



HEALTHY NEIGHBORHOOD STORE ALLIANCE

TOOLKIT

Tools and inspiration to support community-based movements seeking to increase access to healthy food and transform community health.





**COMPARED
TO A WHITE
CHILD BORN IN
THE OAKLAND
HILLS,
AN AFRICAN-
AMERICAN
CHILD BORN IN
WEST OAKLAND
IS SEVEN TIMES
MORE LIKELY
TO BE BORN
INTO POVERTY
AND IS
EXPECTED TO
LIVE 15 YEARS
LESS**

WEST OAKLAND

West Oakland is a diverse community of about 25,000 residents with a rich history and tremendous potential for economic and neighborhood revitalization. Despite a deep-seated commitment to improve the quality of life for themselves and their neighbors, community members still suffer from some of the highest rates of unemployment, poverty, and diet related disease in the County.

Compared to a white child born in the Oakland Hills, an African-American child born in West Oakland is seven times more likely to be born into poverty and is expected to live 15 years less. Living in a neighborhood where liquor stores and fast food restaurants far outnumber healthy food outlets, children bear the burden of a lifetime of elevated risk of diet related disease.

Like many other low-income communities of color, West Oakland residents are disproportionately affected by:

POVERTY

West Oakland is one of the poorest neighborhoods in the Bay Area. The poverty rate is double California's rate, and unemployment is almost twice that of the national average. 45% of households earn less than \$25,000 a year, and 72% earn less than \$50,000 a year. 24% of West Oakland residents receive Supplemental Nutrition Assistance Program (SNAP) benefits, many more are eligible, and 32% of households do not own a car.

ECONOMIC DISINVESTMENT

Retail in the community is sparse and, as a result, residents fulfill their basic needs at local corner stores or in neighboring cities. A 2007 market analysis conducted by Mandela MarketPlace and Northern Real Estate Company examined retail opportunities in West Oakland and reported a retail leakage rate of 83%, representing \$70M of potential revenue lost. Business ownership and living wage job opportunities are also rare.

FOOD SCARCITY & ACCESS

Though grocery store chains served West Oakland in the past, supermarket flight to more affluent neighborhoods left the community without access to healthy food. Families without a car wanting to prepare a healthy meal were forced to make a two hour round-trip to low-quality supermarket chains in adjacent cities. The landscape changed in 2009 when Mandela Foods Cooperative opened its doors. Mandela Foods is the only full-service grocery store to serve West Oakland's 25,000 residents. Despite its success, the abundant corner stores remain the primary source of food for many families. As of 2005, there were 350 corner stores licensed to sell liquor in Oakland for a population of 400,000 residents – or one store for every 1,150 people. In West Oakland, the concentration is even greater – with one corner store licensed to sell liquor for every 300 residents. There is also an ever-increasing presence of unhealthy fast food chains.

HEALTH

48% of West Oakland residents suffer from obesity, and diabetes rates are three times higher than that of the rest of the County. Hypertension and heart disease rates are elevated, and mortality figures are daunting – particularly within the African-American community. Air diesel particle density is three times that of any other neighborhood in the Bay Area, and residents are three times as likely to be hospitalized for asthma.

**IN WEST
OAKLAND
THERE IS ONE
CORNER STORE
LICENSED TO
SELL LIQUOR
FOR EVERY 300
RESIDENTS**





**SECURING
RESIDENTS'
RIGHT TO
ACCESS FRESH,
AFFORDABLE,
AND
HEALTHY
FOOD.**

WHAT IS HNSA?

With the proliferation of diet related disease, communities across the country are seeking means to transform the health landscape and create food secure neighborhoods. The Healthy Neighborhood Store Alliance (HNSA) was created to support an evolutionary movement in West Oakland to make this a reality, securing residents' right to access fresh, affordable, and healthy food.

By delivering produce to neighborhood corner stores, HNSA increases local access points for healthy food, making produce readily available in the places that community members frequent the most. In addition to increasing access to healthy food, HNSA also provides complementary services to encourage consumption, which include improving the store environment, marketing, and nutrition education.

WHY CORNER STORES?

In order to increase consumption of healthy food and catalyze improvements in community health, residents' eating patterns must change. Working with corner stores that primarily stock junk food, liquor, and cigarettes, and incentivizing them to offer healthy produce, is a vehicle for doing just that. Bodies of research demonstrate that low-income individuals and people of color will make healthier food choices when they have increased access to healthy options.

Furthermore, partnering with corner stores allows for **meeting people where they are**. In West Oakland, corner stores are community hubs; young kids, people experiencing homelessness, seniors walking about, and workers in need of a quick snack all converge at their neighborhood store. By leveraging this status one can meet community needs and improve what already exists. In effect, our HNSA partners become agents to help transform community health.

WHERE TO START?

DOES IT MAKE SENSE FOR YOUR NEIGHBORHOOD?

Before launching a project similar to HNSA, first explore whether a corner store model is relevant in your community. Are corner stores community hubs in your neighborhood? What is the relationship between community members and corner stores? Is there interest in having healthy options more readily available? If so, what should be stocked?

