Ambassadors understand the concepts in each session. This may result in omitting less pertinent activities or slightly going over scheduled time.
- All ambassadors should attend all the training sessions. There are key concepts that cannot be missed during this learning time. If a session must be missed, efforts should be made to meet separately with that ambassador to bring him/her up to speed on the missed content.
- Encourage everyone to actively participate in training sessions. Some individuals may naturally share and interact more than others. Encourage everyone to participate and invite more talkative ambassadors to engage in active listening so others are encouraged to speak. The goal is to have everyone's voice heard and respected.
- Integrate opportunities to review content with ambassadors to ensure understanding. This can be done by giving a pop quiz, taking time to review at the beginning or end of sessions, or inviting ambassadors to role play specific scenarios.

Program Administration & Facilitation

Identify Spaces for Outreach Events

Outreach events are key aspect of the FreshLink Ambassador Model. Start early to identify outreach sites such as food pantries, recreation centers, libraries, health centers and community events. Build on existing connections of your organization and your partners to identify outreach sites. Additionally, leverage relationships of the newly hired Ambassadors who hold specialized knowledge about the community. These relationships and knowledge are an asset to your outreach planning—rely on the Ambassadors to guide where outreach efforts should be directed. Market Managers also have great insight as to the assets in their local community that have the potential to become partnering outreach sites. Finally, simple internet searches about the targeted community may be useful when looking for sites for outreach.

Tips for Contacting Potential Outreach Sites

1. Start early but not too early since schedules tend to be less stable months in advance.
2. Introduce yourself and explain the FreshLink Ambassador program. Share how you learned about the site.
3. Learn more about the types of services and activities happening at this site to assess if it is a good fit for FreshLink Ambassadors to conduct outreach.
4. Determine when events are taking place and confirm alignment with your schedule.
5. Identify space needs or constraints.
6. Confirm whether a table and chairs will be provided.
7. Discuss how FreshLink Ambassadors should interact with clients of the site. For example, can ambassadors actively engage in conversation or should they passively wait for clients to come to their booth. Both options were requested by the outreach sites in the Cleveland implementation of the FreshLink Ambassador program.
8. Determine if special activities are permitted such as food demonstrations or games.
9. Identify a key contact person including name and phone number for event day contact.
10. Request to visit the site to explore the set up and meet contact face-to-face.

Confirm a Commitment from Outreach Sites

Establish a formal commitment from each FreshLink Ambassador outreach site. The Letter of Commitment includes key information about the nature and duration of the commitment, what the host agency will do if a cancelation/change of plans occurs, and what the host organization will provide onsite (i.e., table, chairs). *A sample Outreach Site Letter of Commitment is available in Appendix I.*

Establish Ambassador Schedules

Advanced scheduling is one of the key ingredients to success of the FreshLink Ambassador Program.

Create and share schedules with FreshLink Ambassadors one month in advance. For example, if Ambassadors begin their training at the beginning of May, provide their June schedules when they start training. This allows optimal time for planning around personal events and commitments.

A pre-scheduled calendar including dates and times of upcoming outreach can be shared via large chart paper. Then, FreshLink Ambassadors can sign up for events that are of interest and fit into their schedules. Each event may be color coded corresponding to the community in which it will occur. While ambassadors were encouraged to sign up for events located within their targeted community, this was not required. In the Cleveland model, it was mandatory for ambassadors to take part in outreach at their

“home” farmers’ market assigned during the hiring process. A visual of the large monthly calendar that was created for signing up for outreach events can be seen in the image below.

For organizational purposes, the FreshLink team kept a Microsoft Excel file of data pertaining to each individual outreach site (i.e., name of agency, address, phone number, contact person, what would be provided onsite, date of event, type of event, etc.). This file was then used to populate a calendar template on Microsoft Word. The calendar file was given to ambassadors and contained a calendar for the month stating the event name, the time of the event and ambassadors assigned. Once ambassadors had signed up for their outreach shifts, we finalized the calendar and provided a hard copy to the ambassadors. On the back of the calendar was a table listing the event name, address, contact person and any additional notes.



Start and end times for each outreach event were extended one-half hour before and after the official start and end times to allow for set up and teardown times. *An example of an Outreach Calendar is available in Appendix J.*

Lessons Learned

- Be flexible. Allow ambassadors to choose their shifts. Let each ambassador work the number of hours that they are interested in working; it is not necessary for everyone to work the same number of hours each week.
- Be open. Although we did our best to schedule ambassadors as a team of two at each event, this may not always be possible depending on the event and the ambassadors’ schedule. It is okay to allow ambassadors to work independently when they feel comfortable doing so.
- Be available. Ambassadors may need to call on you for help, replenishment of materials, to share new ideas and for general support.
- Be specific. Clarify details as much as possible regarding outreach sites. Having specific information regarding set up instructions, arrival times, points of contact, etc. will help the ambassador’s success in arriving/setting up on time.
- Set reminders. Confirm with outreach sites the week prior to outreach. Changes in plans will need to be communicated to ambassadors in advance.

Ongoing Training, Planning & Mentoring – Ambassador Expectations

Schedule, Prepare for and Host Outreach Planning Sessions

Outreach planning is an ongoing process. Schedule time each month for FreshLink Ambassadors to reconnect and have shared time to plan upcoming events. In the Cleveland model, we scheduled two, 3-hour blocks of time during each month of outreach for Ambassadors and staff to get together and plan their upcoming outreach activities. Ambassadors spent most of the time planning for the next 2-3 weeks of outreach and signing up for future outreach events. Ambassadors had full access to the resource library in the FreshLink office, received additional new customer coupons and submitted completed evaluation materials.

Ambassadors completed event planning forms to prepare for an outreach event. *A sample Event Planning Form is found in Appendix K.* These are completed collectively by ambassadors assigned to specific events. The planning forms aid in coordination of materials and sharing of responsibility (i.e., who will bring the supplies?) to maximize event success.

Additionally, this time may be used to further team development, review successes and roadblocks pertaining to outreach and allow for ambassadors to express questions, comments, and concerns to one another and the rest of the FreshLink team.



During these planning sessions, it is important to make time for a brief team building exercise, group discussion and private check-ins with each ambassador. About halfway through the outreach timeframe, invite farmers' market managers to join the planning session. This provides a forum for experiences to be shared and pivots to be made, if needed.

Outline and Maintain Ambassador Expectations for Outreach

Ensuring ambassadors are clear about their role and expectations is an important part of outreach. This should be emphasized during the interviews, orientation meeting and throughout training. At a high level, ambassadors will be attending outreach events, sharing valuable information and resources about local farmers' markets and serving as a social connection to those markets.

Expectations of FreshLink Ambassadors During Outreach

1. Arrive on time for scheduled events and participate for the duration of the event.
2. Work closely together as a team of ambassadors to share information, ideas and support.
3. Be creative, welcoming and respectful during outreach.
4. Effectively manage dissemination of the FreshLink New Customer coupons. Collect all required information related to disseminating these coupons and keep this information confidential.
5. Return all required documents to the FreshLink Team on a regular basis.
6. Communicate clearly with other ambassadors, farmers' market managers and FreshLink facilitator(s). Alert relevant groups if problems arise or circumstances change.

Provide Ongoing Support of the Ambassadors

The FreshLink Facilitator and/or Co-Facilitator should be available to support Ambassadors as needed throughout the outreach phase. We found most ambassadors appreciated being accompanied by facilitator to one of their first events. Ambassadors also benefit from having access to facilitators to replenish materials and supplies and clarify details regarding planned outreach (i.e., parking instructions, where to set up tables, point of contact). Occasionally, we found a need for the Co-Facilitator to “fill in” for ambassadors in case of emergency or illness.

The Co-Facilitator is present to provide resources and information to the customers but would not distribute FreshLink New Customer Coupons as coupons are uniquely coded to individual ambassadors for data analysis later on.

Lessons Learned



- Recognize the time and commitment involved by all parties. Send thank you notes, emails, phone calls or messages of encouragement throughout outreach to demonstrate support. This level of gratitude and recognition is a vital form of non-monetary “compensation” for FreshLink Ambassadors, farmers’ market managers and outreach sites.
- Learn to work together as the key to successful outreach. Mentoring is crucial in the beginning of outreach as roadblocks between ambassadors, outreach sites, and general flow get worked out.
- Remain focused on the vision and mission of the work. This serves as a glue to further teamwork to achieve goals.
- Continue to check in with ambassadors for understanding of the information they are sharing.
- Create shared space, such as regular check in’s and planning time to celebrate successes and troubleshoot roadblocks.

Program Wrap up & Celebration

Collect Data and Program Supplies

Ensure all program materials are returned and that the Market Managers have entered and submitted their data for any remaining coupons needing to be reimbursed.

Plan a Program Celebration

Hold a celebration event for the FreshLink Ambassadors, staff and Market Managers at the end of the program. Include an opportunity for public recognition of the time committed by all stakeholders. Offer certificates of participation if possible. Create space to report out on the evaluation results and gather feedback for future improvements. Invite all stakeholders to share lessons learned through the experience.

