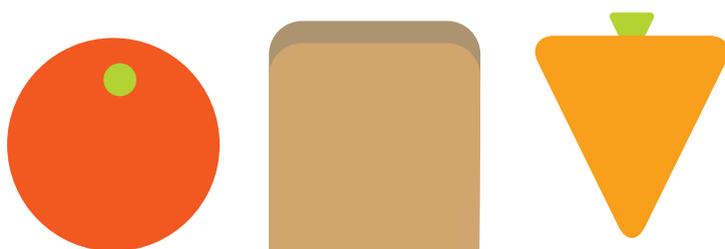


GOOD

FOOD



HERE

EAT RIGHT OHIO

Coordinator Guide

Acknowledgments

This toolkit was developed by the Ohio Department of Health's Creating Healthy Communities program in collaboration with Better World Advertising.

Portions of this guide were adapted from the University of Missouri Extension's Stock Healthy, Shop Healthy program, the Minneapolis Healthy Corner Store Program, and the United Way of Central Ohio's Fresh Foods Here Program. A special thanks to the Ohio Healthy Food Retail Working Group for their contributions.

Thank you to ChangeLab Solutions for the contribution of their Tracking Healthy Food Sales infographic in this resource.

Publication Date: September 2016



What is Your Role?

Implementing a healthy food retail project is a large task; one that requires planning, coordination and patience. As a *Good Food Here* coordinator, you can use this guide to provide technical assistance and resources to help store owners sell healthy foods. By increasing access to healthy foods in your community, you are assisting in reducing food insecurity, preventing and reducing chronic disease, and improving the overall health of the community.



Use This Guide as a Tool to:

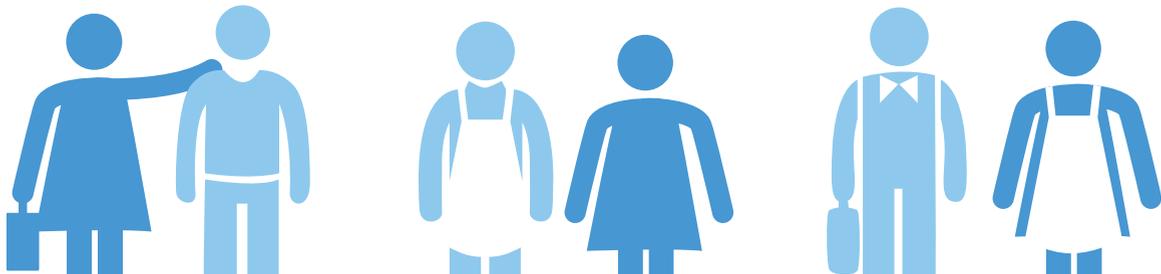
- Learn how to engage stakeholders [page 2](#)
- Identify a small retail store to work with [page 4](#)
- Plan for store visits [page 6](#)
- Make infrastructure changes in stores [page 10](#)
- Build community demand for healthy foods [page 12](#)
- Provide technical assistance [page 14](#)
- Evaluate effectiveness and success [page 15](#)
- Learn about effective healthy food retail models in Ohio [page 16](#)



Stakeholder Engagement

Before embarking on a healthy food retail initiative, it is important to have support from other stakeholders such as nonprofits, food advocates, schools, volunteers, community-based organizations and youth groups. These groups can help you recruit new stores and promote stores that have begun to sell healthy food items. In addition, stakeholders can increase sustainability and bring additional respect to your initiative. Before starting, ask yourself these questions:

- Who is interested in the issue and wants to actively help reach the initiative's goals?
- Who are your community champions?
- Who are potential critics of the initiative?
- Who is already working on this issue?
- Whose voices are underrepresented or missing?
- Who can build buy-in and support?
- Who would bring creative energy to the process?



Potential Stakeholders

Community Health Clinics or FQHCs
Community Recreation Centers
YMCAs, YWCAs
WIC Clinics
Libraries
Farmers' Markets
Senior Citizen Groups
Hunger Advocates
Community Business Owners

Community Garden Volunteers
Faith-Based Organizations
Economic Development Agencies
Nonprofit Organizations
Youth Organizations
Technical or Culinary Schools
Universities
Media Outlets



Working with Stakeholders

Every coalition is unique and each member has his or her own goals, ideas and perspectives. To ensure your healthy food retail initiative gets started on the right foot, take time to define the group's shared vision for the project. This shared vision will guide members as they work with small food retail owners, seek funding from a large foundation, work with teens or educate local elected officials.

Help ensure success by keeping the following ideas in mind:

Educate coalition members on the issues. Every member needs to have a clear understanding of the food access issues in your area. Educate the coalition on the problem and its effects. Having a clear understanding of the issues will make developing the coalition's vision and action plan much easier.



Visit **Map the Meal Gap** to find county level data on food insecurity rates to help educate coalition members on the food access issues in your area.

<http://map.feedingamerica.org/county/2014/overall>

Engage youth and youth-serving organizations. Youth have a stake in any healthy retail initiative because often they are one of the biggest consumer groups at small food retailers. Consider inviting youth from nearby high schools, local organizations, youth sports teams and faith-based communities to join your coalition.

Identifying a Store



When identifying a store to work with, consider these main factors that will help jump start your initiative:

Store reputation. It's important to work with stores that have the potential to be good community resources. The following questions can help you identify stores with the most potential and avoid stores with significant issues that may not be evident during your initial visits.

- Ask community members and coalition members about potential stores. Do they shop there? Do they know others who do? What are their experiences like?
- What is the community's overall perception of the store?
- Does the store have the appropriate license from the local health department to sell fresh produce? Is the store in good standing with the health department?
- Is the store compliant with the Women, Infants, and Children (WIC) and/or Supplemental Nutrition Assistance Program (SNAP)?



Store location and access. In order to attract a variety of new and existing customers, consider working with stores in accessible neighborhoods with adequate sidewalks and that are in close proximity to mass transit routes, schools and community centers. Avoid stores within walking distance to a full-service grocery store or other stores that sell a large supply of healthy foods.



Current or intended customer base. Does the store market to a specific ethnic group in the community and stock culturally appropriate products? Are youth a targeted customer base? The answers to these questions will determine what type of suppliers will be needed to stock healthy foods that will be most likely to sell.



Store owner interest. Make sure to have several conversations with the store owner about his or her willingness to stock a required amount of healthy foods, track and share information such as sales data and invoices, and promote healthy food items.