CUSTOMER DEMAND SURVEYS

Customer Demand Surveys help measure residents' interest in having greater access to healthy produce in their neighborhood. The information collected can later be shared with corner store owners to incentivize them to offer healthy produce by making them aware of the demand, and can also help determine what kind of produce to offer. (See [appendix #1](#))



**DOES IT MAKE
SENSE IN YOUR
NEIGHBORHOOD?**

**HNSA PARTNERS
BECOME AGENTS
TO HELP
TRANSFORM
COMMUNITY
HEALTH**



**THE
HEALTHY
NEIGHBORHOOD
STORE ALLIANCE
WAS LAUNCHED
AS A RESULT OF
THE
COMMUNITY'S
DESIRE TO
ADDRESS
HEALTH AND
FOOD ACCESS
CHALLENGES.**

To thoroughly examine the viability of the corner store model, carry out additional neighborhood resource evaluations with community guidance. In West Oakland, food scarcity issues are well documented, and HNSA was launched as a result of the community's desire to address health and food access challenges.

Once it is determined that a corner store model makes sense in your community, consider the following:

SECRET SHOPPING

It is useful to begin the store recruitment process with assessments that evaluate the relationship between individual corner stores and community residents. To increase community ownership and buy-in, Mandela MarketPlace had its West Oakland Youth Standing Empowered (WYSE) team carry out these assessments. By 'secret shopping' inside neighborhood corner stores, community youth evaluated location & foot traffic, safety, owner's attitude toward customers, available space for produce display, cleanliness & maintenance, marketing possibilities, and EBT/WIC acceptance (*See appendix #2*). They also checked in to see if the corner stores sell or have sold produce. Such assessments take into consideration key factors that will lead to a successful partnership and create a common standard of comparison.

When the assessments are complete, give each corner store a grade and target those stores with the highest grades.

BUILDING RELATIONSHIPS

With an increased understanding of community relationships and desires, it is time to build relationships with the corner store owners. Corner store owners are not only integral in helping increase access points for healthy produce, they also ensure the model's long-term success. As community members often have pre-existing relationships with corner store owners, they can be an excellent resource in this stage of the process. In West Oakland, Mandela MarketPlace's WYSE team members regularly visited target corner stores to build a rapport with store owners

and customers, inform them about the organization's work, and to initiate discussions around healthy food access. This type of dialogue can also segue into conversations about the store owner's roles in the community, levels of experience carrying produce, and views on customer demands.

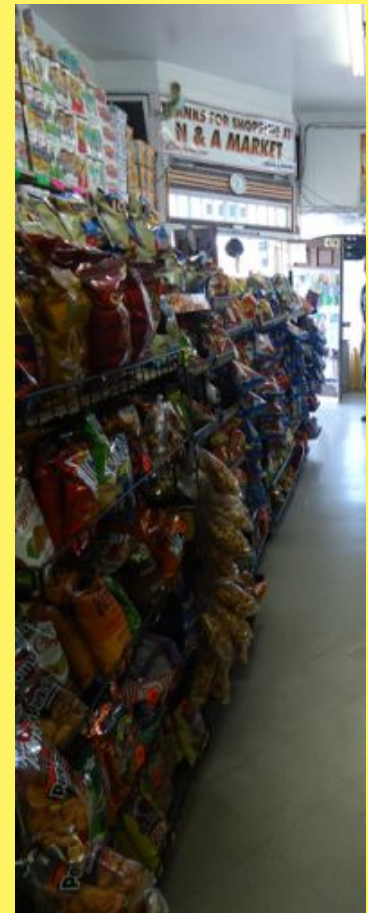
THE PITCH

Once a potential corner store partner is identified, the next step is to give a 'pitch'. The pitch allows store owners to learn more about what your service offers, while providing a forum for an official invitation to be part of the corner store alliance. When working with store owners, be mindful of their valuable experience as business owners and take note of their insights and opinions regarding the corner store alliance service.

To incentivize business owners and address common concerns, include the following in your pitch:

- **BUSINESS WILL INCREASE:** Providing healthy alternatives to current stock will attract business to their store – not only will residents be more likely to shop at their corner store vs. a neighboring store, they are also more likely to purchase other available ingredients to complement their meals.
- **QUALITY IMPROVES AND LOSS DECREASES:** Managing sourcing and quality control allows the corner store service team to deliver small amounts of high quality produce that meet customer demand; this ensures lower costs, less waste, and an improved selection. This can be especially appealing to store owners that have suffered losses when attempting to sell large amounts of produce from low-quality wholesalers.
- **A TYPICAL VENDOR:** Like other vendors that store owners do business with, the service team manages all parts of the process: set-up, display, marketing, sourcing, delivery, inventory, invoicing, and maintenance.

**BUILDING
RELATIONSHIPS
ENSURE THE
MODEL'S
LONG-TERM
SUCCESS.**



**BE MINDFUL OF
THE VALUABLE
EXPERIENCE OF
CORNER STORE
OWNERS**



- **TIME & COST BENEFITS:** Because the HNSA service team delivers, it minimizes the time and costs associated with having to source quality produce directly.
- **CUSTOMERS WANT FRESH PRODUCE IN CORNER STORES:** Referencing customer demand surveys can offer store owners first hand commentary about what community residents want to see in their neighborhood.
- **BEING A GOOD NEIGHBOR MATTERS:** Residents want to patronize businesses that care about them. Not only does being a good neighbor increase customer loyalty, but it can also reduce problems with loitering and theft.