Invite a dedicated person to take photos or a photographer who can capture formal pictures of the team as well as snapshots demonstrating the vibrancy of your group. See Appendix P for a sample Certificate of Participation. See Appendix Q for a sample Celebration Program Agenda. The image displayed is of

the 2018 FreshLink Ambassador cohort of FreshLink staff, ambassadors, and partners at the final celebration. We allowed for each ambassador to invite 2 family members, provided a catered breakfast, shared photos and stories from the months of outreach, and presented each ambassador with their program participation award.



Thank Partners, Gather Feedback and Share Outcomes

Reach out to personally thank all partner organizations involved in outreach. Use this as a time to gather feedback for program improvements. For some partnerships, it may be helpful to schedule a meeting to share more detailed information about the outcomes of FreshLink Ambassador Program implementation. By sharing results with your stakeholders, you can continue to gain buy-in and commitment to the model.

Suggested Implementation Guidelines

Organizational Capacity

An important consideration before implementing the FreshLink Ambassador Model is your own organization's capacity. This model involves oversight of multiple processes and protocols, team management and communication with a variety of individuals and partners. The job titles below provide information about the structure that worked well in Cleveland and offers insights on ways to be flexible with staffing to ensure successful delivery of the FreshLink Ambassador Model. Each role listed has a brief explanation of the time commitment, in what phases of implementation work will be highest and the major responsibilities.

FreshLink Facilitator/Program Manager

The FreshLink Facilitator serves as the anchor for program oversight. This individual should expect to devote 35% effort of a full-time job during the planning months (months 1-6) and 50% effort during the training and outreach months (months 7-12). A ratio of four Ambassadors to one Facilitator works well for managing the various components of this program and their role.

Responsibilities include:

- Market and recruit farmers' markets and ambassadors
- Onboard farmers' markets
- Hire, train, coordinate payment of, and support ambassadors
- Build and maintain relationships with community partners
- Coordinate scheduling of outreach opportunities
- Coordinate all reimbursements
- Collect, manage, and report data (if not working with a Data Manager)

Data Manager

Data management is key to the FreshLink Ambassador Model. A Data Manager will track FreshLink New Customer Coupons and farmers' market sales data and will report findings to track program expenses and evaluate the outcomes of the project. This role can be integrated into the position of the Facilitator or Co-Facilitator or assigned to an intern with experience in program evaluation. The Data Manager role is important during the training and outreach months (months 7-12) requiring about 10 hrs/wk of time dedicated to data management and reporting.

Responsibilities include:

- Organize FreshLink New Customer Coupons and Fruit and Vegetable Stipends to support tracking
- Systematize distribution and timely collection of New Customer Coupons and Fruit and Vegetable Stipends
- Maintain quality control of data including farmers' markets sales data
- Create reports to share findings related to process and outcome evaluation goals

Co-Facilitator

The FreshLink Co-Facilitator serves as a support to the Facilitator and Ambassadors during the training and outreach months (months 7-12). The Co-Facilitator should be able to support this work by offering 15-20 hours/week.

Responsibilities include:

- Co-Facilitate Ambassador training
- Assist in scheduling ambassador outreach opportunities
- Support ambassadors during outreach
- Serve as a second point of contact for market managers
- Assist with data collection, entry, management and reporting

FreshLink Ambassador(s)

The FreshLink Ambassadors are the critical linkage for the success of the FreshLink Program. They are trusted individuals with knowledge about strengths and opportunities within their community. They bring to the program existing social networks that can be leveraged to mobilize information dissemination. They are engaged primarily during the training and outreach months (months 7-12) working an average of 10 hours per week.

Responsibilities include:

- Attend and successfully complete all trainings
- Conduct outreach events as scheduled (1 on 1, community event, market days, etc.)
- Relay information on the benefits of local farmers' market and incentives to residents
- Maintain a relationship with market manager and host a booth at assigned farmers' market once per month
- Collect data related to New Customer Coupon dissemination
- Provide feedback to the team to inform program improvement

Market Manager

Market Managers are another vital ingredient to the success of the FreshLink Ambassador Model. Ambassadors seek to connect residents to the nutritious food from their markets. Market Managers also provide guidance to both the development of the program and support to Ambassadors throughout the program.

Responsibilities include:

- Participate in identified trainings
- Provide financial resources, as determined, to support the FreshLink Ambassador(s) assigned to their market. This will be determined by the implementation team
- Provide ambassadors space at their market on a monthly basis, share information about the products available at their market with ambassadors, facilitate relationship building between ambassadors and vendors
- Share knowledge of community assets and outreach sites where ambassadors may reach potential customers
- Provide feedback to the team to inform program improvement

Network

We recommend that any organization seeking to implement the FreshLink Ambassador Model leverage their existing connections and networks. In Cleveland, we had a strong network of farmers' markets (more than 20) that accepted SNAP, an anchor organization that administered SNAP incentives (The Ohio State University, Cuyahoga County Cooperative Extension) and many community partners who were willing to host our FreshLink team at their sites throughout the outreach phase (such as health centers, job and family service sites, churches and pantries).

Culture Matters

When considering adoption of the FreshLink Ambassador Model, it is important to assess the fit between the mission, vision, and values of the model and your organizational culture. The FreshLink Ambassador Model draws on principles of community-engaged research that emphasize the value of indigenous models for community change. We encourage organizations interested in applying the FreshLink Ambassador model to take time to become familiar with community-engaged research approaches. *More information about community-engaged research is found by visiting: www.engageforequity.org/.*



Examples for increasing community engagement in the FreshLink Ambassador Model:

1. Nominate former FreshLink Ambassadors or other relevant community stakeholders to project advisory board.
2. Establish dignified methods for hiring, integration of FreshLink Ambassadors into your workplace, and timely payment methods.
3. Adjust implementation processes to allow more flexibility and Ambassador voice and choice within the structure of the model.
4. Seek regular feedback at the beginning and end of all sessions and communicate how this information was used to refine the model.
5. Establish methods for valuing diverse perspectives and personalities, including methods for responding to differences of opinion and developing skills to promote respectful interactions during outreach events.
6. Celebrate successes publicly through certificates, resume updates, letters of reference and ceremonies including family and friends.

Incentive Distribution

The FreshLink Model used three different types of incentives during the intervention. Below is a description and visual of each incentive offered:



FreshLink New Customer Coupon: This \$5.00 coupon is distributed to individuals at outreach events hosted by ambassadors and is designed to encourage the recipient to try out a FreshLink farmers' market. FreshLink coupons are not distributed at the farmers' market. Ideally, individuals receiving these coupons are eligible for a food incentive program (SNAP, WIC, etc.); however, in the Cleveland model this was not a prerequisite. Redemption of FreshLink New Customer Coupons is one of the primary outcome measures for the FreshLink Ambassador Model. See *Appendix L* and *Appendix M* for *FreshLink New Customer Coupon, Spanish and English Version*.



FreshLink Ambassador Fruit and Vegetable Stipend: During each week of outreach, ambassadors received two Fruit and Vegetable Stipends (Value = \$5.00 per stipend). These stipends were another form of compensation for the ambassadors designed to support integration of fruits and vegetables available at farmers' markets into the food shopping routine of a FreshLink Ambassador. This would promote authentic conversations about the quality, variety, and preparation uses of foods available at the market. In the Cleveland model, each FreshLink farmers' market agreed to pay their assigned ambassador's stipend for the months they were conducting outreach (a value of \$120.00). See *Appendix N* for *FreshLink Ambassador Stipend*.



FreshLink Food Demo Voucher: Ambassadors hosted food demonstrations at the farmers' market when conducting outreach. Each ambassador was presented with five, \$5 Food Demo Vouchers (a \$25.00 value) to be spent on produce at the farmers' market for the planned demonstration. Vouchers were received by vendors, who were reimbursed by market managers. Market managers submitted Food Demo Vouchers to the Prevention Research Center for Healthy Neighborhoods for reimbursement. See *Appendix O* for *FreshLink Food Demo Voucher*.

Budget

The cost of implementing the FLA model will vary by the number of ambassadors, the number of markets and the level of staff oversight provided. Below is a sample budget that includes the full range of staff, activities and supplies used in Cleveland to support implementation of the model. You may not find it necessary to include all the components outlined here or you may have other funding and resources that reduce or eliminate the need for some of the included line items. The FreshLink Ambassador Model is flexible enough to allow for streamlining of some of these items depending on your needs.

