

Wholesome Wave Market Welcome Packet
Food Insecurity Nutrition Incentive (FINI) Grant Program
June 10, 2015



Welcome to the Wholesome Wave FINI Project!

Hello!

On behalf of the team at Wholesome Wave, we would like to officially welcome you to the National Nutrition Incentive Network and our three-year, large-scale FINI project! We could not be more excited to have this opportunity to work with such a talented and diverse group of organizations, markets, and individuals on this project. Together we are embarking on a project that will impact the lives of thousands across the country, benefit the health of individuals, communities, economies and the environment, and has the potential to inform and even shape federal policy in the near and long-term.

There is significant and exciting work ahead of us. This packet is intended to:

- ❖ Clearly outline the FINI project and all parties involved;
- ❖ Clarify expectations for Wholesome Wave, subrecipients and direct-to-consumer markets involved in the project; and
- ❖ Provide easy-to-use instructions on actions to be completed.

Please read it in its entirety, and use it as a reference moving forward. You will receive additional updates via your local point of contact (who is with the organization that is the official subrecipient on the grant) and, as necessary, directly from Wholesome Wave.

If you have any questions, please be in touch with your designated subrecipient contact.
Many thanks for the incredibly valuable work that you do. We're looking forward to working with you!

All the best,

The National Nutrition Incentive Network team:
Julia, Eva, Leah, Mukethe and Steven

Checklist of Action Items

Action Item	Reference Page	Due Date
Submit your Market Contact Pledges to your subrecipient point of contact	7-8	July 31, 2015

Table of Contents

Communications Guide	3
Key Terminology	3
When to Communicate with Your Subrecipient Contact	3
When to Communicate Directly with Wholesome Wave	4
Information That Your Subrecipient Contact Will Provide	4
Overview of FINI and Wholesome Wave’s FINI Project	5
FINI Grant Program Overview	5
Wholesome Wave FINI Grant	5
FINI Project Objective 1: Program Operations	7
FINI Incentive Dollars for Fruits and Vegetables Only	7
Market Contact Pledge.....	7
FINI Funds: Policies and Procedures	8
Budget.....	8
Financial Report Schedule.....	8
How Subrecipients Will Track Expenses Related to the FINI Grant.....	8
Budget Categories and Allowable and Unallowable Expenses.....	9
Network Member Identification.....	9
Photos, Quotes and Testimonials.....	10
Data Collection and Reporting Requirements	10
FM Tracks Mobile App and Manual Entry Function on Website.....	10
Minimum Data Set.....	11
FINI Project Objective 2: Technical Assistance and Capacity Building	13
Theory of Ladder for Growth	13
Upcoming Trainings	14
Stage 1 Training.....	15
RCT Training.....	15
Additional Trainings.....	15
Site Visits	15
Community of Practice	15
FINI Project Objective 3: Research and Evaluation	17
Program Data and Grant Reporting	17
FM Tracks for Program Data Reporting.....	17
Key Features.....	17
FM Tracks Mobile App.....	18
FM Tracks Website.....	18
Grant Reporting.....	18
Process Evaluation	19
Outcomes Evaluation: Randomized Controlled Trial (RCT)	19
Background.....	19
Research Objectives.....	19
RCT at Farmers Markets: RCT Lottery to Randomize Evaluation Participation.....	20
Participating Farmers Market RCT Activities.....	20
Outcomes Evaluation at CSAs.....	20
Participating CSA Outcomes Evaluation Activities.....	21
USDA External Evaluation	22

Communications Guide



Key Terminology

The following are commonly used terms throughout this document:

Subrecipient Contact: Your FINI contact! Subrecipient refers to any organization that signs a contract and receives direct funding from Wholesome Wave for implementation of the FINI project within a particular state, region or city/town. This will be your primary point of contact throughout the FINI project.

Subaward: The total amount of federal FINI funding and Wholesome Wave cash match granted to a subrecipient within the period of performance.

Period of Performance: The grant period for which subrecipients will receive their subawards and for which reimbursements may be requested. There are three periods of performance within the FINI grant. The first runs from May 10, 2015 through March 31, 2016.

Market: Any direct-to-consumer site supported by FINI funds is referred to as a market. Markets include farmers markets, CSA share pickup sites, and mobile market stops.

Market Contact: You! Market contacts refer to the designated point person at each market included in the FINI project. This is most likely the person regularly administering the incentive program on-site, such as a market manager or EBT coordinator.

WW: Abbreviation for Wholesome Wave.

When to Communicate with Your Subrecipient Contact

- ❖ Point of Contact
 - Changes in market contact at your market/markets.
- ❖ Market Contact Pledge:
 - To submit your signed Market Contact Pledge.
- ❖ Budget and Invoicing:
 - As soon as you foresee that you may not be able to expend your full year's allocation for direct incentives.
 - If you have any questions about when or how funds will be allocated to your market/markets.
 - If you have any questions about allowable or unallowable costs.
 - If you have any questions or need additional clarification on how to track and maintain copies of appropriate documentation of FINI grant-related expenditures.
- ❖ Data Collection and Evaluation:
 - If you want to use an on-site data collection log that is different from the standardized data collection form provided by WW. Your contact will run the log by WW just so we can make sure that it tracks the minimum data set that must be reported to USDA.
- ❖ Communications

- If your market(s) has any issues using the Wholesome Wave logo or identifying as a member of the Wholesome Wave National Nutrition Incentive Network on its website and print materials related to your incentive program.
- ❖ **Sharing Materials**
 - Any outreach, flyers, etc about your incentive program. Your subrecipient contact is responsible for submitting these to Wholesome Wave as part of the project, so be sure to send them along.
 - Any photos, quotes, or testimonials about your program (with the appropriate photo releases). Your subrecipient contact is responsible for submitting these to Wholesome Wave as part of the project, so be sure to send them along.

When to Communicate Directly with Wholesome Wave

- ❖ **Sharing of Materials** (contact Eva Agudelo at eva@wholesomewave.org)
 - If you want a newly published report, fact sheet, story, photo or highlight to be included in the newsletter that goes out to the entire National Nutrition Incentive Network.
- ❖ **Data Collection and Evaluation** (contact Katie Merritt at katiemerritt@wholesomewave.org)
 - If you have any technical issues with the FM Tracks mobile app or website.
 - If you are interested in using some of the greater functionality provided by the FM Tracks system, and have questions on how to access these functions.
 - If you would like to register to participate in the RCT.
- ❖ **Communications** (contact Fiona McBride at Fiona@wholesomewave.org)
 - If there are any press inquiries about your program or the FINI project as a whole.
 - Any articles or media about your program.
- ❖ **Site Visits** (contact Steven Farley at steven@wholesomewave.org)
 - If you are interested in having a staff member from WW visit your market when they make their site visits to each of the subrecipients.