Additional things to keep in mind include:

- Corner store owners are accustomed to stocking non-perishable goods that have a long shelf life, require little maintenance, and can be back-stocked.
- Some corner store owners previously tried to sell produce and ran into a variety of issues: (a) they purchased produce through distributors that sell large quantities of cheap, low-quality produce with a short shelf life (b) either inexperience with produce or lack of time led to poor quality control and high loss rates (c) produce was poorly displayed and not well advertised, and as a result customers were not aware it was available.
- Corner store owners might not believe that there is a direct benefit to selling produce, financial or otherwise.

Throughout the pitch, be sure to emphasize the goal of the corner store alliance: to increase access to and consumption of healthy food, and ultimately improve community health. Store owners that are invested in the concept of improving community health, in addition to bottom line incentives, are the most likely to become strong allies.

Also, consider providing store owners with a service packet so that they can review the details of the corner store service on their own time. The HNSA packet includes a description of the mission and details of the service, a seasonal produce list, flyers and community events calendars, partner store produce display photos, and contact information.

STORE SIGN ON AND PREP

MEMORANDUM OF UNDERSTANDING (MOU)

Once a store has decided to sign on, provide the store owner with an MOU that reiterates the details of the service, allows for review of common goals, and confirms the start date. Revisit the MOU annually to ensure that both parties are satisfied with the service and aligned with the goals of the program. *(See appendix #3)*

IMPROVING THE STORE ENVIRONMENT

With the MOU signed, the new partner is ready to start selling fresh produce. Next, schedule a cleanup (with the owner's permission) to improve the atmosphere of the store and accommodate the produce in highly visible areas to ensure that it sells. If possible, also move unhealthier items to less prominent locations and remove negative advertisement. It is important to respect the store owners' wishes and acknowledge the difficulty in changing their environment and establishing new systems. If they are hesitant, try to reach a compromise and continue to encourage them to make positive in-store changes.

SETTING UP SHELVING AND DISPLAY

Providing shelving, produce baskets, price tags, and set-up services is an important part of the model. Minimizing store owner responsibility is another incentive offered to partners to facilitate the on-boarding process.

MARKETING

Marketing materials and activities are key to raising awareness about available produce and informing residents about the dietary and health benefits of nutritious foods.



GOAL:

**TO INCREASE
ACCESS TO AND
CONSUMPTION
OF HEALTHY
FOOD, AND
ULTIMATELY
IMPROVE
COMMUNITY
HEALTH.**



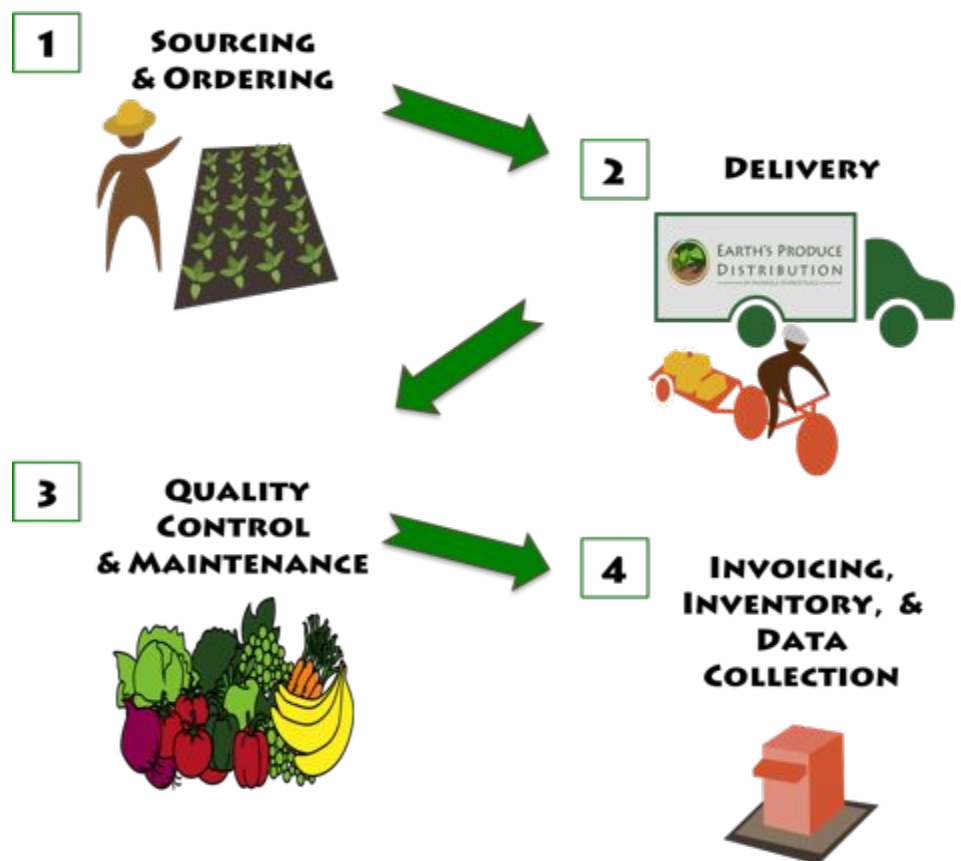
MARKETING MATERIALS AND ACTIVITIES ARE KEY TO RAISING AWARENESS ABOUT AVAILABLE PRODUCE, AND INFORMING RESIDENTS ABOUT THE DIETARY AND HEALTH BENEFITS OF NUTRITIOUS FOODS.

Materials and activities include: signage, community outreach & flyering, nutrition education events, and in-store cross-marketing displays that encourage customers to purchase produce and additional higher margin items. Marketing efforts should also be made to inform customers about seasonal fruits and vegetables, community events, tips & recipes, and the farmers growing their food. (See appendix #4)

STEP-BY-STEP

The HNSA service is comprehensive in order to minimize time and cost for store owners, maximize quality and variety for customers, and improve access to healthy food for the community.