FreshLink Model Example Budget

Category	Line Item	Description	Estimated Quantity (Based on Cleveland)	Budget Allocation
Personnel	FreshLink Facilitator	Full year staff member to oversee implementation and continued maintenance of program	<ul style="list-style-type: none"> • 50%-time allocation for 6 months during active phase of program • 35%-time allocation for 6 months during planning phase of program 	Variable depending on organization ¹
	FreshLink Co-Facilitator (Seasonal)	Position term limited to 6 months during active program implementation phase	\$18hr x 20 hr/wk x 24 weeks	\$8,640.00 ²
Travel	Local staff travel	Travel to and from trainings and local outreach sites	2,000 miles x \$0.54/mile	\$1,080.00 ³
Printing	Coupons	<ul style="list-style-type: none"> • FreshLink Coupons (English + Spanish) • Fruit and Vegetable Stipends • Food Demo Vouchers 	<ul style="list-style-type: none"> • 2,000 Coupons (250 Spanish Version) • 250 F+V Stipends • 20 Food Demo Vouchers 	\$600.00 ⁴
	FLA Handbook and Workbook	<ul style="list-style-type: none"> • FLA Ambassador Handbook • FLA Training Workbook 	<ul style="list-style-type: none"> • 10 handbooks x \$6.10 • 10 workbooks x \$26.50 	\$326.50 ⁵
	Marketing materials	Banners, branded tablecloths, flyers, nutrition education handouts, pamphlets etc.	<ul style="list-style-type: none"> • 3 tablecloths x \$160 • 100 Flyers x \$0.45 • 3 banners x \$98 • 1100 color copies nutrition education handouts x \$0.24 	\$930.00 ⁶
Incentive Resources	FLA Coupons redeemed	Reimbursement to markets for number of redeemed coupons	280 coupons x \$5	\$1,250.00 ⁷
	FLA wages	<ul style="list-style-type: none"> • FLA hourly wages and weekly • FLA Fruit and Vegetable Stipend 	<ul style="list-style-type: none"> • Wages: 4 FLAs x \$14/hr. x 15hr/wk. x 18 weeks • FV Stipend: \$10 x 4 FLA x 12 weeks 	\$15,600 (\$3,900 per Ambassador) ⁸
Outreach Materials and Supplies	FLA training snacks	Food provided during trainings as well as two meals throughout season	<ul style="list-style-type: none"> • Snacks: \$25/session x 11 = 275 • Meal 1: 20 x \$12/person = \$240 • Meal 2: 20 x \$12/person = \$240 	\$755.00 ⁹
	Community outreach materials	Used to create tools for interacting with potential farmers' market visitors (food demo kits, craft supplies, etc.)	N/A	\$1,145.00 ¹⁰
Subtotal:				\$30,000

The budget is separated into five main categories: **Personnel, Travel, Printing, Incentive Resources, and Outreach Materials and Supplies.** **Personnel** is necessary for oversight of the program but may be adjusted to the size and scale of your implementation. **Travel** will vary depending on proximity of your network of outreach sites and farmers' markets. **Printing** is necessary to provide Ambassadors with materials to supplement their learning as well as materials to utilize in the field for conducting outreach with residents. **Incentive Resources** allow for ambassadors to distribute FreshLink New Customer Coupons providing a no risk opportunity to "try out" the fruits and vegetables available at a farmer' market. Additionally, the Fruit and Vegetable Stipends provided to ambassadors support integration of farmers' market produce into the ambassador's food shopping routines. This made them better advocates for the products available at farmers' markets. **Outreach Materials and Supplies** support ambassadors' ability to have engaging conversations with potential customers.

Budget Allocation Descriptions

1. We recommend a core staff member dedicated to the implementation of this program. Using the existing model and making minimal changes, a staff member should be able to manage the program effectively with 50% of their time allocated in the active phase of the program (Months 7-12) and 35% of their time allocated during maintenance phase of the program.
2. An additional staff member is recommended to assist during the active phase (Months 7-12). Working part time (20 hrs./wk.) with the primary facilitator should allow for effective implementation of the program.
3. Depending on your location and proximity to outreach sites this number can be adjusted higher or lower as needed.
4. This number is based on a distribution of 2,000 coupons and includes printing of the spanish versions of the coupon, F+V Stipends and Food Demo Vouchers. If you decide to use these items, you may need to allow for additional funds to work with a designer to customize for your project.
5. Each ambassador received an ambassador handbook outlining the policies and procedures related to the position and the center in which they worked. The ambassadors also received a workbook to use throughout their training.
6. Ambassadors will need access to a variety of properly branded marketing materials to make an impact at outreach sites. It is also important to have a variety of educational handouts available that inform the community of the benefits of farmers' markets and eating fruits and vegetable.
7. Our findings showed an average range of 10-14% redemption of FreshLink Coupons. You should plan and adjust annually based on your own locality's findings.
8. Depending on budget you may amend this amount but we feel it is important to pay ambassadors a value for their time and contributions. The Fruit and Vegetable stipend is an additional incentive for ambassadors to sample the food they will be promoting to the larger community.
9. Providing food from local farmers' markets at trainings helps to expose abassadors to potentially new foods. A formal meal (breakfast, lunch, or dinner) with Market Managers during the training supports team building. At the end of the season, it is helpful to offer food at the celebration ceremony to recognize the value of the contributions made by farmers' Market Managers and FreshLink Ambassadors.
10. FreshLink Ambassadors will utilize a variety of methods to engage the community. Having interactive tools available to them beyond basic handouts is helpful in connecting with residents and sharing information. For example, crafts for kids can help start conversations with parents.

FreshLink Ambassador Curriculum Summary

The FreshLink Training Curriculum was designed for the context of Cleveland, Ohio and has been modified for use in diverse geographic contexts. Some information will need to be adapted to align with your organizational and geographic context. To access the FreshLink Ambassador Curriculum please visit: www.prchn.org/PRCHNToolKits.aspx

The curriculum includes 13 sessions including one orientation meeting, eight in-person sessions, and four applied skill-building sessions (e.g., farmers' market tour, food demonstration 101). The interactive training is designed to build capacity among Ambassadors as they prepare to engage in outreach to raise awareness about and build social connectedness to farmers' markets. Each session follows a similar format and is aligned with specific FreshLink values.

Objectives and Materials

At the beginning of each session, the objectives and materials are listed. The objectives help facilitators and ambassadors understand the knowledge and skills to be gained upon completion of the session.

Welcome

The beginning of every session provides space to check-in with Ambassadors and answer any questions that may be lingering from previous sessions. The welcome is broken down into two components:

- **Parking Lot:** Review questions or comments not addressed during the prior session due to time or other constraints.
- **Homework:** If there was homework assigned at the previous session, spend time reviewing the material and verify that everyone understands.
- **Warm Up:** An icebreaker that relates to the topic of learning for the day. The goal is to bring the team together to build rapport and set a positive tone for the remainder of the training.

The Four A's: Anchor, Add, Apply, Away

One of the main teaching methodologies incorporated into the curriculum is the "Four A's" technique (anchor, add, apply, away). This technique is effective for teaching and reinforcing new information and concepts. ¹

- **ANCHOR** the content within the learner's experience.
- **ADD** new information.
- Invite the learner to **APPLY** the content in a new way or situation.
- Ask the learner to decide how or what he/she will take **AWAY**
& use this learning in the future.

1. Goetzman, D. (2012). *Dialogue Education Step by Step: A Guide for Designing Exceptional Learning Events*. Retrieved from: www.globallearningpartners.com

Wrap-Up

Each session concludes with a wrap-up section. This is where the facilitators will check in with the ambassadors to get a general feeling regarding how training went, remind ambassadors about homework and talk about training evaluations.

- **Homework:** Spend time reviewing assigned homework designed to reinforce important points.
- **Reflection:** Two approaches used to support reflection.
 - High/Low Check-in: The ambassador shares one 'high' and one 'low' of the session.
 - 0-100 Meter: The ambassador shares a rating on a scale from 0 (worst) to 100 (best) of how they felt the session went and explain why that number was given as the rating.
- **Evaluation (Optional):** If you want to gauge how training is going, administer a short survey. Ask for what they found most helpful during the session or what they would like to do more of!

The Four R's - Reflect, Rest, Request, Remind

Throughout the curriculum there are call-out boxes that provide facilitators with reminders and tips. There are four types of these boxes: reflect, recess, request and remind.

- **REFLECT:** This is where facilitators will ask the group to process new content by posing specific questions or requesting participants to share out their own experiences related to the subject matter. Example: Can you think of a time when...?
- **REST:** During sessions that are content heavy, there is a need to pause to allow ambassadors to verbally process the new information. Use this time to encourage ambassadors to openly bring up questions they may have and clarify points as needed.
- **REQUEST:** The facilitator's role is to keep the group active and involved in every part of the training. Many sessions will require active participation from the ambassadors such as engaging in a role play or volunteering to lead an activity. The callout box will instruct a facilitator as to what to request in each scenario.
- **REMIND:** This call out box will provide reminders for ambassadors about upcoming sessions such as homework assignments, the location of next meeting, etc. It also may remind the facilitator to complete an action.



Program Evaluation

The FreshLink Ambassador Model utilized both quantitative and qualitative evaluation approaches. Create an evaluation plan when implementing this program to accurately document its process and impact and to support additional funding and resources for future implementation.

Quantitative Data Measures

Training Evaluations

Each session should be evaluated to assess understanding and satisfaction. Provide time at the end of each session for the evaluations to be completed anonymously by ambassadors. In addition, an evaluation of the entire training may be conducted during the last training session as well as at the end of outreach during an exit interview. This information can be used to guide changes to the training process. *A sample of the evaluation form can be found in Appendix U.*

SNAP Sales Trends

One measure of success for this model includes both the percentage increase in the number of SNAP transactions and SNAP dollar amount spent at each participating farmers' market. The FM Tracks platform provides a tool for evaluating SNAP sales trends across markets, weeks and years. *To learn more about FM Tracks, visit: www.prchn.org/AboutFMTracks.aspx.*

New Customer Coupon Redemption

Another measure of success involves evaluating the number and percentage of FreshLink New Customer Coupons distributed and redeemed. Each coupon includes a brief survey to learn more about the population reached. These questions can be modified based on evaluation goals in other contexts. Ambassadors are instructed to keep the surveys confidential. An individual did not need to complete the survey in order to receive the coupon.