Store infrastructure. During your first visits to the store, identify areas in the store where healthy food items can be stocked. Can shelving or signage be moved around to accommodate a produce stand or cooler? Does the store have a deli so that produce can be repurposed into smoothies, salads or other grab-and-go items? The overall condition and cleanliness of the store are also important factors in attracting new customers and maintaining current customers.



Business practice. While all stores have varying capacities to participate, it is important to work with a store that has sound business practices to support your work. Ask questions and observe information that will help you understand how they run their business.

- Who is responsible for stocking merchandise?
- Are food items in good condition and clearly priced?
- Is the store open consistent hours?
- Do customers appear to have a positive experience when they visit the store?
- Does the store appear organized and well-kept?

Payment options. Choose stores that already accept payment from nutrition programs such as WIC and SNAP. Stores that accept WIC and SNAP will most likely already stock some fresh and/or healthy items to be compliant with program regulations and it may be easier to explain how they can benefit from further expanding their healthy inventory. These stores may already have an established distribution system for produce and other healthy food items. This will help you to better reach your target audience. Marketing the store's ability to accept SNAP and/or WIC is also a great way to help store owners increase their sales of healthy foods.

For more information, visit:

- WIC: <http://www.odh.ohio.gov/odhprograms/ns/wicn/wicvendor/contract.aspx>
- SNAP: <http://www.fns.usda.gov/snap/retailers-0>



Check out Community Commons (www.communitycommons.org) to map areas in your community with limited access to healthy foods. Create maps using data on communities, health, food, environmental issues and economic development.



Getting Started

Having several conversations with the store owner before beginning your healthy food retail initiative will help you understand the customer base, food items sold, challenges to selling healthy foods, how food items are sourced and the store owner's overall willingness to participate in the *Good Food Here* initiative. Use this section to plan ahead for how much information to gather at each visit. Please note that you may require more store visits than listed on the following pages depending on the store owner's time and willingness to participate.

Store Visit #1

Tell the owner why you are there. Explain that many people in the community travel long distances to shop at a full-service grocery store and that having healthier foods available in the community would benefit everyone. Residents could have access to healthier foods nearby and store owners could improve their business and increase sales.

Explain the important role the owner can play in increasing access to healthy foods by making small changes to the store's inventory, such as selling more fresh, frozen or canned fruits and vegetables, whole grains, or low-fat dairy products.

Take time to explain how the store can benefit from selling healthy food to customers. While a community-focused mission will be compelling to some store owners, many will need information about the potential benefits and how participation will affect their business before they will be interested in working with you. Being the only store in a neighborhood that sells fresh and healthy food is not only good for the community, but also good for business by helping store owners attract new customers that will purchase high-margin items. Be prepared to discuss successes experienced by typical healthy food retail initiatives such as increases in transactions, customers and profits. Also be prepared to answer questions about dealing with spoilage and other potential issues that could affect profits and operations. If you are not sure how to answer these questions, reach out to environmental health staff at your local health department or other partners that have implemented healthy food retail initiatives. Offering information about local food sources can help store owners who are hesitant.

Briefly describe your coalition and assure the owner that its members will support the healthy changes made in the store by encouraging others in the community to buy the healthy items, surveying customers and community members, and organizing activities such as food demonstrations.



Share examples of materials you can provide to the store owner to help successfully sell fresh produce, such as the *Good Food Here* marketing materials, a produce bin, and/or other larger infrastructure changes (see examples on page 10 and 11).

Ask if the store owner is interested in learning more about the project.

IF YES, ask about a good time for you to come back and talk about working together. Obtain the store owner's cell phone number so you can follow up with a reminder text or call, or if preferred, obtain an email address. Explain that at the next meeting you will share some resources and more information about the project. Tell the owner how important the store is to the community, thank the owner for his or her interest, and tell him or her you look forward to your next meeting.

IF NO, simply thank the owner for taking the time to talk with you.

Develop a Relationship with the Store Owner

- Visit the store regularly and build your relationship with the store owner at each visit.
- Work with the store owner to identify the strategies in this guide that will work for the store.
- Help the store owner make changes when appropriate and feasible.
- Assure the owner that you will be working at his or her pace.
- Make a small purchase each time you visit such as a bottle of water.
- Leave behind a *Good Food Here* recruitment card with your contact information.
- Avoid visiting the store during peak business hours when the store owner is too busy.
- Always call or text the store owner to let him or her know you are planning to stop by.
- Compliment the store owner.



Store Visit #2

Store assessment. Before talking with the store owner about potential changes, you need to assess the current state of the store. Use the store assessment to help you determine what types of foods are sold in the store, where products are placed and what type of advertising is posted.

Explain to the store owner that the information gathered will be useful when discussing changes or improvements to the store inventory, layout and appearance, and deciding when and how best to promote the store in the community. Tell the owner that you will bring this information to your next meeting, where together you will define next steps.

Present the *Good Food Here Store Owner Guide* as a resource with information on identifying healthful food items, guidelines for handling and storing produce, tips for pricing and displaying healthy foods, and promoting the store in the community. Highlight the main sections of the guide and encourage the owner to review it before your next meeting.

Store Visit #3

Store owner interview. Use questions from the store owner interview to learn more about the challenges and successes of running the store. Below are a few examples of questions to ask.

- 
- How long have you owned or operated the store?
 - What are your top-selling food items?
 - What are your top-selling non-food items?
 - What has your past experience been with selling fresh fruits and vegetables?
 - What kinds of produce have customers been asking for?
 - How can we best help you offer and sell healthier foods?
 - What would you hope to gain by selling healthier foods?



Store Visit #4

Formalize your partnership with the store owner. Begin this meeting by answering any questions and discussing any concerns the store owner has about the project.

At this visit you will discuss the store assessment findings, share suggestions and recommendations, and listen to the store owner's ideas. Remember to be flexible. The owner may be highly committed to the initiative but may not feel ready to stock large quantities of healthy foods or to implement some of your suggestions. Be respectful of the owner's feelings and remember that change takes time. You may want to start the conversation by asking the store owner where he or she would like to start. Share the suggestions in the *Good Food Here Store Owner Guide* as a conversation starter.

Memorandum of Understanding (MOU). Explain to the store owner that a MOU represents an agreement that holds both parties accountable for the project's success. It reminds both parties of what they have agreed to do and should be referred to periodically to be sure that both parties are honoring their commitments. Review the MOU with the store owner. You and the owner should each sign two copies of the MOU so each party will have an original for their records.