A typical week servicing West Oakland corner stores looks as follows:



1. **SOURCING & ORDERING:** Directly managing relationships with farmers and high quality distributors ensures that the freshest produce is entering community homes while minimizing sourcing costs for store owners.
2. **DELIVERY:** Another cost and time saving tool, delivery to corner stores guarantees that the produce will be well stocked while allocating time for regular maintenance.
3. **QUALITY CONTROL & MAINTENANCE:** The old adage of, “one bad apple can spoil the bunch” is true. Make time to check the produce, remove waste, and clean up the display area.
4. **INVOICING, INVENTORY, AND DATA COLLECTION:** With each delivery, provide an invoice to the store owner detailing sales and produce prices, and carry out inventory and waste reports to monitor customer demand and guide future orders.
(See appendix #5)

To learn more about the HNSA delivery service, please see our video at: <http://www.youtube.com/watch?v=ooWNHgRk49o>

COMMUNITY ENGAGEMENT & NUTRITION EDUCATION

In order to make a real impact on health, education that informs community residents about why they should consume fruits and vegetables must accompany efforts to increase food access. Engaging community members in a discussion about their health and how they can directly change negative trends can help combat ingrained purchasing habits that lead residents toward unhealthy choices.

Furthermore, operating outreach and education events on a peer-to-peer model offers a unique opportunity to increase residents' knowledge about nutrition and health, and their skills in sharing that knowledge with their families and peers.



ENGAGING COMMUNITY MEMBERS IN A DISCUSSION ABOUT THEIR HEALTH AND HOW THEY CAN DIRECTLY CHANGE NEGATIVE TRENDS CAN HELP COMBAT INGRAINED PURCHASING HABITS THAT LEAD RESIDENTS TOWARD UNHEALTHY CHOICES.





OUTREACH

FLYERING

NUTRITION EDUCATION

COMMUNITY EVENTS

ENGAGE RESIDENTS IN A DISCUSSION ABOUT HEALTH AND BUILD COMMUNITY.

Targeting residents in their own neighborhood, Mandela MarketPlace facilitates the following activities:

- **OUTREACH** in the community so that residents know about and are encouraged to purchase available fresh produce.
- **FLYERING** to inform residents of upcoming nutrition education events.
- **NUTRITION EDUCATION** at HNSA corner stores in order to address acute community health challenges. These events are held on location to meet customers where they are, and include food demos, produce samples, recipes, and culturally relevant nutrition and physical activity information.
- **COMMUNITY EVENTS**, usually scheduled around popular holidays, like "Healthy Halloween" to engage residents in a discussion about health and build community in a festive environment.

MONITORING & EVALUATION

Establishing mechanisms to track results, survey stakeholders, and review data, allow for assessment and refinement of services. Some strategies include:

TRACKING PRODUCE METRICS

Regularly review inventory reports, waste reports, and upcoming seasonal produce availability to better understand trends, make pricing adjustments, and improve produce offerings.

CUSTOMER HEALTH SURVEYS

In order to evaluate changes in community health, conduct surveys with store customers that provide a holistic snapshot of the impact of increased food access and nutrition education.

(See appendix #6)

For example, a Mandela MarketPlace survey conducted in 2011 of over 120 HNSA customers reported increased consumption of fresh fruits and vegetables and improved overall quality of life. Moreover, respondents' scores indicated an increase in the purchase of healthy food and their ability to cook healthy meals for their families. 43% of respondents indicated that they participated in at least one of HNSA's nutrition classes and/or events, and 54.1% of those participants indicated that the lessons learned changed the way they ate or prepared food. Data was reviewed by an independent evaluation team working with California Department of Public Health that concluded that "the results of the Convenience Store Customer Survey show that a healthy food environment paired with nutrition education helped respondents not only increase their consumption of fruits and vegetables, but also their knowledge about healthy eating. Indeed, given that two-thirds (67%) of respondents had increased consumption of fruits and vegetables because of the availability of fresh produce at the HNSA stores, it is likely that the healthy food environment, plus the nutrition education, is forming a powerful synergy that promotes behavior change."

**TWO-THIRDS
(67%) OF
RESPONDENTS
HAD
INCREASED
CONSUMPTION
OF FRUITS AND
VEGETABLES
BECAUSE OF
THE
AVAILABILITY
OF FRESH
PRODUCE AT
THE HNSA
STORES**



LOCAL, SUSTAINABLY GROWN PRODUCE ENSURES THAT COMMUNITY RESIDENTS HAVE ACCESS TO NUTRITIOUS FRUITS AND VEGETABLES FREE FROM PESTICIDES, WHILE SUPPORTING FARMERS AND THE LARGER ECOSYSTEM.

STORE OWNER SATISFACTION ASSESSMENT

It's important to maintain open lines of communication with store owners to continue nurturing the partnership. Keep store owners informed of any changes to the service, new seasonal items, and sales trends. Carry out yearly store owner satisfaction surveys to ensure a formal evaluation is in place and review the feedback to learn more about corner store partner preferences and how to adjust the service accordingly. (See [appendix #7](#))

APPROACHES

CONSIGNMENT

To increase the quantity and variety of fruits and vegetables offered, selling on consignment may be very appealing; store-owners pay only for what they sell, and the delivery service assumes the cost of produce that may go to waste (unsold and gone bad). Through store owners interact daily with customers and better understand their needs, they also have a high adversity to risk especially when dealing with a product that is unfamiliar and perishable. The consignment model affords a win-win situation: store owners are protected from monetary losses and residents have a larger assortment of fruits and vegetables available in their neighborhood.

LOCAL, SUSTAINABLE PRODUCE

Supplying corner stores with local, sustainably grown produce ensures that community residents have access to pesticide-free fruits and vegetables and that local farmers have access to an urban market.

West Oakland's proximity to large farm hubs that supply the area with fresh produce have made it possible for Mandela Marketplace to launch a wholesale produce distribution center, Earth's Produce Distribution (EPD). EPD supports local, small, under-resourced farmers that use sustainable practices, and supplies all the HNSA produce.

YOUTH INVOLVEMENT

Engaging local youth as the operators and ambassadors of the corner store alliance can be a mutually beneficial endeavor: youth can gain the skills and opportunities to become change agents in their communities, and the alliance can harness young people's wide social network, ability to connect with their peers, and knowledge of the neighborhood. Though there are additional expenses associated with training, managing, and educating youth, the benefits are clear.

West Oakland Youth Standing Empowered (WYSE) is a youth program dedicated to spreading knowledge of healthy living and creating positive community change through the voice, actions, and leadership of young people. In 2007, it was the WYSE team that brainstormed the idea behind West Oakland's Healthy Neighborhood Store Alliance and built the partnerships necessary to catalyze its launch. Through complementary outreach and nutrition education activities, the WYSE team fostered community connections, developed their skills as peer educators, and increased residents knowledge about diet and disease.

ADDITIONAL SERVICES

Corner store alliances have the potential to shift community health indicators by increasing access to healthy food, changing community eating habits, and eventually influencing policy. If the additional resources are available, consider providing the following:

- **REFRIGERATION:** Providing corner stores with refrigeration allows partners to diversify their offerings and increase produce shelf life, consequently increasing sales and consumption.
- **GRAB & GO SNACKS:** Making healthy ready-to-eat offerings available at corner stores can encourage neighborhood residents to make healthier choices.



**YOUTH FOSTER
COMMUNITY
CONNECTIONS,
DEVELOPED
THEIR SKILLS AS
PEER
EDUCATORS,
AND
INCREASED
RESIDENTS
KNOWLEDGE
ABOUT DIET
AND DISEASE.**





IN ADDITION TO THE SERVICE AND QUALITY OF PRODUCE OFFERED BY THE HNSA SERVICE, STORE OWNERS CONTINUE TO BE PART OF HNSA BECAUSE IT SUPPORTS A HEALTHIER COMMUNITY – MAKING IT A WORTHWHILE BENEFITS TO THEIR BUSINESS AND THEIR CUSTOMERS.

- **FOOD PROGRAM ALIGNMENT:** The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) requires that stores seeking WIC certification carry specific fresh fruits and vegetables. Offering a produce package that is WIC compliant can facilitate the process of becoming certified, which will increase a store's customer base and profits, and allow for more healthy produce to be made available to community residents.

LESSONS LEARNED

The Healthy Neighborhood Store Alliance has emerged as a proven model to address food insecurity and health problems. Despite its success there are challenges in both getting corner stores on board and ensuring its long-term viability.

BUSINESSES THINK OF PROFITS FIRST, so asking corner store owners to sell low-profit margin, high upkeep goods can be a hard sell. Not only are they accustomed to buying non-perishable goods that require little maintenance, but some have also attempted to sell produce and have had bad experiences. Past failures in produce retail have been due to (a) purchasing large quantities of cheap, low-quality produce (b) poor quality control (c) poorly displayed and advertised produce. The first two challenges are directly addressed through the HNSA service package by delivering small amounts of high quality produce and directly managing quality control and maintenance. The third, however, requires store buy in, which can be difficult to attain. Though corner store owners are encouraged to change the store's infrastructure, it isn't always possible due to an adversity to change, overstocked shelves, contracts with vendors, etc. Continuing to engage store owners in a discussion regarding display and advertising, as well as the direct benefits of selling produce, can slowly lead to an increased openness regarding changes in their stores.

THE BEST PARTNERS ARE IN IT FOR THE COMMUNITY. Though financial gain is part of the corner store alliance model, the fact remains that produce is a low profit margin good. As such, if



store owners become alliance partners because they expect high financial returns, the relationship is set to be unsustainable from its inception. In fact, surveys conducted with West Oakland store owners reported that in addition to the service and quality of produce offered by the HNSA service, they continue to be part of HNSA because it supports a healthier community – making it a worthwhile benefit to their business and their customers. Store owners that understand this dual purpose are key in ensuring its long term viability.

PRODUCE ISN'T ALWAYS EASY TO SOURCE OR MAINTAIN depending on where you are located and the skill set of your team. Close proximity to a farming hub facilitates availability and quality inspection, however, this is not the case across the country. Discussions around sourcing options, or lack thereof, must be had before launching a corner store alliance. Furthermore, because produce is delicate and perishable, it requires additional expertise to handle properly. HNSA service team members receive training in care and maintenance to extend produce shelf life and decrease potential loss. When first launching your corner store alliance, be aware that there will be period of learning and adjustment in order to fine tune the skill set required to maintain produce.