Each coupon is assigned and labeled with a unique ID number prior to dissemination to enable tracking. See example below under data management. Ambassadors return the survey portion of the coupon to the FreshLink team on a regular basis. Coupons redeemed at a participating FreshLink farmers' market are returned to the FreshLink team. These can be matched so each coupon distributed and accompanying survey is linked with each coupon redeemed. Using these data, you can evaluate overall performance of the ambassador team as well as individual performance by each FreshLink Ambassador. *See examples of the coupon redemption process and a market manager invoice in Appendix S and Appendix T.*

New Customer Survey and Coupon

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: 01AE0001 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 _____



Outreach Evaluations

An evaluation of each outreach event is conducted to identify what went well and opportunities for improvement. This is done in two ways: (1) informally via a phone call between the facilitator and the FreshLink Ambassador immediately after the event and (2) formally via a brief survey. *A copy of the Outreach Evaluation Form can be found in Appendix V.* The survey serves to systematically track issues raised by the FreshLink Ambassadors while the phone conversations are necessary for making immediate changes such as improving communication, encouraging more teamwork or deciding whether an outreach site should be revisited. Surveys can be provided via paper or electronically. Most ambassadors in the Cleveland project preferred to complete them via hard copy.

Quality of Conversations Made by Ambassadors

When evaluating the impact of individual ambassadors, focus on the quality of conversations rather in the quantity of coupons distributed. The number of coupons distributed by ambassadors can become competitive and compromise the goals of the program. Our theory is grounded in the idea that engaging conversations (active dissemination) are likely more effective at boosting farmers' market use than simply handing out FreshLink New Customer Coupons (passive dissemination). Randomly select certain outreach events and use these as opportunities to observe conversations between ambassadors and community members. Use the FreshLink values as framework to evaluate strengths and opportunities for improving these conversations.

Data Management

Whether you have the capacity to hire a Data Manager or not, there will be specific data related tasks if you choose to collect quantitative data. The topics of these tasks are tracking reach, assigning ID's, managing a database, and creating reports.

Track Reach

The FreshLink New Customer Coupon and surveys track the number and demographics of people reached with the program. In order to adequately manage the data, we developed a tracking system that includes procedures for coupon coding, data entry forms and reports. The Data Manager was responsible for managing all the components of this system. *A data management checklist can be found in Appendix R.*

Assigning an ID to the New Customer Coupon and Survey

- Each New Customer Coupon and survey need to be marked with one identical ID number. As evident in
- the picture of the coupons, the Survey and FreshLink New Customer Coupons were attached to each
- other and a space for the ID was available on both. The ID in the survey is used to track the number
- of coupons distributed and a matching ID from the FreshLink New Customer Coupons is used to track
- those coupons redeemed at a farmer's market.

Managing the Database: Data Entry and Quality Control

Track all IDs assigned to New Customer Coupons, Food Demo Vouchers, and Fruit and Vegetable Stipends in a running list in Excel to maintain data control. This file should contain a column for date which is filled in upon delivery to a FreshLink Ambassador. Having a running list prevented ID duplication

and allows for monitoring of the number of coupons given to each ambassador for distribution. In addition, this file allows for the use of the “mail merge” functionality in Microsoft Publisher to easily print the IDs on the coupons.

Below is a visual of the excel survey that was created to optimize coupon data entry. The excel survey was created to replicate the questions on the FreshLink New Customer Coupon. The form was developed

in Excel, in Visual Basic and can be adapted to your program needs. Having a form prevents errors in data entry. We suggest checking for errors in data entry in 5 to 10 % of the database.

Reports

Reports were automatically generated in an Excel file. The initial reports included the total number of coupons distributed, the number of coupons distributed by each ambassador and basic frequencies of the survey questions and tracking of missing data.

The team provided individual reports to the ambassadors on a monthly basis. These reports contained information on personal statistics around distribution and redemption and were used to motivate each ambassador to give

their best. Below is an example of an individual report that would be given to a FreshLink Ambassador after each month of outreach. Ambassadors only received their statistics and each report included a photo for motivation.

FreshLink Ambassador Program

Ambassador Report

I. PERSONAL STATISTICS

<i>Number of Coupons Diseminated</i>						<i>Number of coupons redeemed</i>					
Total		583				Total		44 8%			
<i>Diseminated at:</i>						<i>Redeemed From</i>					
<i>1 on 1s</i>		<i>Social Service Agency</i>		<i>Community Events</i>		<i>1 on 1s</i>		<i>Social Service Agency</i>		<i>Community Events</i>	
<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
1	0%	21	4%	560	96%	0	0%	1	0%	43	7%

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Appendix A: Farmers' Market Informational Meeting Agenda



Market Name:

Date:

Time:

1. Structure of FreshLink Program
 - Review Purpose/Mission/Vision
 - Review dates of outreach period
 - Review # of ambassadors and ambassador market assignments
 - Review Schedule for Market visits
 - Discuss weekly outreach schedules and gather ideas
 - Discuss other components to be added to outreach
2. Outcomes of FreshLink Program
 - Review Data from previous years or previous implementation of the program
3. Important Dates
 - Ambassador Training Calendar start date
 - Market Manager Breakfast with Ambassadors
 - Post first market visit reflection on Market events with Ambassadors
 - Final Outreach date
 - Ambassador celebration with Market Manager
4. M.O.U.
 - Host organization Role and Responsibilities
 - Market role and Responsibilities
5. Additional Questions/Concerns/Assistance needed



FreshLink bridges residents to resources to foster healthy communities

Now seeking market sites to participate in the 2018 FreshLink Ambassadors Program!



What is the FreshLink Ambassador Program?

- FreshLink is the core research project of the Prevention Research Center for Healthy Neighborhoods (PRCHN) funded by the Center for Disease Control.
- FreshLink's mission is to increase farmers' market use among people receiving SNAP benefits through peer-to-peer outreach to promote awareness of and social connectedness to markets.
- We achieve our mission through working with community ambassadors with strong ties to the targeted neighborhoods in Greater Cleveland.
- FreshLink Ambassadors conduct outreach in target communities to raise awareness about the benefits of farmers' markets and the Produce Perks program available to SNAP users.



What are the Benefits to Participating Farmers' Market?

FreshLink Ambassadors...

- Increase awareness of the availability of farmers' markets in the community.
- Help to attract and increase SNAP sales at your market.
- Provide a welcoming presence to visitors at the market.
- Build connections and community at the market.

Apply by December 20, 2017

Interviews will be conducted the week of January 15th, 2018.

Which Farmers' Markets are Eligible to Take Part in 2018?

- Markets with 2 years of sales data in FM Tracks.
- Markets located in or adjacent to areas with 30% SNAP recipients according to census data.

For more information, call or e-mail
Rachael Sommer, FreshLink Program Manager.
216.368.5778 | freshlink@case.edu

Follow us on Facebook and Instagram!



www.facebook.com/freshlinkCLE



@FreshLinkCLE

This research is funded by the Health Promotion and Disease Prevention Research Center supported by Cooperative Agreement Number 1U48DP005030 from the Centers for Disease Control and Prevention awarded to the Prevention Research Center for Healthy Neighborhoods at Case Western Reserve University.





Frequently Asked Questions

What is the commitment of markets who participate in the 2018 FreshLink Project?

Markets involved with the FreshLink Project will be expected to do the following:

- Assist with FreshLink Ambassador Recruitment in Winter 2018.
- Cover the cost of supplying a FreshLink Ambassador with weekly fruit and vegetable stipend (\$10 per week, total cost of \$120). The PRCHN / OSU extension will provide resources related to micro grant opportunities to fund this stipend if needed.
- Attend Relevant Training: Market Manager orientation, Market Manager Dinner, midterm check in with Ambassadors, and end of the program celebration. *If market manager is unable to attend any of these activities, he/she MUST send a representative* Dates TBD.
- Provide space and collaborate with Ambassadors during 3 market days from June-August 2018.
- Establish communication between FreshLink Ambassador and market staff and maintain communication over the Summer season in 2018
- Attend one community outreach event with a FreshLink Ambassador during 2018 summer Enter sales and market data in FM tracks on time and accurately.
- Record FreshLink Ambassador Coupon and stipend data in FM tracks. Return hard copies to CWRU. CWRU will reimburse new customer coupons only.
- Provide feedback about the program before, during, and after implementation

FreshLink Timeline

December 20, 2018:

Market application deadline;

January 15th -19th, 2018

FreshLink market selection process

February 2018:

Ambassador recruitment begins

April 2018:

FreshLink Ambassadors hired

May 2018:

FreshLink training begins

June 2018:

FreshLink outreach begins

September 1, 2018:

FreshLink outreach ends

September 30, 2018:

End of FreshLink Program

What is the commitment of the PRCHN to markets participating in the FreshLink project?