In the course of your visits and conversations with the store owner, you may find that the store is not a good fit for the initiative or that the initiative is not a good fit for the store as it currently operates. While you should expect store owners to need some amount of technical assistance, some issues can be deal breakers for a good partnership. If this is the case, it is important to be honest with the store owner about any concerns you have about the store's long-term success, and give the store owner the opportunity to voice his or her concerns.

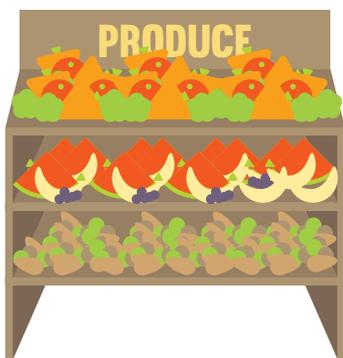
Forcing a partnership with a store that is not prepared or committed will likely not pay off and cost you time and resources in the long run. If you decide to terminate conversations with a storeowner before signing a MOU, explain why and invite him or her to stay in touch with you for future collaboration.

Resources for each store visit can be found in the appendix.



Implementation

Produce Supplier. While some store owners may be comfortable ordering their own produce and other healthy food items, others may need help connecting to a distributor. Talk to local farmers to see if they would be willing to sell produce to the store at wholesale prices, find out where local restaurants are sourcing their produce, or work with other small retail stores in the area to increase purchasing power since many suppliers will only sell in bulk quantities. See page 16 for examples on how other Ohio stores are sourcing fresh produce.



Infrastructure Changes. In addition to using the *Good Food Here* marketing materials (instructions can be found in the *Good Food Here Store Owner Guide*), the store may need other infrastructure improvements to successfully sell healthy food items. These can include, but are not limited to, refrigerators, freezers, lighting, and shelving. In order to gain buy-in, consider waiting to provide more expensive infrastructure changes until the owner is successful with a smaller produce stand.

Once you have identified some ways that store infrastructure can be improved, look for external partnerships that can support that work. Many cities have programs that offer grants or loans to small businesses for these purposes. Community development organizations, neighborhood associations and other groups also might help you improve food access and small business infrastructure in your community. Finally, large home improvement stores often offer grants, or supplies free of charge, to nonprofits that are working on beautification projects. Do your homework and seek funding or in-kind resources, as you are able. A little help can go a long way!

Stocking Recommendations. Start small with your store in the beginning so you do not overwhelm the store owner. One shelving unit with fresh produce is a reasonable starting point. Once the store owner becomes comfortable with ordering, re-stocking, and selling produce, you can begin to look at offering other healthy food items throughout the store. Consider items such as canned and frozen fruits and vegetables; whole grain breads, pastas, and brown rice; low-fat dairy items; nuts, beans, and other lean protein sources, such as chicken breasts. Work with the store owner at his or her own pace. Ensure that the food items added are ones that customers are likely to buy (see Building Community Demand on page 12), and that the store owner is willing to price these items affordably and market them to his or her customers.

Healthy Eating Research (<http://healthyeatingresearch.org/research/minimum-stocking-levels/>) has published a list of recommended minimum stocking requirements for small food retailers. You can also refer to the “Stock Mostly, Stock Moderately Chart” from the *Good Food Here Store Owner Guide* for additional tips on healthy foods to stock.



In addition to making changes inside the store, it is just as important to make changes outside the store. The following suggestions will not only provide an inviting store front for new customers, but it may also help to reduce crime in the area.

Landscaping. Planting flowerbeds, creating window boxes or placing large planters on each side of the store entrance will have a positive effect on the store's exterior appearance.

Mural. If the store has an exterior wall that could be brightened up, a mural may be the perfect solution. A mural that shows healthy eating and active living will promote the changes in the store to the community. Ask a coalition member, a local artist or an art teacher from a nearby school to help develop the design. By allowing a local youth group to paint the mural, youth may be encouraged to visit the store and take interest in the healthy items sold there.

Bike rack. Physical activity and healthy eating go together. To encourage both, install a bike rack outside the store so customers will have a safe place to lock their bikes while they shop.



Building Community Demand

In addition to having healthy food in stock and marketing materials in place, it is important that you assist the store owner in building a loyal customer base that will purchase healthy food items at his or her store.



Promote the store and its healthy changes throughout the community!

Advertisements

Informational flyers, billboards and mailings are great ways to promote the new healthy food options sold in the stores, especially to residents who live in close proximity to the store.

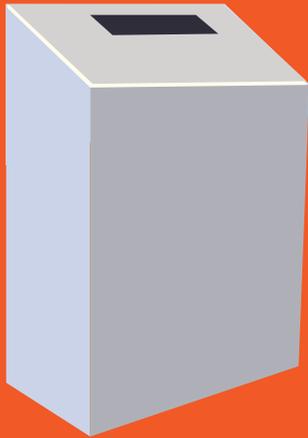
Tastings and Cooking Demonstrations

Some customers like to sample a new product or produce item before buying it. In-store tastings and cooking demonstrations are perfect ways to give customers the opportunity to taste new products sold in the store and learn new recipes. This is also an opportunity to involve your community partners. Ask your local WIC office, extension agency, or culinary/dietetic internship students to provide these demonstrations. Sharing basic information, such as how to store and cut fresh produce, may be a good place to start. Provide customers with recipe cards so that they can re-create the recipe at home. Be sure to check with your local health department to find out if you will need a permit to hold this activity.

Kickoff Event

A kickoff event is a great way to let customers know about the healthy foods being sold in the store. You can also market this event as a "Grand Re-Opening." Market the new store offerings to the community through posters and flyers around the neighborhood. At the kickoff, have a food or cooking demonstration and a short survey asking if the customers like the produce selection, what other healthy foods they would like, and if they would like to attend other food demonstrations.





Customer Feedback

A simple way to build customer demand is to find out what customers want and stock those items. In addition to having the store owner informally ask customers what healthy foods they would like to buy, consider the following techniques for collecting customer feedback.

Poster Board Survey. Hang a poster board in a busy location in the store that reads, “What healthy items would you like to buy here? Write your suggestions below.” Hang a marker by the sign to make it easy for customers to respond.

Suggestion Box. Put a suggestion box near the checkout. It can be as simple as a wrapped shoebox with a hole cut in the top. Provide suggestion cards and pens so the cards are easy for customers to complete and drop in the box.