CHANGING CONSUMER PURCHASING PATTERNS & PRECONCEPTIONS requires more than making produce available; it demands education and robust marketing to shift attitudes around healthy food. Consumers must be made aware that produce is available

**CHANGING
CONSUMER
PURCHASING
PATTERNS AND
PRECONCEPTIONS
REQUIRES MORE
THAN MAKING
PRODUCE
AVAILABLE; IT
DEMANDS A
ROBUST
MARKETING
CAMPAIGN AND
A MEANINGFUL
EFFORT TO SHIFT
ATTITUDES
AROUND
HEALTHY FOOD**



at their corner stores and understand why it is worth purchasing. Eventually, they will begin to see corner stores as small-scale grocers and place a premium on having healthy food at the dinner table.

RESOURCES

Funding in support of comprehensive corner store initiatives that promote healthy eating and the consumption of fresh produce is available from a variety of foundations and agencies. Additionally, when providing complementary outreach and nutrition education activities, partnering with local health agencies that have resources, staff and expertise to support these efforts can be helpful.

There are also resources available for corner store alliance programs that provide job skills development for community residents, and help grow local businesses. Some of these resources are available directly to store owners to support corner store improvements and provide supplies and equipment.

LOCAL

HEALTH DEPARTMENTS

Many local and state health departments have grants available to support outreach and education geared towards increasing consumption of healthy foods, decreasing obesity, and increased access to healthy foods in limited access communities.

- [Alameda County Public Health](http://www.acphd.org/)
<http://www.acphd.org/>
- [California Department of Public Health](http://www.cdph.ca.gov/programs/CPNS/Pages/default.aspx)
<http://www.cdph.ca.gov/programs/CPNS/Pages/default.aspx>

FRESHWORKS

California FreshWorks provides financing to launch or improve grocery stores and other forms of healthy food retail and distribution.

- **California FreshWorks**
<http://www.cafreshworks.com>

FEDERAL

USDA

USDA grants help community groups implement programs that meet the nutritional needs of low-income people through sustainable initiatives. The USDA also provides funding to promote farmers' markets, roadside stands, community-supported agriculture programs, and other direct producer-to-consumer market opportunities.

- **Community Food Projects Competitive Grants Program**
<http://www.nifa.usda.gov/fo/communityfoodprojects.cfm>
- **Farmers' Market Promotion Program**
<http://www.ams.usda.gov/fmpp>

US. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Locally administered community development grants provide resources to address community needs.

- **Community Development Block Grant Program**
http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs

DIRECT BUSINESS SUPPORT

SMALL BUSINESS ADMINISTRATION

The Small Business Administration (SBA) provides resources and support to small businesses.

- **SBA**
<http://www.sba.gov/local-assistance>



LOCAL BUSINESS DEVELOPMENT OFFICE

Local offices can support small businesses that are unable to obtain financing through traditional venues. Oakland's Business Development Corporation's (OBDC) provides financing and assistance to small businesses in order to increase job opportunities and support wealth creation.

REDEVELOPMENT AGENCIES

Redevelopment agencies have available funds for store improvements. The City of Oakland can help store owners improve store facades, signage, and fixtures to make the store more attractive to potential customers.

COMMUNITY BANKS

Community Banks provide another venue for alternative financing. Community banks such as One Pacific Coast Bank in Oakland, or Peoples Community Cooperative Federal Credit Union in Berkeley have loan programs that are easier to access than more traditional banks.



REFERENCES

- Life and Death from Unnatural Causes: Health and Social Inequity in Alameda County. Alameda County Public Health Department, 2008.
- Mandela MarketPlace Market Study. Northern Real Estate Development & Consulting, 2007.
- West Oakland Specific Plan Market Opportunity: Housing, Retail and Arts. Conley Consulting Group, 2011.
- West Oakland Community Information Book. Alameda County Healthy Care Services Agency, 2001.
- West Oakland Study - California Air Resources Board. California Environmental Protection Agency, 2008
- Healthy Foods, Healthy Communities Report. PolicyLink, 2011.



APPENDIX ONE: CUSTOMER DEMAND SURVEY

1. What stores do you shop at for groceries?

2. How often do you eat fruits and veggies?

- ☐ Always or often
☐ Sometimes
☐ Never

3. Do you shop at N&A Market located on 32nd and Adeline?

- ☐ Yes (Proceed to 5)
☐ No (Proceed to 4)

4. If N&A Market sold fresh fruits and veggies, would you shop there?

- ☐ Yes (Proceed to 5)
☐ No (Proceed to 4)

5. N&A Market is now working with The Healthy Neighborhood Store Alliance to have fresh fruits and vegetables delivered twice a week. Would you shop at N&A Market MORE often if produce is available?

- ☐ Yes
☐ No

6. If yes, what kind of produce would you like to see offered?

THANK YOU FOR YOUR HELP!