- Hire, train and pay FreshLink Ambassadors
- Conduct market orientation meeting(s) and trainings
- Reimburse markets for New Customers Coupons
- Loan an iPad to participating markets for FM Tracks use
- Provide technical support regarding FM Tracks Data entry if needed
- Provide tents and weights for FreshLink Ambassadors to utilize at market sites (if needed)
- Maintain communication between all groups and individuals involved in the project
- Maintain FreshLink social media accounts and utilize them to promote markets and market events
- Provide an end of season market report summarizing sales trends and outcomes
- Disseminate results of this study locally, regionally, and nationally



2018 FreshLink Farmers' Market Application

CONTACT INFORMATION

Market Name:

Market Manager Name:

Market Address:

Neighborhood:

MARKET INFORMATION

Type of Market (circle one):

Farmstand Community-Based Health Center Based

2018 Start and End Date of Market:

Days and Hours of Operation:

QUESTIONS

1. Why are you motivated to participate in the FreshLink Ambassador program in 2018?
2. What goals do you hope to achieve by participating in the FreshLink Ambassador Program?
3. What makes your market a good site for the FreshLink Ambassador Program?
4. What are your current outreach methods to bring SNAP users to your market?
5. Do you have any concerns or questions about being involved in the FreshLink Ambassador Program?

Appendix D: Farmers' Market Interview Guide

FreshLink Market Interview Guide

Market Name: _____

Representative Name: _____

Interviewer: _____

Date: _____

1. Let's start off by having you describe why you are interested in having the FreshLink Ambassador program at your market this year? [INSPIRING]

2. From your perspective, what do you see as the role of a FreshLink Ambassador at your market? [EDUCATING/ENGAGING/CONNECTING]

3. Tell us about your market operations for this summer. Do you foresee any change to these days/times? Do you have any special events planned? [CONNECTING/ENGAGING]

4. What are some ways your market currently works to attract SNAP users to your market? [RACIAL EQUITY/WELCOMING/ENGAGING]

a. If you currently have an Ambassador program, how do you think our program will fit in with your Ambassador program?

b. How can our FreshLink Ambassadors contribute to your current efforts?

5. Can you describe the people or places that you believe would be good for our Ambassadors to connect to in the community surrounding your market to conduct outreach? [CONNECTING/ENGAGING/EDUCATING]

6. Can you tell us about the ways you manage and communicate with your staff at the market (vendors, staff, volunteers, etc.)? [CONNECTING/ENGAGING/RESPECTFUL]

7. What is your preferred method of communication with FreshLink Ambassadors? [CONNECTING/RESPECTFUL]

8. We are training our FreshLink Ambassadors to view their time with us as one large team, including their work at markets and in the community. They will be interacting with us, you, fellow ambassadors and community members. It is not uncommon for there to be conflict among teams. Can you tell us how you handle conflict within your team at the market and how you would like to handle any conflict that may arise during your time working with FreshLink? [RESPECT/ENGAGING]

9. Our Ambassadors may come from a variety of backgrounds, socioeconomic status, and job experiences. Can you tell us about your experience working with individuals or groups from diverse backgrounds? [RACIAL EQUITY/RESPECTFUL/WELCOMING]

10. Describe how you use FM tracks software? Would you be open to receiving an iPad to collect data in real time at your marker? Would you be open to receiving assistance from a FreshLink staff member to help you with any technical support you may need? [EDUCATING]

11. Do you have any worries or concerns related to taking part in the FreshLink Ambassador program? Are there ways we can support you?

12. What questions do you have?

Appendix E: Farmers' Market MOU

FreshLink Farmers' Market Memorandum of Understanding

The _____ and _____ Farmers' Market hereby enter into a partnership related to the Fresh Link Ambassador research study ____ to _____. This partnership has the mutual goal of increasing farmers' market use among people receiving SNAP benefits. This goal will be achieved through the Fresh Link Ambassador Program which uses a peer-to-peer approach to promote awareness of and social connectedness to markets. These entities will collaborate and share necessary resources to ensure a successful project.

AMBASSADOR HOST ORGANIZATION (Insert name)

- Provide tent and weights for FreshLink Ambassador booth if needed
- Conduct market orientation meeting(s)
- Hire, train and pay FreshLink Ambassadors
- Reimburse markets for New Customer Coupons and any FLA Fruit and Vegetable Stipends exceeding \$120 upon receipt of invoice
- Provide technical support regarding FM Tracks data entry
- Loan an iPad to participating market for FM Tracks data entry if needed

_____ Farmers' Market

- Attend relevant trainings, including: (DATES AND TYPE)
- Assist with FreshLink Ambassador recruitment
- Provide a preferred method of communication for both FL Staff and ambassadors
- Attend one FreshLink Ambassador outreach event between _____ and _____
- Welcome and engage FreshLink Ambassadors at market
- Provide space at market for FreshLink Ambassador booth, (identify months) during hours _____
- Cover cost of weekly FLA Fruit and Vegetable Stipend (up to \$120), additional stipends can be submitted for reimbursement from _____
- Enter sales and post-market data in FM Tracks consistently
- Record FreshLink Ambassador coupon + stipend data in FM Tracks and return hard copies to _____ for reimbursement
- Provide feedback about the program before, during and after implementation
- Permit findings and results of the FreshLink intervention to be published (market identifiers will be removed as much as possible)

_____ Farmers' Market received an opportunity to revise and clarify these terms. If further responsibilities not listed in this document arise in the future, both parties agree to communicate about who and how these responsibilities should be assigned. Changes can be noted in this document if needed.

Organization Representative Signature

Date

Farmers' Market Representative Signature

Date



FreshLink bridges residents to resources to foster healthy communities

Join the FreshLink Team to raise awareness about the benefits of farmers' markets in your community!!

As a FreshLink Ambassador you will...

- Promote healthy food access by raising awareness and social connectedness to farmers' markets within select communities in Greater Cleveland
- Be a part of a team working toward a common goal
- Grow your skills as a leader & communicator through trainings and during summer outreach
- Invite first-time customers to visit and use benefits at farmers' markets
- Provide a welcoming presence at farmers' markets
- Collect data as part of FreshLink evaluation

Qualifications

- 18+ years old
- Attend all trainings and assigned shifts
- Live, work and/or have strong connections with market neighborhoods (Listed in application)
- Passionate about your community
- Willing to conduct outreach at community sites and markets across Greater Cleveland
- Available to work up to 10 hours a week between May 1- September 2, 2018
- Enjoy working with diverse groups of individuals
- Seeking individuals who are team players, creative, detail-oriented timely and embody the FreshLink core values:

Welcoming Respectful Inspiration
Racial Equity Educating Connecting
Engaging

Up to 10 hours a week; May 1-September 2, 2018

Payment: \$13 an hour; Based on completion of trainings, outreach activities, & reporting documentation.

Additional Stipend

Ambassadors will receive \$10 weekly stipend to spend on fruits and vegetables at FreshLink market sites from June-August 2018

Apply by March 12, 2018

For more information and to apply, call or e-mail Rachael Sommer, FreshLink Program Manager.

216.368.5774 | freshlink@case.edu

Visit our website at:

<http://www.prchn.org/JobOpps.aspx>

Follow us on Facebook and Instagram!



www.facebook.com/freshlinkCLE



@FreshLinkCLE

This research is funded by the Health Promotion and Disease Prevention Research Center supported by Cooperative Agreement Number 1U48DP005030 from the Centers for Disease Control and Prevention awarded to the Prevention Research Center for Healthy Neighborhoods at Case Western Reserve University.



FreshLink Ambassador Market Sites 2018



Coit Road Farmers' Market
 Gateway 105 Market
 Good Earth Farm Stand
 North Union Farmers' Market at Cleveland Clinic
 North Union Famers' Market at Shaker Square
 Village Market at Slavic Village



What is the FreshLink Ambassador Program?

- FreshLink is the core research project of the Prevention Research Center for Healthy Neighborhoods (PRCHN) funded by the Center for Disease Control and Prevention.
- FreshLink's mission is to increase farmers' market use among people receiving SNAP benefits through peer-to-peer outreach to promote awareness of and social connectedness to markets.
- We achieve our mission through working with community ambassadors with strong ties to the targeted neighborhoods in Greater Cleveland. We believe this will contribute to our larger vision of bridging residents to resources to foster healthy communities.
- FreshLink Ambassadors conduct outreach in target communities to raise awareness about the benefits of farmers' markets and the Produce Perks program available to SNAP customers.



FreshLink Ambassador Duties



- Participate in post hire meeting, orientation and human subjects research training
- Attend five weeks of training consisting of in May 2018. (See dates below)
- Attend additional outreach and trainings June 2018-August 2018. Schedule will be created and shared one month in advance
- Ambassadors will rotate in teams of two to conduct the following activities:
 Weekly: Coordinate and plan activities relevant to scheduled outreach
 Weekly: Conduct outreach to spread the word about the benefits of farmers' markets to residents
 Monthly: Ambassadors will host an info booth at various farmers' markets to provide a welcoming presence to market customers.
- Participate in follow-up interview(s) about their experiences
- Complete all required documentation forms for evaluation purposes



Mandatory FreshLink Ambassador Training Dates - See Attached Calendar

Tuesday, 5/1 from 9:00 am- 12:00pm
 Friday, 5/4 from 4:00pm - 6:00pm
 Thursday, 5/10 from 9:00am - 11:30am
 Tuesday, 5/15 from 9:00 am- 11:30am
 Friday, 5/18 from 10:00am - 12:00pm*
 Thursday, 5/24 from 9:00 am- 11:30am
 Tuesday, 5/29 from 9:00am - 11:30pm
 Friday, 6/1 from 10am-2pm

Thursday, 5/3 from 9:00 am- 12:00pm
 Tuesday, 5/8 from 9:00am - 12:00pm
 Saturday, 5/12 from 10:00am - 12:00pm
 Thursday, 5/17 from 9:00 am- 11:30am
 Tuesday, 5/22 from 9:00am - 11:30am
 Friday, 5/25 from 10:00 am- 12:00pm*
 Thursday, 5/31 from 10:00 am-12:00pm

*Denotes tentative date/time

May 2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 FreshLink Training 9am-12pm	2	3 FreshLink Training 9:00am-Finish	4 FreshLink Training 4pm-6pm	5
6	7	8 FreshLink Training 9am-12pm	9	10 FreshLink Training 9am-11:30am	11	12 FreshLink Training 10am-12pm
13 Mother's Day	14	15 FreshLink Training 9am-11:30am	16	17 FreshLink Training 9am-11:30am	18 FreshLink Training 10am-12pm	19
20	21	22 FreshLink Training 9am-11:30am	23	24 FreshLink Training 9am-11:30am	25 FreshLink Training 10am-12pm	26
27	28 Memorial Day	29 FreshLink Training 9am-11:30am	30	31 FreshLink Training 10am-12pm		

Appendix G: Freshlink Ambassador Application



Passionate about healthy food and your community?
Become a FreshLink Ambassador!