Customer Survey. Surveys are good tools for collecting more detailed customer feedback. They take more time than other forms of collecting feedback, but provide greater detail on key questions. Coalition members who volunteer a few hours to survey customers in the store will also get to know the store owner better and see how the store operates.



Resources to build community demand can be found in the appendix.



On-Going Technical Assistance

Starting a healthy retail initiative requires on-going technical assistance. Conduct biweekly visits to check in with store owners, assess the supply of and demand for healthy food items and troubleshoot the problems store owners are facing. Through regular contact and support, you will develop an open and trusting relationship with the store owner.

Refer to page 7 for tips on establishing a good relationship with your store owner.

Technical assistance during site visits may include the following:

Assistance in improving store layout. Make sure that healthy foods are in a visible, attractive area of the store. Ideally, this would be in the front of the store and visible to the customer upon entering.

Obtaining customer feedback. Ensure that the store owner is asking customers what foods they would like to see sold in the store. Remind him or her to distribute suggestion cards and/or display a poster on the wall where customers can write their comments.

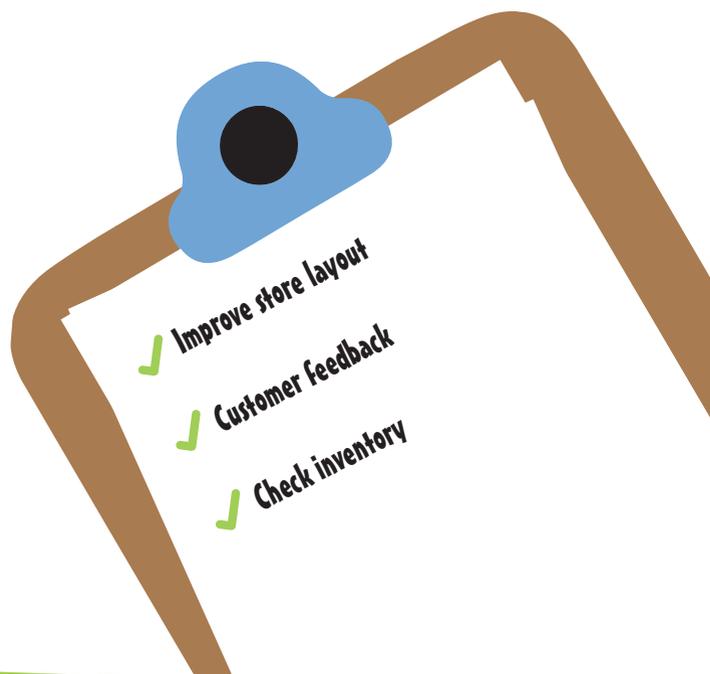
Checking inventory. Monitor the amount of produce and healthy food items stocked on a regular basis. If the store owner is having to throw items away, provide suggestions on how to mark down items that may be close to spoiling. It is also important that items remain stocked on a regular basis so that customers can depend on finding these items in the store as part of their normal shopping routine. If the store owner is having issues with a supplier, offer to find an alternative.

Assistance in filling out applications and other paperwork for SNAP and WIC.

See page 5 for more information.

Review of the *Good Food Here Store Owner Guide*

- Purchasing healthy food items
- Building supplier relationships
- Fresh food handling reminders
- Pricing healthy food items
- Proper use of marketing materials



Evaluation

Evaluating your healthy retail initiative is very important. You want to demonstrate to your stakeholders, funders, peers, and even your own organization how your project is helping to improve your community. **Make sure to collect pre-implementation data and one-, three- and six-month post-implementation data.**

Store Owner and Customer Perception. Regular interviews with the store owner and store customers can help you gain feedback on the changes made in the store. Re-distribute the customer survey at various times during your initiative to track progress. In addition, consider the following:

- Are more customers aware that the store is selling healthier items and are they buying them?
- Has the customer's perception of safety and cleanliness of the store changed over time?
- Is the store owner happy with the changes in the store and willing to sustain the initiative?
- Does the store owner feel a new sense of pride in his/her store since changes have been made?
- Do both the store owner and customers feel the store is a positive asset to the community?

Increase Sales of Healthy Food. Tracking sales data is one of the best ways to identify whether or not your healthy food retail initiative is successful. Seeing an increase in sales will motivate the store owner to continue with the initiative since he or she is making a profit on healthy food sales.

Many small retail stores operate a simple cash register that tracks sales, but does not differentiate between the types of products. Sometimes, these cash registers can be re-programmed to document healthy food purchases. If the store has a more sophisticated system, similar to a larger grocery store, more specific food items, such as produce or whole grain products can be tracked. While all stores operate differently, you should be able to obtain sales data either through a point of sale system or tracking on a paper form.

Overall Progress and Success. The sample evaluation form can help you track the store's progress over time in implementing a healthy food retail initiative. Use the point-based system as a way to bench mark individual goals, provide incentives (such as new outdoor signage or in-store improvements), or create a recognition or rewards program in your community.

Technical assistance and evaluation resources can be found in the appendix.

Check out the infographics on page 17 and 18 from ChangeLab Solutions that show the strengths and weaknesses of different ways to track sales data.



Case Studies



Lucas County, Ohio

'Eat Fresh Live Well' is a coalition comprised of Creating Healthy Communities (CHC) and Live Well Greater Toledo with leveraged funding through the Partnerships to Improve Community Health (PIC) grant. Since 2012, 'Eat Fresh Live Well' has converted over 25 corner stores to carry fresh produce in underserved areas of Toledo, Ohio. In addition, the 'Eat Fresh Live Well' committee helped to develop a distribution model to meet the needs of smaller stores. Often wholesale produce distributors are not positioned to deliver smaller quantities of produce to corner stores because they do not meet a minimum order requirement. Many corner stores are forced to purchase produce at inflated prices from big box stores instead.

The 'Eat Fresh Live Well' committee identified a local non-profit organization, Lott Industries (Lott), that had the capacity to deliver produce from local sources. Lott combines the corner stores' individual orders into one bulk order, manages the sorting and delivering of the produce, and invoices the corner stores separately. This allows the healthy corner stores to place orders on a regular basis and gives them flexibility on the size of the orders they place. A small fee is added to the order by Lott, to cover transportation and staff time. This relationship is beneficial to the corner stores, the non-profit and the wholesale produce provider. The model has successfully been in place for two years with 16 local chain stores and four independent stores participating.