Information That Your Subrecipient Contact Will Provide

Your subrecipient contact is responsible for communicating the following information to you, included here for your reference:

- ❖ That FINI direct incentive funds are restricted to the purchase of fruits and vegetables only.
- ❖ That all market contacts from participating markets are requested to sign the Market Contact Pledge, or any other form of documentation that demonstrates commitment and understanding of the requirement that FINI direct incentives be used exclusively for the purchase of fruits and vegetables.
- ❖ Instruction and guidance on how to track expenses related to all FINI funds and allowable and unallowable expenses.
- ❖ That markets and incentive programs are to identify as a part of this project by either placing the Wholesome Wave logo on their websites or identifying as a “Member of the Wholesome Wave National Nutrition Incentive Program Network”.
- ❖ That data collection forms provided by Wholesome Wave are shared for those markets choosing to use the manual entry function of the FM Tracks system.
- ❖ Data collection and reporting requirements, including the minimum data set required.
- ❖ That data for the previous month is to be inputted by the 15th of the next month to meet reimbursement requirements from Wholesome Wave.
- ❖ That dates and announcements for all trainings and webinars are shared, encouraging maximum and, as necessary, required participation.
- ❖ Instructions on how to submit a post to the National Nutrition Incentive Network listserv by sending an email to wwincentivenetwork@googlegroups.com.
- ❖ Instructions on how to access the [online resource library](#) by logging in with your email address and default password, “wholesome”.

Overview of FINI and Wholesome Wave's FINI Project



FINI Grant Program Overview

The Food Insecurity Nutrition Incentive (FINI) Grant Program supports projects to increase the purchase of fruits and vegetables among low-income consumers participating in the Supplemental Nutrition Assistance Program (SNAP) by providing incentives at the point of purchase.

Wholesome Wave FINI Grant

Wholesome Wave received a **\$3.77** million grant from the USDA for the Food Insecurity Nutrition Incentive program. With the required matching funds from Wholesome Wave and partners, this represents a \$7.4 million commitment to improving affordable healthy food access for SNAP consumers. This three-year grant will support the **expansion of Wholesome Wave's national network** of nutrition incentive programs, which benefits **SNAP consumers, small & mid-sized farm businesses** and **local economies**. Wholesome Wave's grant will also fund the **first ever Randomized Control Trial evaluation** of nutrition incentives to test and evaluate the **effectiveness of different incentive levels** and non-monetary incentives on SNAP consumers' purchase and consumption of fruits and vegetables.

Wholesome Wave is taking a three-pronged approach to its FINI grant program:

1. **Increase affordable access of fruits and vegetables for SNAP consumers** in 17 states and D.C., by supporting 425 incentive programs at direct-to-consumer market venues, including farmers markets, CSAs and mobile markets.
 - a. Incentive programs at direct-to-consumer markets ensures a multi-prong win – increasing affordable access for SNAP consumers, driving additional resources into the business of local and regional farms, and keeping SNAP dollars local.
 - b. Increased participation by SNAP consumers in communities with limited food access will facilitate markets' financial sustainability and contribute to food security.
2. Conduct a Randomized Control Trial (RCT) study to **measure the impact of incentive program innovations on SNAP consumers' purchase and consumption** of fruits and vegetables.
 - a. A field-based, coordinated, multi-site randomized evaluation will be conducted at 52 farmers markets and 16 CSAs to evaluate and test the effectiveness of different incentive levels and non-monetary incentives.
 - b. This outcome evaluation will contribute to our understanding of how best to increase the purchase *and consumption* of fruits and vegetables (F&V) by SNAP shoppers, to inform future efforts.
3. **Increase capacity and program infrastructure of network partners** through Wholesome Wave's capacity building tools.
 - a. This will allow network members to direct their program budgets to incentives and help sustain their individual programs beyond this 3-year project.

Wholesome Wave's FINI Grant By the Numbers – Over 3 Years

- ❖ *Funding:* \$3.77 million from USDA
- ❖ *States:* 17 states & DC

- ❖ *SNAP Consumers impacted:* 110,000
- ❖ *Farmers Impacted:* 3,400

❖ *Community-based orgs:* 31

❖ *Total Incentive Programs:* 425 (177 new over the next 3 years)

Who's Involved

The following farmers markets, community-based organizations, city governments, food banks, health centers, Extension offices, and non-profits are direct subrecipients on the FINI project.

- Abita Springs Farmers Market
- Appalachian Sustainable Development
- Arcadia Food, Inc.
- City Green
- City of Alexandria Old Town Farmers Market
- City of Jersey City
- Community Food Works
- EAHEC
- Fair Food Philly
- Fairfax County Park Authority
- Farm Fresh Rhode Island
- Fondy Food Center
- Four Mile Run Farmers Market
- FRESHFARM Markets
- Friends of the Farmers Market (Blacksburg, VA)
- George Washington Regional Commission
- Heirloom Farmers Markets
- Kokua Kalihi Valley Comprehensive Family Services
- Local Environment Agriculture Project, Inc
- Maine Farmland Trust
- New Hampshire Food Bank
- No More Empty Pots
- Northeast Organic Farming Association of Vermont
- Old North St. Louis Restoration Group
- On The Ranch
- OSU Extension Cuyahoga County
- OSU Extension Hamilton County
- SID Public Services Association
- The Webb City Farmers Market Inc.
- Wholesome Wave Georgia
- Williamsburg Farmers Market

The University of Delaware is one of two evaluators on the project. They are responsible for the outcomes evaluation, also known as the Randomized Control Trial, in which 52 farmers markets and 16 CSAs will be participating. If you are not signed up yet, but interested in learning more about the RCT, contact katiemerritt@wholesomewave.org for more information.

Case Western Reserve University is the other evaluator on the project. They are responsible for the design and development of the FM Tracks data collection and reporting system being used in the FINI project. They are also responsible for the process evaluation.