2018 Application

Thank you for applying to the FreshLink Ambassadors Program
 for the 2018 Farmers' Market Season!

Please complete this form and attach names and contact information (name, phone, email) of two professional references.

legal first name MI legal last name

street address apartment #

city zip

() ()
 contact phone secondary phone

e-mail address

How did you hear about the FreshLink Ambassadors program?
 Flyer Website Friend or Family Community Leader Other: _____

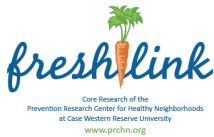
How often have you been to farmers' markets in the past?
 I have never been to a farmers' market I have been to a farmers' market about ____ times

How, if at all, are you connected to each of these neighborhoods? (Check all that apply)

Cleveland Neighborhoods where FreshLink Ambassadors will Work in 2018	I Live Here	I Work Here	I Have Connections Here <i>(Please describe)</i>
Cudell			
Glenville			
University Circle			
Buckeye-Shaker			
East Cleveland			
Slavic Village			

FreshLink Ambassadors is a research project funded by the Health Promotion and Disease Prevention Research Center supported by Cooperative Agreement Number 1U48DP005030 from the Centers for Disease Control and Prevention awarded to the Prevention Research Center for Healthy Neighborhoods at Case Western Reserve University.

Appendix G: Freshlink Ambassador Application



Passionate about healthy food and your community?
Become a FreshLink Ambassador!



Please answer the following questions. (If needed, you are welcome to attach another page.)

FreshLink's mission is "To increase farmers' market use among people receiving SNAP benefits through peer-to-peer outreach to promote awareness of and social connectedness to markets." What about this mission excites you?

Describe one example of a time in the past 5 years when you worked in your community to promote change?

What community organizations or groups are you connected to/with?

FreshLink Ambassadors will be working in teams. What are the 3 greatest strengths you bring to a team?

What do you hope to gain from this experience?

Send this completed application by March 12, 2017 to:

Rachael Sommer
BioEnterprise Bldg., 4th Floor
11000 Cedar Avenue
Cleveland, OH 44106

216-368-5774

freshlink@case.edu

Appendix H: Freshlink Ambassador Interview Guide

Freshlink Ambassador Interview Guide

Candidate's Name: _____ Interviewer: _____ Date: _____

1. Let's start off by having you describe why you are interested in the FreshLink Ambassador position. [INSPIRING]
2. From your perspective, what would you say are attributes/characteristics of community leaders who are passionate about improving health outcomes? [INSPIRING/WELCOMING/RESPECTFUL]
3. What skills and background experiences do you bring to the FreshLink Ambassador program? What skills would you like to develop? (Refer to Ambassador Application and ask applicant to elaborate on those items.) [CONNECTED/EDUCATION]
4. Tell us about your perspective(s) on farmers' markets. Why do you believe farmers' markets are important to our Cleveland neighborhoods? [INSPIRING/CONNECTED]
5. You indicated you have connections to the _____ neighborhood. Tell us a bit more about these connections. [CONNECTED/ENGAGING]
6. As an Ambassador, you will be doing outreach in communities you may be unfamiliar with. Can you tell us about a time when you had to navigate getting to know a new community of people? What was difficult about that experience? What came easily to you? [RESPECTFUL/RACIAL EQUITY/CREATIVE/CONNECTED/WELCOMING]
7. Tell us about a time when you worked with someone who had a different background from you such as a different race, gender, religion etc. What strengths do you have pertaining to working with diverse individuals/communities? What areas of growth do you see for yourself? [RACIAL EQUITY/RESPECTFUL/WELCOMING]
8. FreshLink Ambassadors will be working with many people during the project such as community members, other FreshLink Ambassadors, and farmers' market staff. Think about your experiences working on a team. What would your teammates say are some of your strengths as a team member?
What would your teammates say are some of your opportunities for growth? [TEAM PLAYER]
9. Based on your experiences in the _____ community, where do you believe are good places to reach individuals (both adults and youth) to tell them about the benefits of farmers' markets? [CONNECTED/ENGAGING/EDUCATION]
10. From time to time, there are differences of opinion among teams or groups. Can you tell us about a time when there was a difference in opinion on a project? How did you communicate your needs/frustrations/desires? How did you work toward a resolution? [TEAM PLAYER]

11. Now we want to share a scenario with you. You are scheduled to work with another Ambassador at a local farmers' market on Thursday at 4pm. You have agreed to plan a game; your partner would bring the supplies. It's 4:25pm and your partner is still not there, they aren't answering their phone or text and the game is scheduled for 4:30pm. How would you respond to this situation?

A. How would you respond to your partners' tardiness? "Your partner arrives at 4:35pm and says that their childcare provider was running late and their phone died on the way." [TEAM PLAYER/TIMELY]

12. Tell me about a time when you encouraged someone to do something they have never done before. What did you specifically say or do that helped them become willing to try this new activity? How did you engage them? [ENGAGING/WELCOMING/EDUCATION/INSPIRING/CREATIVE]

13. Part of your job as an Ambassador will be planning what you will do at the outreach sites you are assigned to. For an example you might be scheduled to visit a local pantry on Monday and then be at an info table at the market itself on Thursday. You will also be paired with another Ambassador to conduct the outreach. What steps would you take to prepare for the outreach? [CREATIVE/RESPECTFUL/EDUCATION/ENGAGING]

A. How would you go about dividing the responsibilities among you and your teammate?

14. Let's say you are invited to host an information table for FreshLink at the Job and Family Service office. At this office, you are welcome to share information at the table, but you are not allowed to walk up to individuals directly who may be there to receive services or apply for benefits. What could you do or share at your table that might interest individuals in coming to you to talk about FreshLink? [ENGAGING/WELCOMING/EDUCATION/INSPIRATION/CREATIVE]

15. The FreshLink Ambassador role requires attendance at set meeting times and the ability to work independently. Tell us about some of the strategies you use to manage your time. [TIMELY]

16. We know from your application that you serve many roles in the community. How will you prioritize your FreshLink work with your other duties? [TIMELY]

A. How will you communicate if your schedule changes and it conflicts with FreshLink responsibilities?

17. The FreshLink Ambassador role will require you to use different types of communication such as google calendar, a CWRU email, and while not required, we are encouraging Ambassadors to share about their FreshLink experiences on both Facebook and Instagram. How comfortable are you with using any of these platforms? How could FreshLink support you in your journey of learning how to navigate these? [EDUCATION/CONNECTED]

18. Do you have any worries or concerns related to taking part in the FreshLink Ambassador program i.e., transportation, time commitment, childcare, etc.?

19. What questions do you have?

Appendix I: Outreach Support Letter

[Agency Letterhead]

Agency Address

Date

To whom it may concern,

On behalf of _____ (Insert Organization Name) we are excited to work together _____ in support of the FreshLink Ambassador model. The FreshLink team has described the research purposes, methods, and intentions to our agency, and we approve of this research to occur on our site(s). We welcome the FreshLink Ambassadors to utilize our organization as a place of outreach for research purposes. We recognize that FreshLink Ambassadors will conduct outreach to participants in order to promote awareness of Farmers' Markets in _____. They will do so by sharing relevant resources and information regarding food access and nutrition, as well as disseminating coupons.

In partnership with the FreshLink project, _____ (Insert Organization Name) will allow FreshLink Ambassadors to be onsite at our location and permit the usage of relevant as needed. We will also provide a point of contact in order to ensure smooth communication between our organization and our FreshLink partner. In the case of cancellation or questions, we will be sure to contact FreshLink Program Manager, NAME (PHONE), EMAIL.

We look forward to supporting the work of FreshLink and the important value it provides to the clients we serve.