Summit County, Ohio

CHC at Summit County Public Health (SCPH) began working on healthy food retail in 2014, and has expanded their work through an additional program, Communities Preventing Chronic Disease (CPCD). After months of planning and building trust with store owners, staff at SCPH identified two different sources for stores to obtain fresh fruits and vegetables at wholesale prices.

SCPH's relationship with a local farmers' market partner linked them to Dunkler Farm, a local family-owned 80,000 acre farm. Bob and Amy Dunkler agreed to be part of the *Good Food Here* initiative. Their participation made it easy for the store owners to purchase fresh fruits and vegetables weekly, or as needed, by visiting the farm during the spring, summer and fall months. All money transactions were between the farmer and store owner. CHC project staff received monthly updates about the distribution plan from Dunkler Farm and/or store owners. To ensure a supply of produce to stores year round, SCPH staff worked to connect store owners with a local produce vendor, Shaffer's, for the winter months.

Thinking outside the box and respecting both Dunkler Farm and Shaffer's work schedules were of utmost importance while approaching and establishing relationships. Visits were short, specific and brief, as to not interrupt their business day. Through both CHC and CPCD, Summit County Public Health has implemented five healthy food retail stores to date.



Tracking Healthy Food Sales

Choosing a System that Works for Your Program

The table below rates the accuracy, cost, and burden on program staff of each sales data tracking method. The ratings are based on experiences and observations of program staff across the country, and may not predict your program's experience with these methods. For example, a program with several staff members may find methods that require a high level of staff commitment, such as customer surveys, less burdensome than programs with fewer staff members. Similarly, if store staff are already using a tracking method, such as a POS system, WIC vouchers, or ledgers, the burden on store staff will be lower and accuracy is likely to be higher than in stores where staff are not using any sales tracking method.

Although these ratings have not been validated through empirical research, we provide them as a way to present the general strengths and weaknesses of each method for program staff who are just starting to work with stores. More detailed information about each method can be found on the back of this infographic.

	Customer Surveys	Measuring Inventory	Point-of-Sale (POS) System*	Sales Ledgers, Receipts, Tallies	Sales Recall	WIC Vouchers
ACCURACY: how closely the data reflect actual purchases made in the store	Low accuracy	Moderate accuracy	High accuracy	Moderate accuracy	Low accuracy	Moderate accuracy
COST: amount of money the program may spend to implement the method	Moderate cost	Moderate cost	High cost	Low cost	Low cost	Moderate cost
BURDEN ON STORE OWNER AND STAFF: level of commitment from store owner and staff	Low burden on store	Low burden on store	High burden on store	High burden on store	Moderate burden on store	High burden on store
BURDEN ON PROGRAM STAFF: level of commitment from program staff	High burden on program	High burden on program	High burden on program	Low burden on program	High burden on program	Moderate burden on program

* The ratings for the Point-of-Sale (POS) System assume that the store does not currently have a POS system in place.

For the most up-to-date version of the infographic, and to learn about Changelab Solutions' work on healthy retail, visit: www.changelabsolutions.org/publications/tracking-healthy-food-sales

Sales Data Tracking Methods: Strengths & Weaknesses

Customer Intercept Surveys or Interviews



THE METHOD

A survey or interview, distributed or conducted by program staff outside of the store, that asks customers about the purchases they make at the store

USING IT IN A SMALL STORE

With the permission of the store owner, program staff ask customers questions like “Did you notice fresh produce for sale today in this store?” and “How frequently do you buy fresh produce at this store?” This method can be burdensome for program staff, but requires no extra work by the store owner and store staff.

Measuring Inventory



THE METHOD

An assessment of the inventory in the store at specific points in time to determine what products, and how many of them, are being sold over time

USING IT IN A SMALL STORE

Program staff can find out how much inventory is in the store by measuring square footage, taking photographs, or reviewing receipts from the distributor. The accuracy and burden of this method depend on how program staff choose to measure inventory. For example, taking photographs is less accurate, but also less burdensome for program staff, than reviewing receipts from the distributor. This method requires no extra work by the store owner and store staff.

Point-of-Sale (POS) System



THE METHOD

A computerized tracking system that uses touch screens or keypads, and may include scanners and scales to collect transaction data

USING IT IN A SMALL STORE

Many small stores use a simple cash register that tracks sales, but does not differentiate between the types of products purchased. These simple cash registers can sometimes be re-programmed to allow the cashier to document healthy food purchases. If the store upgrades to a more sophisticated system, similar to what a larger grocery store or supermarket might use, store staff can document healthy food sales at a more granular level without adding work for the cashier. However, these systems are expensive and complicated to set up, and may require more support from program staff.

Sales Ledgers, Receipts, and Tallies



THE METHOD

A process of tracking healthy food sales with pen and paper

USING IT IN A SMALL STORE

Program staff review store ledgers, receipts, or sales tallies to determine which, and how many, healthy food items have been sold. If the store does not maintain these records, or does not document healthy food sales specifically, program staff can work with the store owner to develop a simple system for store staff to tally healthy food sales.

Sales Recall



THE METHOD

An interview, conducted by program staff, with the store owner or store staff about sales over a recent, defined period of time

USING IT IN A SMALL STORE

Program staff should interview the person who is familiar with stocking the food and ask questions like “Was a certain food in stock over the last week?” and “How much of a certain food was sold over the last week?” This method is not precise because it relies on the memory of the person being interviewed, but it may be useful when store owners and staff struggle to document healthy food sales in a more systematic way.

Women, Infants and Children (WIC) Vouchers



THE METHOD

A process of tracking healthy food sales by reviewing food purchases made with WIC vouchers

USING IT IN A SMALL STORE

WIC vendors are required to record purchases of WIC-approved foods by listing food items and total cost on the vouchers. They then submit WIC vouchers to the state in order to receive reimbursement. This method will capture sales data only from WIC participants for WIC-approved foods and for the amount of WIC money spent.