APPENDIX TWO:

SECRET SHOPPING ASSESSMENT

Date:	Name of Store:
Store Hours:	Store Days:
Survey Team:	Overall Grade (A-F):

Does the Store Carry Produce?	
Location & Foot Traffic <ul style="list-style-type: none"> Where is the store located? Is it in a location with a lot of foot traffic? What surrounds the store? (bus stops, schools, parks, etc) 	
Safety <ul style="list-style-type: none"> What's the neighborhood like? Are there cameras around the store? Does it feel safe? 	
Owner's Attitude Toward Customers <ul style="list-style-type: none"> Positive or Negative? 	
Space for Produce Display <ul style="list-style-type: none"> Cooler for produce? Room for extra shelves? Spare space? 	
Cleanliness & Maintenance <ul style="list-style-type: none"> How clean is the store? Is the area where produce could be stored clean? If there is a cooler, is it functional? 	
Marketing <ul style="list-style-type: none"> What kinds of ads are currently in the store? (alcohol, cigarettes, etc) Is there space available for HNSA ads? 	
EBT/WIC Acceptance <ul style="list-style-type: none"> Do they accept EBT? Do they accept WIC vouchers? Do they have an ATM? 	
Comments:	

APPENDIX THREE: MEMORANDUM OF UNDERSTANDING

1364 7th Street, Oakland ~ www.mandelamarketplace.org ~ (510) 433-0993

Memorandum of Understanding

This shall serve as a memorandum between _____ and Mandela MarketPlace's Healthy Neighborhood Store Alliance (Herein referred to as HNSA) for a period of at least six months.

HNSA serves corner stores that are interested in selling produce to their customer and assists corner stores in becoming healthy neighborhood stores in the community.

Through HNSA, Mandela MarketPlace will...

- Deliver produce on consignment and arrange as needed
- Track and manage inventory and waste
- Maintain the produce to ensure it remains fresh and attractive
- Provide weekly invoices for produce sold
- Promote the purchasing of produce by:
 - Educating the community on the importance of eating more fruits and vegetables
 - Promoting the store as a HNSA member through flyers, signage, posters, and on-site events
 - Reconfiguring the store layout to emphasize the display of healthy foods
- Assist the store owner in becoming a better community partner

Store will...

- Keep profits from produce sales
- Allow Mandela MarketPlace's HNSA team to manage ordering, pricing, and display
- Maintain changes to the store layout in order to feature healthy items in the front of the store
- Work with HNSA to increase the advertisement of healthy items and reduce the advertisement of unhealthy items
- Allow the HNSA team to access the store to deliver, arrange, and manage produce

Signature: Store Owner

Date:

Signature: HNSA Representative

Date:



APPENDIX FOUR:
MARKETING MATERIALS, STORE SIGNAGE



APPENDIX FOUR:

MARKETING MATERIALS, DOOR HANGERS



APPENDIX FOUR:

MARKETING MATERIALS, STORE SIGNAGE (NEW PRODUCE)

NEW!
**GREATER
ASSORTMENT**
of
FRESH FRUITS & VEGETABLES



AVAILABLE HERE

APPENDIX FOUR:

MARKETING MATERIALS, FLYERS



M A N D E L A
M A R K E T P L A C E

West Oakland Youth Standing Empowered
is proud to present:

The

Healthy Neighborhood Store Alliance



What is the Healthy Neighborhood Store Alliance?

The Healthy Neighborhood Store Alliance is a business operated by youth of the community to bring organic and pesticide-free fruits and vegetables into corner liquor stores as a convenience to the residents of West Oakland.

Why is it important for HNSA to be in a store near you?

Our community faces serious health issues due to a lack of healthy food options and nutrition education. West Oakland residents suffer a diabetes rate that is three times higher than the rest of Alameda County. In order to help build a healthier community, HNSA provides fresh and affordable fruits and vegetables to West Oakland neighborhood corner stores so that families that have no way to get to a grocery store can still prepare a healthy meal. Because much of the produce is organic or pesticide-free, it benefits the body more than conventional foods.

Where does our food come from?

We receive our produce from Earth's Produce; a wholesale distribution center that buys from local small farmers who live within a 100 miles radius of Oakland—such as Watsonville, Capay Valley & Hollister.

What stores are we in?

Millennium Market: 18th St & Market St
Bottles Liquor: 12th St & Market St
N&A Market: 32nd and Adeline St
Sav-Mor: 14th & Peralta



For more info contact:

WYSE@mandelamarketplace.org

Mandela MarketPlace | 1364 7th Street Oakland, CA 94607 P: (510)433.0993

www.mandelamarketplace.org

Like us on **Facebook** (Mandela MarketPlace) or
follow us on **Twitter** @ mandelamarket

APPENDIX FOUR:

MARKETING MATERIALS, EVENT CALENDAR

Community Nutrition Events Calendar

OCTOBER 2012

12th



Farmer's Day

Friday, October 12 @ 12:30 - 2:00
Mandela Foods Cooperative ~ 1430 7th St.

National Farmer's Day honors the hard labor of farmers throughout American history. Join us to learn more about our partner farmers, The Yerenas, and try delicious samples straight from their farm!

Healthy Halloween!

Wednesday, October 31 @ 3:30 - 5:30
Mandela Foods Cooperative ~ 1430 7th Street

Join us for our 3rd Annual Healthy Halloween! We will be face painting and giving away treat bags, in addition to our usual delicious samples and nutrition education material.

31st



NUTRITION EDUCATION

Tuesdays & Fridays
12:30-2:30

Every Month Mandela Marketplace's WYSE Team hosts quality, free events that offer nutrition tips, samples, and recipes for you and your family!

Join US at one of our HEALTHY NEIGHBORHOOD STORE ALLIANCE partners



**HEALTHY
NEIGHBORHOOD
STORE ALLIANCE**

Tuesday, 16th
Millenium Market
@ 18th & Market St.

Friday, 19th
Sav-Mor
@ 14th & Peralta St.

Tuesday, 23rd
N&A Market
@ 32nd & Adeline St.