Sincerely,

Signature

Organizational Representative Name

Appendix J: Freshlink Ambassador Outreach Calendar (Front)



June 2018 FreshLink Ambassador Calendar

June 2018						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1 FreshLink Boot Camp (10-2pm) EVERYONE Marion Seltzer (3:30-6:30) ALEX & AMY	2
3 Rock the Blocks (1-4) SARAH & ALEX	4 Slavic Village Feast (4:30-8) SARAH & MARY	5 Outreach Planning (9-12) EVERYONE NFP Detroit Shoreway (2-5) ALEX & AMY	6 JFS Virgil Brown (1:30-4:30) ALEX & AMY	7 Dave's Slavic Village (10:30-1:30) MARY & ALEX Good Earth Farmstand (2:30-7:30) ALEX & AMY	8	9 Shaker Sq. Market (7:30-12:30) MARY & SARAH Coit Road Market (7:30-1:30) AMY & ALEX
10 Empowerment Church (12-2) AMY & SARAH	11 NEON East Cleveland (9:30-1:30) AMY & MARY Village Farmers Market (3:30-7:30) AMY & SARAH	12 Almira School (3:30-6:00) ALEX & AMY	13 NEON Miles-Broadway (9:30-1:30) MARY & KARA JFS Old Brooklyn (1:30-4:30) SARAH & ALEX Wilson Elementary (1-5) AMY & MARY	14 NUFM at UH Market (10:00-2:00) SARAH & MARY	15 Changing Lives Ministry (10:30-1:30) SARAH & AMY	16
17	18	19 Outreach Planning (9-12) EVERYONE NFP 117 th St. Center (12:30-3:30) ALEX & MARY	20 JFS Quincy Place (1:30-4:30) ALEX & MARY Wade Oval (6-8) SARAH & MARY	21 Shaker Child Enrichment Center (3-6) MARY & AMY	22 Gateway 105 Market (2:30-7:30) AMY & ALEX	23 Changing Lives Ministry (5:30-7:30) AMY & MARY
24	25	26 Denison Ave. UCC (9:30-12:00) ALEX & AMY West Side Community House (3-6) ALEX & AMY	27 JFS Virgil Brown (1:30-4:30) MARY & ALEX	28 VA Hospital (12:30-3:30) MARY & ALEX	29	30

Appendix J: Freshlink Ambassador Outreach Calendar (Back)

Location	Contact Info	Address	Details
Almira Elementary School	Derek (330) 567-1111	3375 W 98 th St, Cleveland, OH 44102	<ul style="list-style-type: none"> • Food Pantry • Table and chairs provided • If you need to contact Derek, texting typically works best in the school building
Changing Lives Ministry	Corrine	12651 St. Clair Ave Cleveland, OH 44108	<ul style="list-style-type: none"> • Pantry/Community Meal • Table and chairs provided • Ask for Corrine or Patricia upon arrival
Coit Road Farmers' Market	Joe (440) 376-1111	15000 Woodworth Rd, East Cleveland OH 44110	<ul style="list-style-type: none"> • Farmers' Market • Table and chairs provided
Dave's Slavic Village	Mike (216) 441-1111	7422 Harvard Ave Cleveland OH 44105	<ul style="list-style-type: none"> • Table and chairs will be provided
Denison Avenue United Church of Christ	TBD (216) 631-1111	9900 Denison Avenue Cleveland OH 44102	<ul style="list-style-type: none"> • Food pantry site • Details TBD
Empowerment Church	Kita McQueen (440) 991-7655	15837 Euclid Ave East Cleveland, OH 44112	<ul style="list-style-type: none"> • Community meal • Table and chairs provided
Gateway 105 Farmers Market	Veronica (216) 375-1111	1446 East 105th St Cleveland, OH 44106	<ul style="list-style-type: none"> • Farmers' Market • Parking available on site • Market manager will have table/chairs/FreshLink Banner and Tent.
Good Earth Farm Stand	Jeanette (216) 288-1111	9600 Madison Ave, Cleveland, OH 44102	<ul style="list-style-type: none"> • Farmers' Market • Table and chairs provided
JFS Old Brooklyn	Christopher (216) 635-1111	4261 Fulton Parkway Brooklyn, Ohio 44144	<ul style="list-style-type: none"> • Table and chairs will be provided
JFS Quincy Place	Leisha (216) 391-1111	8111 Quincy Ave, Cleveland OH 44104	<ul style="list-style-type: none"> • Table and chairs will be provided
JFS Virgil Brown	Paul (216) 987-1111	1641 Payne Ave, Cleveland, OH 44114	<ul style="list-style-type: none"> • Table and chairs will be provided
Marion Seltzer Elementary School	Emily (216) 375-1111	1468 W 98th St, Cleveland, OH 44102	<ul style="list-style-type: none"> • School food pantry • Table and chairs provided
Neighborhood Family Practice (117th St Center)	Shanna (216) 367-1111	11709 Lorain Ave Cleveland, OH 44111	<ul style="list-style-type: none"> • Small lobby – small table may be provided by Freshlink Staff
NEON East Cleveland	Charity (216) 231-1111	15201 Euclid Ave Cleveland, OH 44112	<ul style="list-style-type: none"> • Produce distribution site • Table will be provided
NEON Miles Broadway Health Clinic	Charity Hall (216) 231-7700 ext 1175	9127 Miles Ave, Cleveland OH 44105	<ul style="list-style-type: none"> • Produce distribution site • Table will be provided



Event Planning Form

Ambassador(s) Name _____

Date of Event _____

Time of Event _____



Type of Event (circle one):

1 to 1

Community

Market

Where (name & address):

Contact Information:

What is Provided:

Planning Outreach:

Time	Activity/Persons Responsible
____ : 00	_____
____ : 30	_____
____ : 00	_____
____ : 30	_____
____ : 00	_____
____ : 30	_____
____ : 00	_____

Materials List

Timesheet, Mileage Sheet, & Post-Outreach Evaluation

Shirt & Name tag

Tablecloth

Name: _____

Coupon Goal: _____

Name: _____

Coupon Goal: _____

Appendix L: Freshlink Ambassador New Customer Coupon (English)

Customer Information



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

Customer Name: _____ Customer Zip Code: _____

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: _____ 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

Appendix L: Freshlink Ambassador New Customer Coupon (English)

Customer Information



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

Customer Name: _____ Customer Zip Code: _____

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: _____ 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 _____



Fresh. Good. Free.

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

Appendix M: Freshlink Ambassador New Customer Coupon (Spanish)

Información para el cliente



Esta información ayuda a entender quién está participando en el Proyecto FreshLink.

Nombre de Cliente: _____ código postal: _____

¿Usted ha participado en un mercado de agricultores (farmers' market)? Sí No

¿Que edad tiene? Menos de 18 18-49 50+

¿Cuál es su género? Masculino Femenino Otro

¿Cuál es su etnicidad? Seleccione todas las que correspondan:

Blanco Negro Hispano / Latino Asiático Nativo Americano Otro

¿Hay niños menores de 18 años viviendo en su casa? Sí No

¿Recibe beneficios SNAP? Sí No

¿Según lo que a Usted le parece, cómo se comparan los precios de las frutas y vegetales en un Mercado de Agricultores, con los precios en otras tiendas?

Los Mercados de Agricultores tienen mejores precios Los precios son más o menos iguales Los Mercados de Agricultores tienen precios más altos

¿Qué medio de transporte planea utilizar para llegar al Mercado de Agricultores? Elija todos los que aplican

Auto Otra persona me lleva Omnibus/Rapid Bicicleta Caminar

Sólo para Embajadores de FreshLink:

PRC ID: _____ 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 _____



Inténtelo. No cuesta nada.

Cupón de Mercado de Agricultores para nuevo cliente

\$5.00





Redimible por \$5.00 para frutas y vegetales en uno de estos seis Mercados de Agricultores:

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
--	---	---	--	---	--

Cliente: Lleve este cupón al estante "Market Manager" para validar

Solo un cupón por persona. El cupón no tiene valor en dinero. Use el cupón de \$5.00 para obtener frutas y verduras.
 Todos los fondos se deben usar con solo un vendedor. No se devolverá dinero en efectivo o crédito.

PRC ID: _____ Expires: 9/30/2018

Encuéntrenos por internet: @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

Appendix M: Freshlink Ambassador New Customer Coupon (Spanish)

Información para el cliente



Esta información ayuda a entender quién está participando en el Proyecto FreshLink.

Nombre de Cliente: _____ código postal: _____

¿Usted ha participado en un mercado de agricultores (farmers' market)? Sí No

¿Que edad tiene? Menos de 18 18-49 50+

¿Cuál es su género? Masculino Femenino Otro

¿Cuál es su etnicidad? Seleccione todas las que correspondan:

Blanco Negro Hispano / Latino Asiático Nativo Americano Otro

¿Hay niños menores de 18 años viviendo en su casa? Sí No

¿Recibe beneficios SNAP? Sí No

¿Según lo que a Usted le parece, cómo se comparan los precios de las frutas y vegetales en un Mercado de Agricultores, con los precios en otras tiendas?

Los Mercados de Agricultores tienen mejores precios Los precios son más o menos iguales Los Mercados de Agricultores tienen precios más altos

¿Qué medio de transporte planea utilizar para llegar al Mercado de Agricultores? Elija todos los que aplican

Auto Otra persona me lleva Omnibus/Rapid Bicicleta Caminar

Sólo para Embajadores de FreshLink:

PRC ID: _____ 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 _____



Redimible por \$5.00 para frutas y vegetales en uno de estos seis Mercados de Agricultores:

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

Cliente: Lleve este cupón al estante "Market Manager" para validar

Solo un cupón por persona. El cupón no tiene valor en dinero. Use el cupón de \$5.00 para obtener frutas y verduras.