Good Food Here Store Assessment

Date:	Evaluator:
Store Name:	Store Owner:
Store Address:	Store Phone #:
Store Hours:	

Store Environment

1. The store is in close proximity to: (check all that apply)

<input type="checkbox"/> School	<input type="checkbox"/> Businesses	<input type="checkbox"/> Bus stop
<input type="checkbox"/> Church	<input type="checkbox"/> Residential area	<input type="checkbox"/> Sidewalks
<input type="checkbox"/> Community center	<input type="checkbox"/> Park	<input type="checkbox"/> Other:

2. Does the store accept **SNAP**? Yes No **WIC**? Yes No

3. Is the outside of the store clean and free of litter? Yes No

4. Is the inside of the store clean and free of clutter? Yes No

5. Are the shelves and products on the shelves dust free? Yes No

6. Is the refrigerator and freezer space clean? Yes No

7. Is there proper lighting, both inside and out? Yes No

8. What type of advertising is posted? (check all that apply)

	Inside	Outside	Comments
Tobacco			
Alcohol			
Beverages			

9. Other comments/observations about the physical appearance of the store (inside/out).

Fresh Produce

10. Does the store sell any fresh produce? Yes No (if No, skip to question #12)

11. Rate the current inventory of fresh produce using the table below

Existing Inventory of Fresh Produce

Produce Item	Quality 1=poor 2=fair 3=good	Price (include unit: per lb., each, etc.)	Product visible from store entrance?	Comments
			<input type="checkbox"/> Y <input type="checkbox"/> N	
			<input type="checkbox"/> Y <input type="checkbox"/> N	
			<input type="checkbox"/> Y <input type="checkbox"/> N	
			<input type="checkbox"/> Y <input type="checkbox"/> N	
			<input type="checkbox"/> Y <input type="checkbox"/> N	
			<input type="checkbox"/> Y <input type="checkbox"/> N	
			<input type="checkbox"/> Y <input type="checkbox"/> N	
			<input type="checkbox"/> Y <input type="checkbox"/> N	
			<input type="checkbox"/> Y <input type="checkbox"/> N	
			<input type="checkbox"/> Y <input type="checkbox"/> N	
			<input type="checkbox"/> Y <input type="checkbox"/> N	
			<input type="checkbox"/> Y <input type="checkbox"/> N	
			<input type="checkbox"/> Y <input type="checkbox"/> N	

Additional Comments (include how the produce is displayed): _____

General Healthy Grocery Items

12. Does the store stock any of the following?

Food Item	Quantity	Comments
<input type="checkbox"/> Canned fruit in 100% juice		
<input type="checkbox"/> Canned vegetables (low-sodium)		
<input type="checkbox"/> Frozen fruit		
<input type="checkbox"/> Frozen vegetables		
<input type="checkbox"/> Whole grain bread		
<input type="checkbox"/> Whole grain cereal		
<input type="checkbox"/> Whole grain pasta		
<input type="checkbox"/> Brown rice		
<input type="checkbox"/> Canned beans (low-sodium)		
<input type="checkbox"/> Dried beans		
<input type="checkbox"/> Low-fat milk (1% or fat free)		
<input type="checkbox"/> Low-fat cheese or yogurt		
<input type="checkbox"/> Bottled water		
<input type="checkbox"/> Eggs		
<input type="checkbox"/> Lean meats		
<input type="checkbox"/> Canned soups (low-sodium)		
<input type="checkbox"/> Low or no-salt nuts		
<input type="checkbox"/> Dried fruit (no sugar added)		
<input type="checkbox"/> Other		

General Grocery

13. Are any food items past the expiration date? Yes No

14. Does the store have a kitchen or deli space? Yes No

15. Does the store sell heated food? Yes No

If yes, what kind? _____

Store Needs/Improvements

16. Does the store appear to have available space to store and/or prepare produce and other healthy food?

Resource	Yes/No	Comments
Refrigeration	<input type="checkbox"/> Y <input type="checkbox"/> N	
Freezer space	<input type="checkbox"/> Y <input type="checkbox"/> N	
Shelf space	<input type="checkbox"/> Y <input type="checkbox"/> N	
Counter space	<input type="checkbox"/> Y <input type="checkbox"/> N	
Culinary sink	<input type="checkbox"/> Y <input type="checkbox"/> N	
Other:		

17. Does the store appear to have available space for promotional materials related to healthy foods?

Location	Yes/No	Comments
Windows	<input type="checkbox"/> Y <input type="checkbox"/> N	
Interior next to register	<input type="checkbox"/> Y <input type="checkbox"/> N	
Interior wall space	<input type="checkbox"/> Y <input type="checkbox"/> N	
End caps	<input type="checkbox"/> Y <input type="checkbox"/> N	
Shelves	<input type="checkbox"/> Y <input type="checkbox"/> N	
Other (please describe):		

**Remember to take photos as part of your initial assessment. If desired, draw a layout of the store for your records.*

Other Comments: _____

Good Food Here Store Owner Interview

Date:	Interviewer:
Store Name:	Store Owner:

Basic Information

1. Are you a resident of the community? Yes No
2. How long have you owned or managed this store? _____ years _____ months
3. How many employees do you have, not including yourself? _____
4. Do you own or manage other stores? Yes No
If yes, name/location: _____
5. Do you accept SNAP/food stamps? Yes No
6. Do you accept WIC? Yes No
7. Have you ever had problems with either of these programs (SNAP or WIC)?
 Yes No N/A

8. What is the makeup of your customer base? (check all that apply)

<input type="checkbox"/> Speaks/understands limited English	<input type="checkbox"/> Families
<input type="checkbox"/> Neighborhood residents	<input type="checkbox"/> Local workers/employees
<input type="checkbox"/> Seniors	<input type="checkbox"/> Commuters
<input type="checkbox"/> Youth/students	<input type="checkbox"/> Other (please describe):

9. Who shops at the store most frequently from the list above? _____

10. About how many customers do you have on an average day? _____

Product Offerings

11. How do you decide what to sell in your store? _____

12. Who are your vendors? _____

13. What are the top three selling items in your store (food or non-food)?
 1. _____ 2. _____ 3. _____

14. What are the top three selling **food** items in your store?
 1. _____ 2. _____ 3. _____

15. Have you tried to sell fresh produce items in the past? Yes No

16. Have your customers ever asked you to carry healthier foods? Yes No
 If yes, which foods? _____

17. What, if any, challenges have you had carrying fresh produce? (check all that apply)

<input type="checkbox"/> Pricing	<input type="checkbox"/> Distributor does not offer produce
<input type="checkbox"/> Sourcing affordable produce	<input type="checkbox"/> Having adequate shelving/refrigeration
<input type="checkbox"/> Spoilage before it sells	<input type="checkbox"/> Distributor does not offer small enough quantities
<input type="checkbox"/> None	<input type="checkbox"/> Other

18. What makes it hard to carry more healthy foods in your store? _____

19. What healthier items are you interested in selling? _____

20. How can we help you to offer and sell healthier foods?

Assistance Opportunity	Comments (limitations, specific needs, etc.)
<input type="checkbox"/> Signage	
<input type="checkbox"/> Equipment/infrastructure	
<input type="checkbox"/> Training opportunities	
<input type="checkbox"/> Working with community organizations	
<input type="checkbox"/> Store layout	
<input type="checkbox"/> Tracking/monitoring sales	
<input type="checkbox"/> Identifying produce vendors	

Program Expectations

21. What are you hoping to gain by participating in the program? _____

22. Would you be willing to reduce current in-store advertising on the items below?

a. Unhealthy snacks/candy/sugary drinks Yes No

b. Tobacco Yes No

c. Alcohol Yes No

23. Would you be willing to move unhealthy products to less visible locations in the store?

Yes No

24. Do you have any additional comments or questions? _____

Thank you for your time!