Friday, 26th
Bottles Liquor
@ 12th & Market St.



M A N D E L A M A R K E T P L A C E

APPENDIX FIVE:

HNSA TOOLS, INVENTORY

Date:	Bottles			Millennium			N&A			Sav-Mor		
	Starting Inventory	Waste	Delivered	Starting Inventory	Waste	Delivered	Starting Inventory	Waste	Delivered	Starting Inventory	Waste	Delivered
Apples												
Bananas												
Navel Oranges												
Lemons												
Limes												
Avocados												
Green Bell Peppers												
Red Bell Peppers												
Carrots												
Garlic												
Onions, Yellow												
Tomatoes												
Russet Potatoes												
Jalapenos												
Peaches												
Nectarines												
Plums												
Onions, Red												
Grapefruit												
Tangerines												
Pears												
Beets												
Green Cabbage												
Red Cabbage												
Collard Greens												
Romaine Lettuce												
Red Potatoes												
White Potatoes												
Orange Bell Peppers												
Yellow Bell Peppers												
Cherry Tomatoes												
Asparagus												
Blueberries												

APPENDIX FIVE:

HNSA TOOLS, INVOICING



The Healthy Neighborhood Store Alliance

Sav-Mor HNSA Invoice			
Produce	Quantity Sold	Unit Price	Total Price
Apples			\$0.00
Bananas			\$0.00
Navel Oranges			\$0.00
Lemons			\$0.00
Limes			\$0.00
Avocados			\$0.00
Green Bell Peppers			\$0.00
Red Bell Peppers			\$0.00
Carrots			\$0.00
Garlic			\$0.00
Onions			\$0.00
Tomatoes			\$0.00
Russet Potatoes			\$0.00
Jalapenos			\$0.00
Peaches			\$0.00
Nectarines			\$0.00
Plums			\$0.00
Tangerines			\$0.00
Pears			\$0.00
Beets			\$0.00
Green Cabagge			\$0.00
Red Cabagge			\$0.00
Collard Greens			\$0.00
Total Due			\$0.00

APPENDIX SIX:

CUSTOMER HEALTH SURVEY



HNSA CUSTOMER SURVEY

	A great deal	A good amount	Not too much	Not at all	Don't know
1. How has shopping at Sav-Mor helped you to					
a) Learn more about health and other diet-related issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Learn more about the importance of eating fruits and vegetables	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Feel more connected to healthy food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Feel a stronger connection to my community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Eat more fresh fruits and vegetables	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Eat more produce that is local, organic, and/or in season?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) Provide healthy food for my family and myself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h) Be healthier	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i) Improve my overall quality of life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. How often do you grocery shop?					
<input type="radio"/> Daily <input type="radio"/> 2-3 times per week <input type="radio"/> 1 time per week					
3. Where do you buy most of your groceries?					
<input type="radio"/> PacNSav <input type="radio"/> 99cent <input type="radio"/> Grocery Outlet <input type="radio"/> Mandela Foods <input type="radio"/> Trader Joes <input type="radio"/> Berkeley Bowl					
<input type="radio"/> Other:					
4. Have you shopped at Sav Mor Liquor before?					
<input type="radio"/> Yes – If YES Please go to Question #6					
<input type="radio"/> No – If NO Please go to the next Question 5					
5. IF NO – How many cups of fruit do you eat each day?					
_____ (1 cup = 1 banana or 1 large orange)					
6. IF YES – How often do you shop at Sav Mor?					
<input type="radio"/> 1-2 times per month <input type="radio"/> 1 time per week <input type="radio"/> 2 times per week <input type="radio"/> 3+ times per week <input type="radio"/> Other:					
7. By how much have you increased eating fresh produce because it is available at Sav-Mor					
Fruits per day: <input type="radio"/> None <input type="radio"/> 1-2 cups <input type="radio"/> 3-4 cups <input type="radio"/> 5+ cups					
Vegetables per day: <input type="radio"/> None <input type="radio"/> 1-2 cups <input type="radio"/> 3-4 cups <input type="radio"/> 5+ cups					
8. Have you participated in our nutrition classes or events?					
<input type="radio"/> Yes <input type="radio"/> No					
9. If YES – did they change the way you eat or prepare foods?					
<input type="radio"/> Yes <input type="radio"/> No					
10. Do you have any suggestions on how we can improve our services?					

APPENDIX SEVEN:

STORE OWNER SATISFACTION ASSESSMENT

Customer Service Evaluation



Store: _____ Address: _____

Name: _____ Date: _____

1. How satisfied are you with the quality of the produce that HNSA is providing?

2. How satisfied are you with the HNSA display provided? Do you have any ideas for updates or things to change?

3. How satisfied are you with the customer service provided by HNSA distributors? Do you have any suggestions on how we can improve our service?

4. What do you think about HNSA's fresh, sustainable produce prices?

5. What have your customers said about the HNSA produce?

6. In an effort to create healthy communities, it is our mission to make sustainable food accessible to your customers. How important is this to you as a business owner?

7. Is there anything else that you would like to let me know regarding our services?

*This toolkit was prepared by Mariela Cedeño,
Senior Manager of Social Enterprise and Communications
at Mandela MarketPlace.*

*We are grateful for the support from The Alameda County Public Health
Department, as well as corner store owners and community residents that have made this
transformative model possible.*

*For more information, please visit
www.mandelamarketplace.org*

V.1

7/2013