Todos los fondos se deben usar con solo un vendedor. No se devolverá dinero en efectivo o crédito.

PRC ID: _____ Expires: 9/30/2018

Encuéntrenos por internet: @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

Appendix N: 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
--	---	---	--	---	--

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

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

Appendix O: Freshlink Ambassador Food Demo Voucher



FreshLink Ambassador
FRESHLINK FOOD DEMO VOUCHER

\$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
--	---	---	--	---	--

FLA: Take coupon to Market Manager Booth to validate.
 There is no cash value to this coupon. Upon receipt, coupon is used to redeem \$25 in produce. All funds must be used at one vendor. No cash or credit returned to customers.

Ambassador Name: _____ Date of Taste Testing: ____ / ____ / 2018

FLA: _____ Expires: _____

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FreshLink Ambassador
FRESHLINK FOOD DEMO VOUCHER

For Farmers' Market Staff Only:

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

Market (please initial):
 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: ____ / ____ / 2018 Validation Stamp: _____

Produce Perks Eligible Yes No FM Tracks ID: _____

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 prchn.org.



THIS CERTIFICATE ACKNOWLEDGES THAT

Name of Ambassador/Market Manager

**HAS SUCCESSFULLY COMPLETED THE
FRESHLINK AMBASSADOR PROGRAM**

Dr. Darcy Freedman, Principal Investigator

Date

Freshlink Ambassador Final Celebration Agenda

- | | |
|--------|---|
| 20 min | Breakfast & Networking |
| 25 min | Welcome & Introduction <ul style="list-style-type: none">• Program Director |
| 25 min | FreshLink Ambassador Award Ceremony <ul style="list-style-type: none">• Individual acknowledgements of each ambassador and Market Manager• Individual photos of each ambassador with FreshLink team |
| 5 min | Group Photo |
| 25 min | Reflection on Summer Outreach & Story Telling <ul style="list-style-type: none">• Ambassadors & Market Managers• Please share something you learned this summer by participating in the FreshLink Ambassador Program• Please share your favorite story or memory of the summer! |
| 10 min | Data Manager - Coupon Distribution/Redemption Reports |

A huge THANK YOU to everyone who contributed on the FreshLink Program this year!

Please feel free to stay afterwards and continue networking!

Data Management Checklist

Coding of Coupons, Food Demo Vouchers, and Stipends (plus printing):

1. Define coding rules to assign ID.
 - a. 2018 coding rules are PRC_ID: 2 digits of Ambassador code number + (Message A or B) + (E or S for English and Spanish respectively) + 4-digit coupon number
 - Ambassador Code number= 01
 - Message ID: A or B
 - Language: E=English and S=Spanish
 - 4-digit coupon number
 - Example PRCID: Ambassador name: Alicia Smith, Message in the Coupon= A= (Fresh. Good. Free), English Coupon= E and 4 digits Coupon Number= 0001.
 - PRC_ID= 01AE0001
 - b. Create a similar coding rule for Food Vouchers and Food Demos.
 - a. Example: 01FS0001 (FS stands for Food Stipend)
 - b. Example: 01FD0001 (FD stands for Food Demo)
3. Create an Excel file to manage codes assigned to coupons, Food Demo vouchers, and Stipend and date given to the FreshLink Ambassador. (Appendix: Codes FLA 2018).
 - a. Keep track of total number of coupons given to the FreshLink Ambassadors, codes assigned, and date given.
4. Record Date when given to FLA in excel file “Codes FLA 2018”.
5. Use Publisher document “FLA coupon to print codes” and excel file “Codes for printing on coupons” to rapidly print the PRCID to the coupons. Use Mail merge instructions.

Data Entry of Surveys:

1. Number each survey received from 01 to the end of surveys received. Place this number on a corner in the survey. (Allows you to identify the survey rapidly when doing quality control in the database and eliminates confusion regarding surveys that may be missing).
2. Use the data entry form in the Excel File “FLA data” to enter the surveys into the database. It will automatically populate a report.
3. Once a survey is entered write the letter “E” (for entered) in a corner of the survey. This will eliminate confusion around entered surveys Vs. not entered.

Quality Control:

1. Review 5 to 10 % of surveys entered.
2. Record the amount of errors found in the excel file “Quality Control FLA data”.
3. Share the automatically generated report with the team.

Market Manager Procedure Form Redemption of FreshLink Incentives:

Market Manager Procedure for Redemption of FreshLink incentives:

1. Market Manager (or assigned staff) receives FL Coupon/Stipend/Food Demo Voucher
2. Market Manager should enter coupon/stipend/voucher data in FM Tracks (if not using FM Tracks in real time, document information on paper logs for entering later)
3. On Back of FreshLink Coupon AT MARKET:
 - Market Manager writes initials next to their market name
 - Market Manager indicates date received
 - Market Manager validates coupon with Validation Stamp
 - Market Manager indicates if the customer is Produce Perks Eligible (if the Market Manager is comfortable asking/customer receptive) by asking if the customer is using SNAP/EBT Card that day
 - If Market Manager can secure FM Tracks ID (First and Last Initials and last 4 digits on Ohio Direction Card), document on back of coupon
4. Return FreshLink Coupon to Customer
5. FreshLink Customer shops with one Vendor (no change given, full \$5 must be spent)
6. Vendor returns coupons to Market Manager for reimbursement
7. Recording FreshLink Coupons in FM Tracks:
 - Under 'Payment Method'- select 'SNAP/EBT' as transaction type (even if they are not using SNAP/EBT in this transaction')
 - Under Dollar Amount Spent – Record '\$0', unless they are using SNAP in which case, indicate the amount spent
 - On right hand side of the screen under 'Incentives', select the incentive option that matches the incentive received (Coupon/Stipend/Food Demo Voucher)
 - If the individual is using more than 1 Stipend or Food Demo Voucher, these will have to be entered into FM Tracks as separate transactions
 - On right hand side of the screen under 'Incentives', select the incentive option that matches the incentive received (Coupon/Stipend/Food Demo Voucher)
 - If the individual is using more than 1 Stipend or Food Demo Voucher, these will have to be entered into FM Tracks as separate transactions
 - Under 'Additional Tracking' please record the PRC ID in the space labeled 'Other ID'
 - If you can discern the customer has SNAP, please record the FM Tracks ID in the system
8. Market Manager submits an invoice to the FreshLink Co-facilitator, as well as original copies of the coupons/ stipends/ food demo vouchers
9. Program facilitator will work within internal organizational structure to submit for reimbursement

Reminder: Markets are responsible for up to \$120 worth of FLA Stipend. If \$120 is exhausted, they will indicate need for reimbursement on invoice form.

Appendix T: Farmers' Market Invoice

Farmers' Market Invoice

Market Name: _____

Contact: _____

Date: _____

All coupons must be submitted with reimbursement request.
Reimbursement will not be made if coupons are not submitted.

# of FLA New Customer Coupons	Total value of coupons (\$5.00 Increments)

# of FLA Stipends	Total value of coupons (\$5.00 Increments)

# of FLA Food Demo Vouchers	Total value of coupons (\$5.00 Increments)

Total Amount of Reimbursement Request: \$_____

Mailing Address for Reimbursement Check:

Signature: _____ Date: _____

Payment will be processed immediately and should be paid within 4 weeks of submission. Thank you!

Appendix U Freshlink Ambassador Training Evaluation

FreshLink Ambassadors Training Session Evaluation Survey

DATE OF TRAINING SESSION: _____

SESSION # _____

Overall Training Session Effectiveness

For the following questions, please circle the option that best represents your opinion of the training session:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The objectives for the session were clearly stated.	1	2	3	4	5
2. The session workbook was followed.	1	2	3	4	5
3. Time was managed effectively.	1	2	3	4	5
4. Everyone was encouraged to actively participate.	1	2	3	4	5
5. The group worked well together.	1	2	3	4	5
6. The activities and discussions were helpful.	1	2	3	4	5
7. I felt engaged in the activities and discussions.	1	2	3	4	5
8. I was comfortable expressing my ideas and opinions.	1	2	3	4	5
9. I felt my ideas and opinions were heard.	1	2	3	4	5
10. I felt my time today was well spent.	1	2	3	4	5

11. What do you feel worked well today?

12. What do you feel could have been improved?

Effectiveness of Meeting Today's Objectives and Topics

For the following questions, please circle the option that best represents how effective you felt each segment of the training was. Please feel free to provide a comment as well.

	Not at all effective				Very effective
FreshLink Ambassador Program Overview	1	2	3	4	5

Comment:

Future Meetings

How can the training sessions be improved? What suggestions do you have for the next session?

Outreach Event Evaluation

Ambassador Name: _____

Ambassador Partner: _____

Date of Event: _____

Event Location: _____

How welcomed did you feel at this event?

- Very welcomed
- Somewhat welcomed
- Not welcomed at all

How receptive did you feel individuals were at this event to the information you provided?

- Very receptive
- Somewhat receptive
- Not receptive

Overall how would you rate this outreach event? Please explain why or why not:

- Extremely well
- Fairly well
- Not well

What was a challenge you faced while conducting outreach at this event?

What is something that happened today that surprised you or taught you something?

How can we support you in your outreach efforts and event planning in the future?

Additional comments about the setup of the location, participants, staff, time, etc.?