Memorandum of Understanding (MOU)

Use this template as a guide to develop your own MOU between your organization and a small retail store.

This memorandum of understanding outlines the activities that will be performed by [Organization] and [Store Name]. Through these activities, a strong partnership will be formed to help increase access to healthy foods in the community. This MOU will be effective from [Start Date] to [End Date].

[Organization] will support [Store Name]'s efforts to sell healthy foods and agrees to do the following:

Provide resources such as the *Good Food Here Store Owner Guide*, posters, signs and shelf tags to help [Store Name] make improvements to inventory, merchandising and store layout. Marketing materials, signs, posters, baskets/shelving will be provided at no cost.

Identifying a supplier. [Organization] will help connect [Store Name] to an affordable produce supplier and/or vendor of other healthy food items.

Promote the store and its new healthy offerings to neighborhood residents. [Organization] will help [Store Name] build relationships with current and new customers that may include, but is not limited to, taste testings, conducting customer surveys, and posting flyers in the community.

Provide additional assistance needed to overcome barriers to selling healthy foods.

[Store Name] is committed to the well-being of [Neighborhood, City or County Name], in which the store is located, and agrees to do the following:

Stock produce and healthy food items with correct price signs or price tags in their designated baskets or shelves. Produce will be checked daily for freshness and out-of-stock items will be replaced in a timely manner. The type and quantity of healthy food items will be discussed and agreed upon by both parties.

Display *Good Food Here* materials and other supplies provided by [Organization] such as baskets, shelving or refrigeration units in a location that is easy for customers to see.

Maintain cleanliness of store by picking up litter, providing proper lighting, and maintaining clean floors and shelves, especially where healthy food items are stocked.

Share information by providing [Organization] with a baseline inventory and sales of produce and/or healthy food items sold, and maintain a record of sales of healthy food items to submit monthly and/or quarterly to [Organization].

Communicate on a regular basis with [Organization] to answer questions, share ideas, progress, or concerns.

[Store Name]'s participation is voluntary and either party may withdraw with 30 days' notice. The [Organization] may stop [Store Name]'s involvement in the initiative for poor performance or failure to meet the above expectations. Failure to comply with existing SNAP and/or WIC retailer licensing requirements will result in termination of the agreement. If participation stops or the [Organization] finds [Store Name] is using program materials incorrectly, [Organization] reserves the right to remove materials from [Store Name].

By signing this agreement, [Store Name] agrees to work with [Organization] on the *Good Food Here* initiative and work to make the store a healthy food retail store in the community.

Good Food Here Coordinator

Date

Store Owner

Date

Good Food Here Customer Survey

Use this survey to collect data about store customers during kickoff events, taste testings, or regular store visits. Conduct the surveys at different times during implementation (1, 3, 6 months) to track progress and trends. Review results with the store owner and provide technical assistance based on customer feedback.

Date: _____ **Store Name:** _____

1. How far away do you live from this store? _____ blocks or _____ miles or _____ minutes

2. How often do you shop at this store?

Daily Weekly Monthly A few times a year Never

3. Why do you shop at this store?

4. What do you buy most often from this store?

5. Have you bought fruits or vegetables from this store? Yes No

a. If yes, what? _____ If no, why not?

6. Do you feel this store....

a. Is safe? Yes No

b. Is clean? Yes No

c. Sells healthy food? Yes No

d. Sells affordable foods? Yes No

7. Would you like to see other healthy food options in this store? If yes, what kind? _____

a. Fruits and vegetables Yes No If yes, what kind? _____

b. Whole grains Yes No If yes, what kind? _____

c. Low-fat milk/cheese Yes No If yes, what kind? _____

d. Lean meat (chicken/turkey) Yes No If yes, what kind? _____

e. Other Yes No If yes, what kind? _____

8. Now that the store sells healthier food items, are you more likely to shop here?

Yes No Unsure

Demographics (optional)

Age: _____ Gender: Male Female Prefer not to answer Zip Code: _____

Are you responsible for shopping for a family? Yes; how many in your family? _____ No

Do you receive any of the following? WIC SNAP/food stamps Prefer not to answer _____

Which best describes you? Black/African American Hispanic/Latino White/Caucasian

Asian American Indian/Alaska Native Multi-Racial Other (please specify):

Prefer not to answer

Good Food Here Evaluation

Use this point-based system as a way to bench mark individual goals, provide incentives (such as new outdoor signage or in-store improvements), or create a recognition/rewards program in your community.

Complete this evaluation checklist at pre-implementation and one-, three- and six-month post-implementation assessments. Each check box is equivalent to one point.

Guidelines	Score
<p>1. Stocked Shelves</p> <ul style="list-style-type: none"> <input type="checkbox"/> Produce stand/baskets are full of fruits and vegetables at all times. <input type="checkbox"/> There is not much open space on store shelves. <input type="checkbox"/> Shelves do not contain more than two rows of the same product. 	3
<p>2. Product Quality and Freshness</p> <ul style="list-style-type: none"> <input type="checkbox"/> Foods are removed when their expiration dates have passed. <input type="checkbox"/> Fresh produce that looks bad or is spoiled are removed. <input type="checkbox"/> New shipments are stocked toward the back of the shelves so that the items closest to expiring are sold first (first in, first out). 	3
<p>3. Organized Products and Freshness</p> <ul style="list-style-type: none"> <input type="checkbox"/> Labels on products are facing out so that customers can see them. <input type="checkbox"/> Products are neatly arranged so that shelves look full. 	2
<p>4. Use of <i>Good Food Here</i> Materials</p> <ul style="list-style-type: none"> <input type="checkbox"/> Customers are able to see <i>Good Food Here</i> materials next to all healthy food items sold. <input type="checkbox"/> <i>Good Food Here</i> shelf tags and signage are not used to promote non-healthy food items. 	2
<p>5. Product Pricing</p> <ul style="list-style-type: none"> <input type="checkbox"/> The price of all healthy food items is clear and easy to identify. <input type="checkbox"/> The price is reasonable and competitively priced compared to non-healthy food items. 	2
<p>6. Business Inventory and Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> One or more employee(s) is responsible for managing products that fall under <i>Good Food Here</i> guidelines. <input type="checkbox"/> Store has a reliable supplier for fresh produce and other healthy food items. 	2