FINI Project Objective 1: Program Operations



The first outcome of the FINI project is specific to Program Operations, and maps directly to your work. The exact wording from the project proposal is:

Outcome 1: Increase access and affordability of fruits and vegetables for SNAP recipients in 17 states and D.C., by establishing a minimum of 177 new incentive programs at direct-to-consumer market venues. In total, 425 direct market venues will report SNAP and incentive sales of at least \$4 million.

This section is intended to provide context and direction from USDA and Wholesome Wave that will help us meet this outcome. We recognize the need and value of having program operations be determined and tailored by the local implementing organization, therefore anything not specified in this section related to program operations is left to the digression of you and your subrecipient contact/organization. We have limited the amount of requirements and standardization to the following:

- ❖ FINI Incentive Dollars for Fruits and Vegetables Only
- ❖ FINI Funds: Policies and Procedures
- ❖ Data Collection and Reporting
- ❖ Communication Requirements

FINI Incentive Dollars for Fruits and Vegetables Only

FINI funds for direct nutrition incentive dollars may only be used on fruits and vegetables. To clarify, a customer may spend their SNAP dollars on any SNAP-eligible item on sale at your market, CSA, mobile market or farm stand, but the incentive must be limited to fruits and vegetables.

Your market may still use other, non-FINI funds to run an incentive program without these restrictions. You will simply need an additional currency for fruit and vegetable-only incentives.

Market Contact Pledge

Wholesome Wave must be able to demonstrate that FINI incentive funds were only used on fruits and vegetables. To do so, we are asking each subrecipient to ensure that you and your vendors are fully aware of these restrictions. This year, because the FINI project is launching after many markets are already running, we have developed a simplified system for ensuring that this important point is reaching individual markets and vendors, outlined below.

Here is what we suggest for Year 1:

- Market Contact Pledge:
 1. Subrecipient distributes a pledge to market contacts at every market that is a part of their FINI award.
 2. Market contacts communicate the FINI incentive restrictions to all vendors that will sell at the market throughout the season.
 3. The market contact signs the pledge, committing that they have explained the program parameters to all vendors and that they themselves are clear on the restrictions.
 4. Pledges are returned by the market contacts (scanned and sent electronically is sufficient) to their subrecipient contact.

This is one way that we propose to meet the FINI requirements. If you would like to suggest an alternate method to your subrecipient contact (e.g. all markets that you work with will be signing a contract that states that incentives are limited to fruits and vegetables only), we are happy to accommodate other viable options!

If you would like to explore an alternate option, please contact your subrecipient contact prior to July 1, 2015. If you are using the pledges method outlined above, they must all be signed and sent to your subrecipient contact by July 31, 2015.

FINI Funds: Policies and Procedures

Because FINI is a federal grant, Wholesome Wave and all subrecipients are held to very particular and comprehensive financial requirements. This section covers a number of topic areas that are most relevant to subrecipients but have been included so that you understand how subaward spending and reporting are to be handled in order to remain in compliance with USDA policies and procedures.

Budget

Subrecipients have already received their Year 1 budget. It is broken down by funds to be received from Wholesome Wave and those to which they have committed in match (which they have agreed to spend on incentive program work from their own funds). Your subrecipient contact will be in touch with you directly about your program budget and funding.

The budget line for Wholesome Wave's contribution to direct incentives cannot be modified, and in particular **any unexpended direct incentive funds cannot be repurposed**. If you find that your market's actual expenditures for incentives are significantly higher or lower than projected, bring this to your subrecipient contact's attention as it has direct impact on our outcome measures to USDA.

Financial Report Schedule

The following process will govern subrecipient payments:

- ❖ **20% advance:** Upon signing their contracts, subrecipients will receive an advance worth 20% of the entire contract for the year. (In other words, if the budget for Year 1 is \$5,000, they will receive 20%, or \$1,000, up front.)
- ❖ **Reimbursement through financial reporting:** Subrecipients will be responsible for reporting on all their expenditures, both those from Wholesome Wave and the subrecipient in-kind match contribution. Subrecipients may submit financial reports to Wholesome Wave bimonthly (every other month) for reimbursement of up to 80% of total budget for subaward period of performance. The first reimbursement request/financial report must document how they have spent the 20% advance, and then document any additional funds they have expended and for which they are requesting reimbursement.
- ❖ **Final 20% of grants will be withheld** until subrecipients have submitted any outstanding data and required reports at the end of the project period.

Upon receipt of a subrecipient's financial report, Wholesome Wave will verify that all financial and non-financial information requirements to date have been met and then process a check request. If all requirements have been met, the subrecipient organization should receive a check within 2 weeks of submission of the financial report.

How Subrecipients Will Track Expenses Related to the FINI Grant

All expenses associated with the FINI grant, including Wholesome Wave's contribution and subrecipients' in-kind match contributions, must be tracked, so that, if requested from USDA, we can demonstrate that the spending of all

these funds was in compliance with our awarded project and USDA rules. Expense reporting must be backed up through documentation such as:

- ❖ **Receipts** from purchases
- ❖ **Payroll receipts**
- ❖ **Vendor receipts or copies of checks to vendors** to demonstrate spending on nutrition incentives

While Subrecipients are not required by Wholesome Wave to submit copies of this documentation with their financial reports, you should be in touch with your subrecipient contact directly to understand what their financial reporting requirements are. If your subrecipient contact requires this documentation, you should share a copy of all receipts from FINI-related expenditures with him/her.

We do strongly recommend that subrecipients keep and store copies of all financial records associated with this grant for seven years; federal funders can request records for as much as seven years after funds are spent.

Budget Categories and Allowable and Unallowable Expenses

Within your subrecipient's budget, funds are divided into categories that correspond with federal grant categories. Your subrecipients' will communicate information on allowable and unallowable expenses to you and your participating markets, CSAs, mobile markets, and farm stands; we have included the list of unallowable costs below for your reference.

If you have any questions about allowable or unallowable costs, please reach out to your subrecipient contact.

Unallowable Costs:

The following expenses are not reimbursable through FINI funds:

- ❖ Materials for EBT program operations (e.g. EBT terminals, processing fees, SNAP tokens)
- ❖ Promotional items or memorabilia (e.g. market tote bags)
- ❖ Audit costs
- ❖ Alcoholic beverages
- ❖ Business meals (not associated with the provision of technical information)
- ❖ Entertainment or social activities for staff
- ❖ Equipment not *directly related* to FINI project operations
- ❖ Renovation or refurbishment of project spaces (including planning, repair, rehabilitation, acquisition or construction)
- ❖ Indirect costs and tuition remission

Communication Requirements

Network Member Identification

As participating markets in FINI, all subrecipients and markets have been automatically joined as members in Wholesome Wave's National Nutrition Incentive Network. It is as a network that we can collectively demonstrate that incentive programs work in communities across the country, and provide families and individuals receiving SNAP with the opportunity to choose to purchase local and healthy food.

We are thrilled to have such a mix of organizations, some of whom we have been working with for upwards of six years and others that are brand new to the network, all a part of this exciting and important project. You can find more on what it means to be a member of the network in section 2 where we discuss the community of practice.

Members identifying as a part of this community strengthen the network's visibility and credibility as a national effort dedicated to affordable, healthy, local food access. Therefore, we require that you use *at least* one of the following in your online (website, if applicable) and any print communications related to your nutrition incentive program:

- ❖ The Wholesome Wave logo (included in welcome packet attachments), and/or
- ❖ Identify as a member of "Wholesome Wave's National Nutrition Incentive Network"

If this poses any issues for your organization, please reach out to us and we can work together to come to a good solution. We do not expect you to re-print pre-existing materials to comply, but request that you include either option above on your nutrition incentive program materials going forward.

Photos, Quotes and Testimonials

Subrecipients must share a designated number of photos, quotes, stories, videos and/or testimonials of incentive programs it is working with through FINI with Wholesome Wave:

- ❖ Subrecipients working with 10 markets or less must submit a minimum of 5 photos, stories, videos or testimonials by the end of the period of performance.
- ❖ Subrecipients working with 11 or more markets must submit a minimum of 6 photos, stories, videos or testimonials by the end of the period of performance.

As a market participating in this program, we ask that you help collect these photos, quotes and testimonials throughout the season and send them to your subrecipient to meet this requirement. These photos will be used in materials and grant reports, and credit will always be given to your market or photographer (whichever you prefer).

Subrecipients must also provide media releases to be used with any photo, quote, story, video or testimonial submissions, or demonstrate that appropriate signage was visible at the market where the photo was taken. The latter provides a solution for busier markets where it may not be possible to obtain a photo release from all customers whose faces appear in photos. The following is suggested language to notify market attendees that their photo or video may be taken:

Your presence on site allows (subrecipient or market name) and its affiliates to use your likeness for its publications and marketing purposes. Please inform staff of any problems this presents.

Data Collection and Reporting Requirements

Data is the primary way we can measure impact of programs across the country, at the local, state and national level. It is extremely important to make sure that you stay on top of data reporting for the market or markets that you represent.

All data for a particular month must be submitted by the 15th of the next month. Release of funds is contingent upon data being up-to-date through the period that the reimbursement is being requested. For example, all data for the month of July will need to be entered by August 15th. If a subrecipient submits a financial report for reimbursement for funds expended between June 15-July 15th, they must first check that all data through July 15th has been submitted.

FM Tracks Mobile App and Manual Entry Function on Website

For those using the FM Tracks mobile app¹ on-site on an iPad or other iOS device, data reporting is automatic, as data collected at the market is uploaded to the FM Tracks database when the app connects to a wifi signal. The other option is for you to collect data on-site via pen-and-paper and then manually input into the FM Tracks website off-site.

¹ For an overview of FM Tracks, please turn to Section 3.

As a market contact you will want to stay on top of your data entry so as to not hold up reimbursements.

Any market not participating in the RCT² has the option to use either the FM Tracks app or the manual entry function on the FM Tracks website to report the following minimum data set outlined below. If your market chooses to use the manual entry function, you must use the standardized report form provided by WW, or provide an alternative to your subrecipient contact or WW for review to make sure that it tracks the minimum required data set. Those using manual entry are recommended to maintain their report forms even after data is entered onto the FM Tracks website in case data needs to be verified or discrepancies resolved.

Subrecipients are responsible for ensuring that participating markets report all data required by WW and USDA as part of the FINI project. Subrecipients are also responsible for ensuring that markets are trained and able to use the appropriate data reporting systems.

WW will provide webinar trainings on the FM Tracks systems to which you and any one at your market who may end up using the system are strongly encouraged to attend. We will be in touch directly with dates and registration information for those webinars.

Minimum Data Set

FM Tracks is a powerful data collection and reporting tool that enables customer, transaction, market, and network-level tracking of healthy food incentive programs. For the majority of markets (minimum requirements vary for markets participating in the RCT), the following is the minimum data set required for collection and reporting.

However, we encourage markets to take advantage of the greater functionality of FM Tracks as it has been designed to provide significant value to markets and networks of markets, and is being provided free of charge to all markets participating in the FINI project. If you have questions on how to access the greater functions of the FM Tracks system, please be in touch with WW directly so that we can provide technical assistance as needed – we’d love to help!

For each day of operation:

Farmers Markets (market day):	CSAs (for each share pickup site):	Mobile Markets (for each mobile market stop):
<ul style="list-style-type: none"> • Number of new customers (asked with the question "Have you ever shopped with your EBT card at <u>this</u> market?") • Number of transactions • Amount (\$) of SNAP tokens distributed • Amount (\$) of fruit & vegetable incentive tokens distributed (FINI incentives) • Amount (\$) of other incentive tokens distributed (if you use other, non-FINI funds for incentives not limited to fruits and vegetables) • Total amount (\$) of SNAP tokens redeemed • Total amount (\$) of fruit & vegetable 	<ul style="list-style-type: none"> • Number of new customers (asked with the question "Have you ever used your EBT card to participate in this CSA before today?") • Total number of transactions • Total purchase amount (\$) by purchase type (SNAP, WIC, cash, etc.) • Amount (\$) of incentive dollars spent • How many total farmers/producers contributed to the CSA's shares today? • How many of the farmers/producers contributed fruits and vegetables to the CSA's shares today? • Estimate of the dollar amount of fruit and vegetable incentives for all 	<ul style="list-style-type: none"> • Number of new customers (asked with the question "Have you ever shopped with your EBT card at <u>this</u> mobile market before today?") • Total number of SNAP transactions • Total SNAP purchase amount (\$) • Amount (\$) of fruit and vegetable incentive transactions • Amount (\$) of other incentive tokens distributed (if you use other, non-FINI funds for incentives not limited to fruits and vegetables) • How many total farmers/producers contributed to the mobile market's offerings today? • How many of the farmers/producers

² RCT markets are required to use the FM Tracks mobile app on-site.

<p>incentive tokens redeemed (FINI incentives)</p> <ul style="list-style-type: none"> • Total amount (\$) of other incentive tokens redeemed (if you use other, non-FINI funds for incentives not limited to fruits and vegetables) • How many total producer/vendors were selling at this market? • How many of the producers/vendors were selling fruits and vegetables at this market? • How many of the producers/vendors were eligible to accept SNAP at this market? 	<p>CSA incentivized shares</p>	<p>contributed fruits and vegetables to the mobile market's offerings today?</p>
--	--------------------------------	--

For the season:

Farmers Markets:	CSAs:	Mobile Markets:
<ul style="list-style-type: none"> • List of vendors and brief description of typical products sold for each • Total amount (\$) SNAP tokens redeemed by vendor • Total amount (\$) F&V incentive tokens redeemed by vendor • Total amount (\$) other incentive tokens redeemed by vendor (if you use other, non-FINI funds for incentives not limited to fruits and vegetables) 	<ul style="list-style-type: none"> • List of contributing farmers/producers and brief description of typical products contributed by each • Total amount (\$) SNAP redeemed at each share pickup site • Estimated total amount (\$) fruit and vegetable incentives for all CSA incentivized shares • Estimated total amount (\$) "other" incentives for all CSA incentivized shares (if you use other, non-FINI funds to incentivize non-fruit and vegetable portion of shares) 	<ul style="list-style-type: none"> • List of contributing farmers/producers and brief description of typical products contributed by each • Total amount (\$) SNAP redeemed for each mobile market • Estimated total amount (\$) fruit and vegetable incentives for each mobile market • Estimated total amount (\$) "other" incentives for all mobile market incentives (if you use other, non-FINI funds for incentives not limited to fruits and vegetables)

FINI Project Objective 2: Technical Assistance and Capacity Building



The second outcome of the FINI project is specific to Technical Assistance and Capacity Building that is being provided by Wholesome Wave and the national network. The exact wording from the project proposal is:

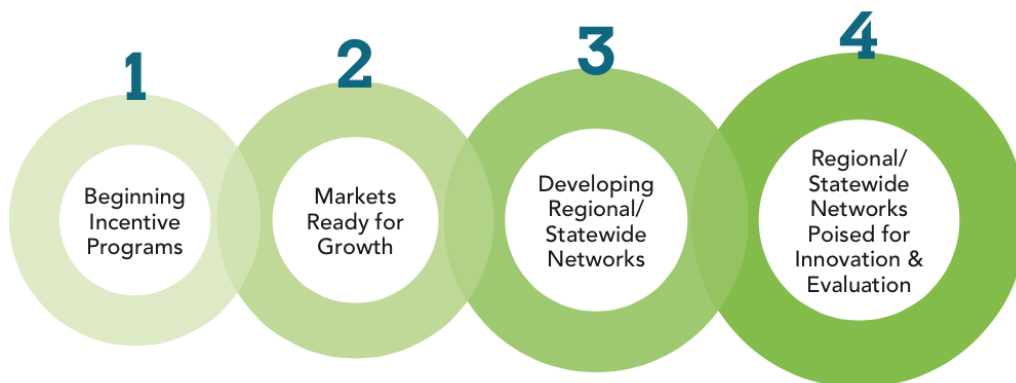
Outcome 2: Through WW's capacity building tools and Peer-to-Peer (P2P) model, 70% of network partners will report increasing their capacity and program infrastructure to increase their share of incentive program budgets to direct incentives and sustain programs beyond this 3-year project.

This section is intended to explain what Wholesome Wave has committed to as part of this project, and how we plan to meet this outcome. It should also make clear what expectations and additional support subrecipients and the markets they work with (i.e. you!) will receive by participating in this project, beyond funds for program operations. The section includes the following:

- ❖ Theory of Ladder for Growth
- ❖ Upcoming Trainings
- ❖ Site Visits
- ❖ Community of Practice
- ❖ Stage 3 Marketing and Outreach Support

Theory of Ladder for Growth

Through the FINI project, each subrecipient and participating market will be provided with technical assistance corresponding with your stage of incentive program development within the **Ladder for Growth** (see image below). The technical assistance that WW will provide is designed to build the capacity of each subrecipient's organization and markets to help you move "up the ladder," to implement increasingly more impactful and efficient incentive programs.



Ladder for Growth: 4 Stages of Incentive Program Development

For **Stage 1**, beginning incentive programs, technical assistance will be designed to support you in successfully getting your program off the ground, covering the nuts and bolts of program logistics, including establishing financial controls, managing alternative currency systems, training vendors and collecting and reporting data.

Stage 2 markets are ready to grow, either through increasing participation or expanding their reach geographically. At this stage, WW technical assistance is focused on outreach and marketing strategies and engaging local stakeholders and other nearby markets to explore opportunities for program growth within your region.

At **Stage 3**, we will be working with states that are at a juncture in program development where more experienced program operators are ready to begin thinking about establishing a network to sustainably expand programming, leverage greater resources, and coordinate to build the visibility of nutrition incentive programs within their region.

In some states, we will be beginning this process of network development through a statewide assessment and stakeholder interviews. For others, who have already completed that first stage before the FINI application, the focus will be on establishing network processes for growth, tracking statewide impact, and building out marketing and outreach campaigns.

Stage 3 states in the FINI project are Maine, New Hampshire, Ohio, Virginia and New Jersey. If you are a market in one of these states you will likely be contacted directly by WW for an interview and participation in developing a statewide program.

Stage 4 regional or statewide networks are well established and able to engage with WW in more rigorous evaluation, test innovations, and regularly contribute best practices to the national network's community of practice. These statewide programs are required to have some of their markets participate in the RCT.

Stage 4 states in the FINI project are Rhode Island, Vermont and Georgia.

Your subrecipient organization's Wholesome Wave program manager will help tailor the trainings and tools you and your market(s) receive to the correct level.

For all stages, technical assistance will come in a number of forms ranging from the dissemination of tools, toolkits, and webinars, to more customized trainings, workshops and stakeholder meetings to be held in-person. WW staff is also visiting each subrecipient and will do our best to visit your market.

Upcoming Trainings

FM Tracks Training

To begin the season, we will be hosting multiple sessions of the FM Tracks Training Webinar. Each session will include the same content, but will be held live so you can ask questions and receive answers on the spot. Every participating market should plan on attending the FM Tracks webinar. Dates, times and registration information for these webinars will be sent by follow-up email shortly.

For those unable to make any of the live training dates offered, we will post copies of the webinars and slide shows to the online resource library (see instructions for accessing below). Your subrecipient contact should make sure you can access the recorded webinars and slide shows to ensure you are fully trained on the FM Tracks system and if you have any questions, are able to get them answered prior to starting to use the system. Registration for these webinars will be sent by follow-up email.

Stage 1 Training

We strongly recommend that any farmers markets offering a nutrition incentive program for the first time attend the "Incentive Programs 101" training webinar on June 25th from 1 - 2:30pm EST. This webinar will also be recorded and available on our online resource library for later viewing.

RCT Training

Finally, we will be holding a detailed training webinar and orientation for markets participating in the Randomized Controlled Trial (RCT) in advance of the July 15th launch date. Those of you who are participating will receive a special invitation to that event.

Watch your inbox in the next week or so for invitations and registration links to these trainings and please save the dates in your calendars.

Additional Trainings

Trainings for CSA's, Stage 2 markets, and marketing and outreach will be scheduled throughout the year to maximize participation during the off-season. Stay tuned for announcements and invitations.

Site Visits

WW staff will be organizing visits to each subrecipient's city, region or state (in the case of statewide networks). These site visits will be one of the primary mechanisms by which Wholesome Wave will work with subrecipients and your market(s) to deliver trainings and technical assistance, and will provide the opportunity for us to answer questions, work through challenges associated with program operations, data reporting, invoicing, etc. and meet with local stakeholders together to build support and engagement.

Please be in touch directly with steven@wholesomewave.org if you are interested in meeting WW staff and having them visit your market.

Community of Practice

The Wholesome Wave community of practice is a core piece of the network. It includes five platforms for engagement through which network members interact, share ideas, resources and solutions, and build the body of knowledge about nutrition incentive programs.

- ❖ **Conference:** A network highlight, this yearly conference serves as a venue for members to network with one another, receive trainings, learn about cutting-edge innovations, and engage with funders, policymakers, researchers in the field of nutrition incentives and food policy.

The conference will be held in January 2016 in Atlanta, GA. We hope that many of you will be able to attend this exciting event! WW hopes to be able to offer stipends to help defray travel costs for network members. More on this will come soon!

- ❖ **Listserv:** A forum for open communication among members to ask questions, share experiences and best practices, and contribute to a searchable database of knowledge. We encourage all sorts of postings; please do not feel limited to just incentive program topics.

We encourage the following types of content to be posted to the listserv:

- Fact sheets or reports put out by your market(s) or organization;
- Examples of outreach and promotional materials you are using to advertise your incentive program;

- Press or stories about your organization, market(s) or incentive program;
- Interesting articles, research or postings you think others in the network might be interested in; and, of course,
- Any questions you have to which you think other network members might have insights or answers.

All subrecipients and market contacts are currently signed up for the listserv. If using a Google email account, you can access the Google group where the listserv is housed by going to “groups” and selecting “Wholesome Wave Network Member.” There, you can access the archive of postings and submit your own posts. You can also submit a post to the listserv by sending an email to wwincentivenetwork@googlegroups.com.

- ❖ **Newsletter:** We will send out a monthly overview of significant program, policy, funding and research updates, as well as relevant innovations and opportunities in the field.

If you have photos, exciting updates or wish to share research, policy or best practices with the rest of the network through the newsletter, please send content to your subrecipient contact or directly to Eva@wholesomewave.org.

- ❖ **Webinars:** In addition to the training webinars mentioned above, we will offer a series of quarterly webinars focused on topical themes pertinent to the work of practitioners including marketing and outreach, EBT technology updates, cutting-edge research, fundraising and more.

For an overview of upcoming webinars related to the FINI project, take a look at the previous section, *Upcoming Trainings*.

- ❖ **Resource Library:** An online library containing a wealth of information, tools, templates, and case studies focused within 5 key areas: program implementation, data collection & evaluation, communications, fundraising and policy & advocacy.

To access the resource library, click [here](#)³. All subrecipients and market contacts have been registered. To log in, your username is your email address and default password is “wholesome.” Once you have logged in for the first time, you may change your password. If you have any difficulty accessing the resource library, please let your WW contact know.

Stage 3 Marketing and Outreach Support

As part of the work with the five Stage 3 states where we are working with local stakeholders to build statewide programs, we have raised funds through this project to develop a statewide brand and outreach toolkit for each state. We will support this work by engaging a professional design firm who has worked on similar efforts. The firm will assist with developing a set of “plug and play” outreach material templates to be tailored to local programs while providing statewide consistency. Products will likely include flyers, mailers, posters, and other materials identified in collaboration with the statewide network.

WW program managers will be in communication directly with subrecipients and markets on specifics and timing related to this element of the FINI project.

³ <http://www.wholesomewave.org/our-initiatives/nationalnutritionincentivenetwork/resourcelibrary/>

FINI Project Objective 3: Research and Evaluation



The third outcome of the FINI project is specific to Research and Evaluation being conducted by the University of Delaware and Case Western Reserve University. The exact wording from the project proposal is:

Outcome 3: Using a Randomized Controlled Trial (RCT) research design, measure the impact of selected incentive program innovations on SNAP consumers' purchase and consumption of fruits and vegetables.

Given the size of the Wholesome Wave FINI project, there are four types of activities related to evaluation: program data and grant reporting, process evaluation, outcomes evaluation, and the independent USDA evaluation. This section is intended to explain what Wholesome Wave has committed to as part of this project, and provide as much information as we have about the independent USDA evaluation. It should also make clear what subrecipients and the markets they work with, like yours, can expect to be involved with as part of this project. The section includes the following:

- ❖ Program Data Reporting and Grant Reporting
- ❖ Process Evaluation
- ❖ Outcomes Evaluation: Randomized Controlled Trial (RCT)
- ❖ USDA External Evaluation

Program Data and Grant Reporting

Please refer to *Data Requirements* in Section 1 for a comprehensive list of minimum data points required and reporting procedures for markets participating in FINI.

FM Tracks for Program Data Reporting

FM Tracks is the system that markets will use to collect and report the minimum data set. The iOS application and web-based portal enables you to collect, manage, and evaluate information about your farmers market, farm stand, CSA or mobile market.

- ❖ Save Time. Market information can be directly entered into one place.
- ❖ Save Money. Reduce staff time spent on recording and processing information.
- ❖ Improve your market. Use customer information to recruit new customers, increase vendor sales, and make changes to your market.
- ❖ Show impact. Create automatic reports about your market for public use.

Key Features

FM Track includes an iOS application and website that work together for easy reporting and accessing of data.

- ❖ Users: Designed for market contacts operating one or more markets and for nutrition incentive network managers organizing programming locally, regionally, or across states.
- ❖ Central System for Recording Information: Provides a central portal for sales transactions, recording information about customers, the market, and nutrition incentives.

- ❖ Transaction Accounting: Designed to track transaction data, specifically for SNAP/EBT and other federal nutrition benefit programs, as well as credit/debit and cash. Designed to make distribution and redemption of funds associated with nutrition incentive programs easy and straightforward.
- ❖ Customer Level Data Collection: With the ability to assign unique customer IDs, collect zip code information, and ask how customers heard about the market, market contacts can now tailor their programming and outreach activities to attract more customers.
- ❖ State-of-the-Art Methods for Evaluation: Includes metrics used and approved by the USDA, Farmers Market Coalition, and the US Census to enable comparisons to other data sets.
- ❖ Real-Time Access to Reporting: Data dashboard provides quick look at market trends and reporting features allowing for more careful examination of impact.
- ❖ It is not a system for transacting and transferring money.

FM Tracks Mobile App

Running on any iOS device (iPad, iPad mini, iPhone), the mobile app is used to collect at-market or on-site information. This includes:

- ❖ Sales data (eg. amount of SNAP and incentives distributed, amount of SNAP and incentives redeemed with vendors)
- ❖ Customer data (eg. unique customer IDs, zip code, how did they hear about the market or CSA)
- ❖ Market or CSA day information (eg. weather, number of vendors, any special events)
- ❖ Health, economic and community impacts of the site (eg. do customers report increasing their consumption of fruits and vegetables because they are shopping there, do they find the market or CSA site welcoming, do they plan to spend additional money in the neighborhood).

The mobile app replaces the traditional pen-and-paper method of on-site data collection, reducing error and saving time for the individual gathering data at your market. Data can be entered into the mobile app without a connection to the Internet.

FM Tracks Website

The website is used to register your site or networks of sites. It provides the management and viewing of all data entered via the mobile app, reporting and exporting functions, the ability to add new sites, and the selection of questions to be asked on-site. You can also develop your own questions and request they be added to the system.

Finally, the website has a manual entry function to allow data collected via pen-and-paper on-site to be input off-site. With this function, even if your market(s) does not have access to an iOS device, FM Tracks can be still be used.

Grant Reporting

All subrecipients must complete an end of season survey that Wholesome Wave and evaluators will use to assess how subrecipient and individual site capacity to administer nutrition incentive programs has changed over the course of the year. The surveys represent an important component of Wholesome Wave's grant reporting and process evaluation, and will be used by the team at Case Western Reserve University to track and assess the effectiveness of project implementation.

While we encourage network members to share innovations, successes and challenges regularly either through the listserv or directly with the WW team, the annual survey provides a more formal opportunity for subrecipients to do so. These surveys are also a tool enabling WW to best represent the network at the national level. It is through the results and anecdotes provided that we are better able to understand and depict the field of nutrition incentive programs nationally.

If you are interested in sharing innovations or best practices, challenges or successes you experienced in the first season of the FINI project, please send them to your subrecipient contact to share in the end of

season survey. You can also post it directly to the listserve or share with WW staff directly for inclusion in the newsletter.

Process Evaluation

All three levels of FINI awards (pilot projects, FINI projects and large-scale FINI projects) require a process evaluation. Case Western Reserve University will be leading the process evaluation for our large-scale FINI project. The process evaluation will be a case study analysis that employs mixed methods including analysis of FM Tracks data and interviews with market staff. We will randomly select cases in categories such as small vs. large markets, urban vs. rural markets, etc. In all, a total of 24 cases will be selected (12/year) over two years.

All market managers from the selected cases will be invited to complete a one hour in person interview to better understand market and customer level factors influencing healthy food incentive utilization. The in-depth interview will be conducted with one market manager per selected site. The interviews will be conducted by Dr. Darcy Freedman and/or members of her research team and will be conducted as part of the Wholesome Wave national meeting. The interviews will be scheduled at a time that is convenient for the participants and at a private location. The interviews will be tape-recorded for transcription. The interview guide will include questions focused on the farmers' market history, mission, and strengths and challenges; the healthy food incentive program(s) history, rationale, strengths and challenges; and interpretations of healthy food incentive trends based on reports produced by Dr. Freedman and her team.

Outcomes Evaluation: Randomized Controlled Trial (RCT)

As a large-scale FINI project, we are required to conduct an outcomes evaluation in addition to a process evaluation. By now, most of you have heard about the randomized controlled trial (RCT). If you have signed up to participate, thank you! Other sites, please be aware that it is possible that you will be called upon to participate in the RCT regardless of whether of not you have volunteered. This is a required component of the FINI project and we must reach the target number of sites and participants in order for the evaluation to be successful.

Background

To date, nutrition incentive programs have seen minimal evaluation in the field. The rigorous testing of incentive programs provided through direct-to-consumer markets (e.g. farmers markets) will contribute to knowledge on how best to increase the purchase and consumption of fruits and vegetables by SNAP participants at direct markets. Wholesome Wave will conduct a rigorous, multi-site Randomized Controlled Trial (RCT) which will assess the fruit and vegetable purchase *and consumption* of participating SNAP consumers to better understand relative impacts, costs, and outcomes across different individual and community characteristics, providing information on the potential impact that SNAP-based incentives offered at direct markets can have on dietary habits. This project will substantially increase peer-reviewed, journal-quality evidence of the impact, cost and outcomes of nutrition incentive programs at direct markets.

Research Objectives

WW proposes to conduct a field-based, coordinated, multi-site randomized experiment at 52 farmers markets, and collect non-randomized consumption data at 16 CSAs to test the effectiveness of several monetary and non-monetary incentive program innovations. This outcome evaluation will provide crucial evidence on how best to increase SNAP shoppers' purchase *and consumption* of fruits and vegetables (F&V). The proposed evaluation will investigate:

1. If different incentive levels result in different F&V purchase and consumption levels;

2. If incentives that restrict purchasing to F&V, vs. incentives for all SNAP-eligible products, result in different behavioral changes;
3. Comparative outcomes of monetary and non-monetary incentives;
4. The extent to which natural variation in site characteristics and management explain differences in incentive redemption rates and/or F&V purchasing and consumption.

RCT at Farmers Markets: RCT Lottery to Randomize Evaluation Participation

Adding on a lottery will minimize evaluation burden on program operators, as it will not require modification of the overall program. Participating program operators will ask SNAP shoppers to participate in a lottery drawing for additional monetary and nonmonetary incentives. Ten lottery rounds are proposed at each site. While participation will vary by site, we estimate an average of 45 participants, per round, per site. We expect 23,400 participants (including repeats) to complete dietary surveys, with 75% expected to redeem randomly awarded incentives. To adjust for regional, seasonal, demographic, and program variation, sites will include both WW partners and other FINI applicants.

Participating SNAP shoppers will be told that sharing of consumption data is a condition of participation. Incentives will be awarded after completing a dietary recall survey online (mobile enabled format) or by phone in Spanish and English.

Participating Farmers Market RCT Activities

Participating farmers market program operators will receive training and outreach materials from WW so that they can properly implement the lottery at their market(s). The activities requested of the market managers/program operators and participating SNAP consumers are listed below:

Market Manager

- ❖ Receive Market(s) Manager Evaluation Packet (includes lottery tickets)
- ❖ Participate in Market Manager/Staff Evaluation Webinar
 - Existing incentive programs undertake no changes to programming due to the evaluation (e.g. incentive levels stay the same at existing programs)
 - New programs are asked to begin with less than 1:1 incentive levels, which can be stepped up later
 - Interventions focus on the individual
- ❖ Invite SNAP participants to complete an entry card for the lottery to increase their voucher value
 - Market collects and holds entry card for once weekly mailing to University of Delaware
 - Mail entries back every week in stamped envelopes provided
- ❖ Receive and print email from University of Delaware identifying lottery “winners”
 - Print out list of names for folks who won the lottery and check off who redeems at market.
- ❖ Report basic market characteristics via FM Tracks or market website (# vendors, sales, season (# weeks), voucher distribution mechanism, educational activities)
- ❖ Distribute educational materials
- ❖ Run lottery at market for 5 lottery rounds (5 months), over two market seasons

Market Shopper

- ❖ Invited to complete lottery card at market by Market Manager at point and time of EBT transaction
- ❖ Sent follow up email and text to enter to win increased voucher by University of Delaware
- ❖ Complete online survey with no more than 15 question about diet, shopping behaviors
- ❖ Receive notice from University of Delaware of how much more was won with increased voucher
- ❖ Redeem voucher at market next time they shop

- ❖ Receive opportunity to participate again in lottery

Outcomes Evaluation at CSAs

CSAs represent an essential component of the evaluation. Because the CSA transaction structure and shopping behaviors are different from farmers markets, we will be using a different evaluation approach.

For CSAs, incentive levels (i.e. subsidies) will not be changed. Rather, we will attempt to observe differences in incentive level impacts through the existing variations implemented by CSAs. Participation in the evaluation will not be randomized at CSAs, meaning that all participating SNAP consumers compose the target survey population. Non-SNAP CSA shoppers will also be surveyed. This minimizes the chance of a SNAP participant being identified by other members. Also, this provides a first of its kind comparison between SNAP and non-SNAP CSA shoppers.

Depending on the CSA characteristics participant surveys will be completed either through a paper survey or online and are available in both English and Spanish. Each participant would complete a survey no more than three times per season, likely toward the middle or end of the season. We plan to incentivize survey completion, but have not decided on the best way to do this yet. One option is offering a free Wholesome Wave market bag, which we would ship to you for distribution.

We are looking for input on the best way to survey SNAP participants at your site because we don't want to obviously identify a SNAP participant from non-SNAP recipients. We could: 1) ask for contact information for only SNAP recipients (e.g. email, phone), 2) put flyers in only SNAP recipient pickup "boxes", 3) provide flyers to all CSA shoppers, or 4) other ideas. For each approach we will need to know the total number of people reached by the survey so we can estimate the survey completion rate, necessary for survey results to be valid. Methods used in Project Year 1 may be different in Project Year 2, with CSA methods being piloted first before wider survey roll-out.

The CSA will need to collect some individual, and site-level, data on SNAP expenditure, incentive use, frequency at which a SNAP customer came to the CSA for pick-up (if you can track this), etc. Data entry will occur at transaction and will not require internet access through either a digital or manual entry form for FM Tracks. CSAs are not required to have an iPad for participation in the evaluation.

Participating CSA Outcomes Evaluation Activities

CSA Manager/Farmer

- ❖ Participate in a CSA Evaluation Informational/Consultation Seminar
 - Answer questions on evaluation at CSAs
 - Researchers get ideas how best to implement evaluation at your site(s)
- ❖ Receive CSA Evaluation Packet
- ❖ Participate in Manager/Staff Evaluation Webinar
 - All sites participate – no "control sites"
 - Existing incentive programs: no changes to programming due to the evaluation (e.g. incentive levels stay the same at existing programs)
 - Interventions focus on the *individual* and change in food consumption
- ❖ Identify SNAP participants to complete survey (Note: method not identified yet; looking for input from CSAs)
- ❖ CSA manager receives notice from University of Delaware of who completed survey and provides/sends their "reward" for survey completion. Method for handing out rewards will vary by site characteristics such as unmanned pick-up sites.

CSA Member (SNAP or non-SNAP user)

- ❖ CSA member completes paper or online survey about diet, shopping behaviors
- ❖ CSA member receives non-monetary incentive for survey completion (yet to be determined)

USDA External Evaluation

The USDA's National Institute of Food and Agriculture (NIFA) will be conducting their own evaluation of funded projects. Wholesome Wave will be required to support the evaluators in their evaluation. It is unclear at the moment what this will entail, but subrecipients and markets may also be required to participate in some capacity.