<p>7. Store Appearance and Cleanliness</p> <p><input type="checkbox"/> Interior of store is clean and tidy. Shelves, counters, and coolers are clean and dusted, excessive signage is removed and floors are swept and clear of obstructions.</p> <p><input type="checkbox"/> Exterior of store is kept attractive. Excessive window signage is removed, windows are kept clean, and store property is kept clear of litter and plant overgrowth.</p>	2
<p>8. Inventory</p> <p><input type="checkbox"/> Four (4) or more types of fruit and vegetables are in stock at all times- includes fresh, canned, and dried varieties. (one point per produce variety, maximum of 4 points)</p> <p><input type="checkbox"/> One (1) food from each of these categories is recommended to be in stock at all times (one point per food category):</p> <ul style="list-style-type: none"> • Whole Grains (i.e. cereal, bread, pasta, brown rice) • Low-fat Dairy (i.e. milk, cheese, yogurt) • Healthy Snacks (i.e. dried fruit, nuts, granola bars) • Lean Proteins (i.e. chicken, turkey, eggs) • Basic Cooking Ingredient (i.e. oil, spices, flour) 	9
<p>9. Collaboration with <i>Good Food Here</i> Coordinator</p> <p><input type="checkbox"/> Store owner is willing to complete initial interview and ongoing assessments from coordinator.</p> <p><input type="checkbox"/> MOU is signed prior to implementation.</p> <p><input type="checkbox"/> Store owner solicits customer feedback and makes changes based on results.</p> <p><input type="checkbox"/> Sales data is provided on an agreed upon basis (monthly/quarterly)</p> <p><input type="checkbox"/> Any problems related to <i>Good Food Here</i> are directed to the coordinator as soon as possible.</p>	5
<p>Total</p>	30

Strengths: _____

Areas Needing Improvement: _____

Additional Comments: _____

Advertisement: Billboard



For customizable billboard template, contact the Creating Healthy Communities Program at the Ohio Department of Health.

Advertisement: Weekly Special Ad

Dave's
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www.davescashandcarry.com

56 S Main St. Watertown, OH 43332 740-455-3355
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Sample Copy Only

**GOOD
FOOD
HERE**
EAT RIGHT OHIO

Red Seedless Grapes \$1.29/lb.

Iceberg Head Lettuce 99¢

Southern Peaches \$1.29/lb.

Locally Grown Sweet Corn \$3.00/dz.



Advertisement: Kickoff Flyer

**GOOD
FOOD
HERE**
EAT RIGHT OHIO

Come Celebrate Good Food!

Our store is helping you to eat healthier! We are now carrying fresh fruits and vegetables and other tasty healthy foods! Join us for our kickoff celebration!

Date: Fri, August 24
2016

Time: 5:30-7:30PM

Location: Dave's Cash & Carry
56 S Main St. Watertown, OH

Recipe Cards

Front:

Veggie Tortilla Pizza

Make 2 serving



Ingredients

- 2 medium (7") whole wheat tortillas
- 1 green pepper, cored, seeded and sliced
- 2 tablespoons tomato paste
- 1 medium tomato, chopped
- ¼ cup shredded mozzarella cheese
- ¼ teaspoon dried oregano (optional)
- ¼ teaspoon dried basil (optional)

Directions

- Preheat oven to 425°F.
- Place tortillas on a baking sheet and poke small holes in them with a fork. Bake until crisp, about 2-3 minutes.
- Remove the baked tortillas from the oven and let cool. Spread tomato paste on each tortilla.
- Sprinkle the tortillas with dried oregano and basil (or use any Italian seasoning with no sodium).
- Add a layer of sliced green peppers and a layer of chopped tomatoes. Top the tortillas with shredded cheese.
- Return to the oven and bake until the cheese is melted, about 3-5 minutes.

Per serving (1 pizza);
Calories 172; Fat 4g; CHO 29g; Fiber 5g; Sugar 6g; Protein 9g; Sodium 280mg

Front:

Peanut Butter Banana Roll-Ups

Makes 2 servings



Ingredients

- 2 medium (7") whole wheat tortillas
- 4 tablespoons peanut butter
- 1 large banana
- 1 cup fresh berries or grapes, washed and cut into small pieces

Directions

- Spread 2 tablespoons peanut butter across each tortilla.
- Slice banana lengthwise. Place one slice onto each tortilla.
- Place berries on tortillas.
- Roll up and enjoy!

Tip
Try using seasonal fruits such as strawberries, raspberries, and blueberries when available. Frozen berries can be substituted. Thaw before using.

Per serving (1 roll-up);
Calories 350; Fat 18g; CHO 41g; Fiber 6g; Sugar 9g; Protein 12g; Sodium 285mg

Suggestion Card

Front:

Suggestion Card   

Your opinion is important!
(Check each item you would buy.)

<input type="checkbox"/> Fresh fruits	<input type="checkbox"/> Low-sodium soups
<input type="checkbox"/> Fresh vegetables	<input type="checkbox"/> Beans
<input type="checkbox"/> Frozen fruits	<input type="checkbox"/> Eggs
<input type="checkbox"/> Frozen vegetables	<input type="checkbox"/> Lean meats
<input type="checkbox"/> Canned fruit in 100% juice	<input type="checkbox"/> Low or no-salt nuts
<input type="checkbox"/> Canned vegetables (low-sodium)	<input type="checkbox"/> Whole grain bread
<input type="checkbox"/> Dried fruit (no sugar added)	<input type="checkbox"/> Whole grain cereal
<input type="checkbox"/> 1% or non-fat milk	<input type="checkbox"/> Whole grain pasta
<input type="checkbox"/> Low-fat cheese or yogurt	<input type="checkbox"/> Brown rice

Additional Comments:

Back:



