

Road Map for Addressing Food Insecurity by Scaling Up Market Match and Double Up Food Bucks Programs

The Champion Provider Fellowship is funded by CalFresh Healthy Living through the Supplemental Nutrition Assistance Program and the California Department of Public Health Oral Health Program. CalFresh Healthy Living promotes healthy food choices and physical activity consistent with the most recent *Dietary Guidelines for Americans*. In order to achieve this, we align our work with and support efforts to address social determinants of health. Our three-year plan calls for putting our work in the context of specific, locally determined need, leading with and encouraging sustained community engagement in planning and implementation, and embedding partnership/coalition work across every strategy. The Oral Health Program strives to improve the oral health of Californians also through prevention, education, and organized community efforts.

The Road Map for addressing Food Insecurity provides a set of steps that Champion Provider Fellows can take - and useful background information - to scale up Market Match (MM) and Double Up Food Bucks (DUFb) programs. In addition to the Road Map, other resources in the Food Security Implementation Toolkit, namely the modifiable PowerPoint *Slide Deck* with talking points and the *Fact Sheet*, provide Fellows with resources that will help them to jump start their work on MM and DUFb initiatives.

ROAD MAP CONTENTS

BACKGROUND	2
What is Food Insecurity?	2
Introduction to Policy, System, and Environmental (PSE) Change	3
PSE and Market Match (MM) and Double Up Food Bucks (DUFb)	3
WHAT IS THE ROLE OF CHAMPION PROVIDER FELLOWS IN PSE CHANGE TO SCALE UP MM & DUFb?	4
PSE KEY ELEMENTS APPLIED TO MM & DUFb	4
1. Define Problems/Goals/Outcome Measures	4
2. Understand the Current PSE Landscape	5
3. Outline a Clear Strategy for Engagement	5
4. Mobilize Partners	5
5. Educate the Public and Key Decision-Makers	6
6. Monitor and Determine Whether Success Has Been Achieved	6
7. Take Stock and Level Up	6
KEY AUDIENCES	7
Guiding Principles for Interacting with Key Stakeholders	7
Engaging Your Audience: Farmers' Market Managers & Local Grocery Store Operators	8
Engaging Your Audience: City Council Members (Market Match-Specific)	9
PREPARATION FOR COMMON BARRIERS AND HOW TO OVERCOME THEM.....	10
Funding & Resources	10

BACKGROUND

This section provides a brief introduction to 1) the concept of food insecurity and its connections to obesity and other chronic diseases, 2) Market Match (MM), 3) Double Up Food Bucks (DUFB), 4) policy, system, and environmental (PSE) change, and 5) PSE and MM & DUFB.

What is Food Insecurity?

The United States Department of Agriculture (USDA) defines [food security](#) as “access by all people at all times to enough food for an active, healthy life” as one of several conditions necessary for a healthy and well-nourished population. However, a USDA report on [household food security in the U.S. in 2018](#) found that 11.1% of households were food insecure at some point during the year, meaning that they were “unable to acquire adequate food for one or more household members because they had insufficient money and other resources for food.” The report also found higher levels of food insecurity among households with children (13.9%). According to Feeding America, in 2017 there were [1.6 million children](#) and [4.3 million people overall](#) experiencing food insecurity in California.

A [study published in the Journal of Nutrition](#) in September 2019 found that “household food insecurity in children was associated with a higher BMI-z and waist circumference, greater likelihood of being overweight or obese, consuming more sugar from [sugar-sweetened beverages], and less frequently eating breakfast and eating dinner with family.” Among low-income (at or below 200 percent of the Federal poverty line) working-age adults, there is a strong correlation between food security status and chronic health conditions. A [2017 USDA report](#) found that lower food security is associated with a higher probability of several chronic diseases, including “hypertension, coronary heart disease, hepatitis, stroke, cancer, asthma, diabetes, arthritis, chronic obstructive pulmonary disease, and kidney disease.” Fortunately, in an effort to address food insecurity, communities across the country are exploring, implementing, and evaluating various [fruit and vegetable incentive programs \(F&VIP\)](#), which “offer low-income participants matching funds to purchase healthy foods, especially fresh fruits and vegetables.” This toolkit uplifts two similar types of fruit and vegetable incentive programs that in CA may reach different beneficiaries: Market Match and Double Up Food Bucks

What is Market Match (MM)?

Market Match (MM) is a California F&VIP [founded in 2009](#) designed to match customers’ federal nutrition assistance benefits at farmers’ markets so that customers gain additional resources to purchase fresh fruits and vegetables. All farmers’ markets participating in MM provide customers with a dollar match up to a set amount (typically \$10 - \$20/person per farmers’ market visit) when they use their CalFresh Electronic Benefit Transfer (EBT) card to purchase eligible food items. The MM funds (either a token or voucher) can then only be used to purchase fruits and vegetables. In order to participate in MM, farmers’ markets [must be authorized to accept SNAP](#) (Supplemental Nutrition Assistance Program (SNAP) aka CalFresh EBT benefits, formerly known as *food stamps*). Some farmers’ markets participating in the MM program also elect to match [Women, Infants, and Children WIC Farmers Market Nutrition Program \(FMNP\)](#) vouchers to better meet the needs of the local community.

According to the Ecology Center, a CA-based nonprofit with a broad base of community partners and who leads the program across the state, MM was offered at 267 sites in 2018, reaching over [211,000 customers](#). The Ecology Center provides farmers’ market managers and staff with training on how to administer, track, report, and promote MM at their market. Although the Ecology Center provides overarching support across the state, at the farmers’ market level, MM is typically ran by the market manager or regional farmers’ market network. Individual markets are responsible for tracking the amount of MM in and out each day and reporting the cumulative totals to the Ecology Center via a required monthly reporting form. The Ecology Center

plans to release a [Request for Applications](#) in Spring 2020 to fund a series of new farmers' market partners to begin offering MM. MM is funded by Federal and State grants (primarily USDA's [Gus Schumacher Nutrition Incentive Program \[GusNIP\]](#): and California Department of Food and Agriculture's [CDFA] [California Nutrition Incentive Program \[CNIP\]](#)) as well as local community partners (private and community foundations, health care systems, local governments, private businesses, and others). In 2019, the CDFFA received a GusNIP grant, which allowed them to provide a CNIP grant to The Ecology Center in 2020. The Ecology Center has created a [Farmers' Market Finder](#) tool that allows the public to identify local farmers' markets that accept CalFresh and WIC FMNP, and that participate in the MM program.

What is Double Up Food Bucks (DUFB)?

[Double Up Food Bucks \(DUFB\)](#) is a F&VIP similar to MM. At a national level, DUFB is designed to "double the value of federal nutrition (SNAP or food stamps) benefits spent at participating markets and grocery stores, helping people bring home more healthy fruits and vegetables." The DUFB program originated in Michigan with five local farmers' markets in 2009 and has since spread to over 250 sites across the state, including in grocery stores. Unlike MM, where some participating markets extend the benefits to customers using WIC FMNP, DUFB is limited to customers purchasing eligible foods with their SNAP benefits. DUFB provides customers using their SNAP benefits at participating retail outlets with a dollar match up to a set amount per day, which can be used to purchase fresh fruits and vegetables.

In California, DUFB is still in its pilot stage. It was launched in 2017 by SPUR, the San Francisco Bay Area Planning and Urban Research Association, and currently operates in [five locations](#) in Santa Clara County and one location in Alameda County. Under the [CA DUFB project](#), CalFresh benefits recipients can use their CalFresh EBT card at participating grocery stores to purchase CA-grown fresh fruits and vegetables. For every \$1 they spend on CA-grown fruits and vegetables, they will earn \$1 in DUFB, up to \$10/day, which can be used to purchase additional fresh fruits and vegetables in the same store. One benefit of coupling MM with DUFB programs across the state is that CalFresh benefits recipients can receive their fruits and vegetables incentive at either farmers' markets or grocery stores, which is important because not all communities are served by farmers' markets, and not all farmers' markets operate year-round. The DUFB project in CA is supported by a grant from the USDA, First 5 Santa Clara County, The Health Trust, and others. Because it is still in the pilot stage, there is less publicly available information about how grocery store operators interested in DUFB would operate the initiative at their store. Contact information for the DUFB project staff leads at SPUR is [available here](#). Fair Food Network also provides a [series of resources and supports](#) for partners interested in bringing DUFB to their community.

Introduction to Policy, System, and Environmental (PSE) Change

PSE change interventions that affect the upstream causes of health are vital to creating healthy communities across California. The [PSE Playbook](#) provides definitions of each level of PSE change and then highlights the differences between each. Fellows can refer to pages 3 and 4 of the PSE Playbook for more information on PSE change.

PSE and Market Match (MM) and Double Up Food Bucks (DUFB)

MM and DUFB can engage all three levels of PSE change

MM and DUFB are two types of F&VIPs at farmers' markets and local grocery stores that stakeholders can scale up to address food insecurity among low-income populations via all three levels of PSE change: policy, system, and environment.

Here are some examples of how MM and DUFB can be scaled up via each level of PSE change:

- **Policy Change:** Increase the number of farmers' markets that can participate in MM by requiring that they become authorized to accept CalFresh EBT benefits via local-level government ordinance or zoning requirements. The policy change can also be used to ensure that farmers' markets participating in MM are in areas that are safe, accessible, and convenient for SNAP-Ed-eligible populations.
- **System Change:** Provide additional technical assistance and resources support for farmer's markets and local grocery stores interested in setting MM/DUFB at their locations.
- **Environment Change:** Encourage new or established farmers' markets to locate in places that are accessible to priority populations.
- **Environment Change:** Spread awareness of MM and DUFB among potential beneficiaries via enhanced marketing strategies.

WHAT IS THE ROLE OF CHAMPION PROVIDER FELLOWS IN PSE CHANGE TO SCALE UP MM & DUFB?

There are many ways that Champion Provider Fellows can work to scale up MM and DUFB through PSE change. The roles that Champion Provider Fellows play may differ based on the community and the nature of intervention. It is important to always prioritize listening to community needs when engaging in community change efforts. It is also important to be aware of your own capacity limitations, as well as the opportunities and resources your partners bring to the table to help advance the PSE change strategy as a collective unit.

The PSE Playbook includes a discussion of potential roles Fellows can play to support PSE change on page 6. In the context of scaling up MM and DUFB to address food insecurity, Champion Provider Fellows will often play the roles of:

- **Connector** by identifying other providers in the community to increase support for addressing food insecurity;
- **Educator** by sharing information on the health-promoting benefits of a specific policy, decision, or change related to MM and DUFB; and
- **Amplifier** by writing, speaking, blogging, or being interviewed about an issue related to food insecurity and how to address it via fruit and vegetable incentive programs.

PSE KEY ELEMENTS APPLIED TO MM & DUFB

The PSE Playbook outlines 7 key elements of PSE change on pages 9-15. Below we highlight considerations for each element as applied to addressing food insecurity via MM and DUFB.

1. Define Problems/Goals/Outcome Measures

- Identify key stakeholders in the local community, including parents, children, medical providers, public health advocates, farmers' markets managers, local grocery store operators, city council members, and social service providers, among others, to define problems, goals, and outcome measures to ensure a shared vision and commitment to addressing food insecurity.
- Consider connecting with the local health department to gain insights on community context, to gather relevant data on community health outcomes, and to be connected to some of the stakeholders listed above. Relevant data include obesity rates, other chronic disease rates, percentage of food insecure households, and average consumption of fruits and vegetables/day.

- Locate local farmers' markets and grocery store outlets to identify ones that may be interested in MM/DUFB and need assistance to accept CalFresh EBT cards and/or WIC FMNP vouchers. For data on local farmers' markets, including whether they currently accept CalFresh EBT cards and WIC FMNP, as well as whether or not they currently participate in MM, utilize the [Farmers' Market Finder](#) tool from the Ecology Center. A list of California grocery store outlets participating in the DUFB project is [available here](#). A WIC-authorized grocery store search tool is [available here](#).

2. Understand the Current PSE Landscape

- Identify relevant stakeholders including local agencies administering CalFresh (often the department of social services) and WIC, nonprofits associated with local farmers' markets, local grocery store owners, local health departments, health care systems, local foundations focused on children's health, community advocates, elected officials, and local government staff.
- Identify and review relevant land use and zoning policies (typically available through the city's website) to assess current policies related to farmers' markets. This can also be done by asking a designated city hall employee for guidance.
- Identify potential funding streams to supplement existing government grants that can support the scaling up of MM and DUFB. Local health department partners can play a critical role in identifying opportunities and making connections to groups attached to those funding streams.

3. Outline a Clear Strategy for Engagement

- Develop a clear strategy for implementing the PSE change related to MM/DUFB.
- Tailor the strategy to the community's goals. Ensure that interventions are appropriately matched to address the problem you have identified, and when possible, empower community members to become their own strongest advocates.
- Consider undergoing an action planning process to help your team lay out the steps needed to achieve your goals and clarify the roles that Fellows and key partners play in supporting the strategy, establishing a timeline, and determining what resources are needed to implement the PSE intervention. Alternatively, consider using the [logic model development guide](#) from the Kellogg Foundation to assist you as you outline your strategy for engagement.

4. Mobilize Partners

- Activate the constellation of individuals, groups, agencies, etc. that will be able to collaborate to achieve shared goals around addressing food insecurity by scaling up MM /DUFB (e.g., local food policy councils, city council members, parents/caregivers, children, CalFresh and/or WIC FMNP administering agencies and beneficiaries, MM/DUFB working groups, local health departments, community health advocates, the local planning department, nonprofits, etc.) Pinpoint those partners whose resources can be leveraged to advance the PSE change strategy to address food insecurity.
- Refer to page 13 of the PSE Playbook for more details on what makes up a successful partnership. Partners are key to gaining traction and momentum towards goals. They can provide resources and other supports in terms of shared knowledge and insights into MM/DUFB interventions.

5. Educate the Public and Key Decision-Makers

- Use the *Fact Sheet* and *Slide Deck* developed as part of the Food Insecurity Implementation Toolkit to educate the public and key decision makers about food insecurity and the need for interventions to address concerns.
- Educate the general public and decision makers about the need for PSE change to address food insecurity in an effort to build support for your initiative. It's important to remember that as healthcare providers, you are trusted members of the community, and you can play a vital role in bringing attention to critical health issues, such as obesity, and advocating for needed change. For example, it can be challenging to work with farmers' markets to adopt new practices, such as electing to participate in MM. However, Fellows can raise awareness around MM with the public, tailor key talking points that connect MM to food insecurity and health, align these talking points with stories from the public gathered during the effort to raise awareness, and deliver a compelling case to key farmers' markets decision makers about the need to participate in MM.
- Utilize different mediums to educate audiences, including through the use of media to raise awareness of fruit and vegetable incentive program strategies, strategically placed MM and DUFB promotional materials (posters, flyers, etc.), by presenting at public meetings and providing formal comments or testifying at public hearings, and reviewing and providing comments on public documents under development/review. Always convey key facts, data, stories, and opportunities for intervention, and take the time to listen and reflect back. As an example, if there are proposed cuts to federal and state funding streams for MM and/or DUFB, Fellows can provide public comment and craft op-eds that educate the public about the importance of these grants and the programs they support for community health.

6. Monitor and Determine Whether Success Has Been Achieved

- Establish measures of success—both for process outcomes and health outcomes associated with implementation—of your food insecurity initiative. Establish standards for measurement and review, and incorporation of community input at every possible stage of the process, including during the stage of monitoring measurable outcomes.
- Provide support to partners, including local health departments, CalFresh and WIC FMNP administering agencies and beneficiaries, farmers' market managers, grocery store operators, and in the case of MM, the Ecology Center, all of whom can offer support in the identification of measures of success, with ongoing tracking of progress and setbacks, and the dissemination of information to the general public.
- Recognize diverse indicators of success. Measures of success can vary depending on the priorities of a community. Specific metrics a community may choose to focus on in their evaluation may include: an increase in the number of farmers' markets/grocery store outlets participating in MM/DUFB; total number of MM/DUFB transactions; changes in the amount of fruits and vegetables participating shoppers say they purchase each week; self-reported measures of health improvement; changes in the percentage of participating customers reporting buying less junk food; and changes in the number of SNAP sales at farmers' markets and local grocery stores. Whatever the measure of success, it is important to collect data before and after the activity in order to identify any changes that have occurred.

7. Take Stock and Level Up

- Consider how you can build on successes as you progress through your action plan/logic model and achieve various milestones, as well as where you can fill in the gaps, and how you can adapt when specific efforts are not working. Again here, continuous input from the community, including CalFresh and WIC FMNP beneficiaries, is critical to identifying areas for improvement.

KEY AUDIENCES

This section provides an introduction on how to engage key audiences – namely farmers’ market managers and grocery store owners, and local government officials – regarding how to address food insecurity via the scaling up of MM and DUFB. Before exploring specific considerations for each audience, the section outlines a set of guiding principles that apply broadly to all key stakeholders, which will be key to building critical partnerships with the likes of local health departments and beneficiaries of CalFresh and/or WIC FMNP.

Guiding Principles for Interacting with Key Stakeholders

Whether you are speaking with members of your local health department, city council, farmers’ market managers and grocery store owners, beneficiaries of CalFresh and/or WIC FMNP, or other critical audiences, the following guiding principles will help you maximize the limited time you have to present your issue to key decision makers and influencers.

Educate Your Audience about food insecurity and the need to address it via MM & DUFB

- Understand the evidence base for scaling up local MM and DUFB programs to support improved access to resources to purchase fresh fruits and vegetables, and other healthy foods. For example, be prepared to speak to the fact that many people are food insecure in spite of the fact they are receiving CalFresh. Then speak to the fact that fruit and vegetable incentive programs like MM and DUFB help low-income shoppers make healthy food choices by overcoming financial and, at times, access barriers. Rely on the Food Insecurity Implementation Toolkit *Fact Sheet* and *Slide Deck* for relevant data and talking points to highlight in your conversation.
- Highlight existing inequities in your community. Are segments of the local population disproportionately impacted by food insecurity (most often households with children headed by a single woman or single man, and Black and Hispanic households)? How about seniors, adults with disabilities, HIV + populations? Who are the other vulnerable populations in your community to be mindful of?
- Connect these existing inequities in the lived environment to local health inequities and poor health outcomes associated with diet and physical activity, including obesity, diabetes, heart disease, and dental decay infection. This is an opportunity to integrate your patient stories about how this issue impacts the patient population that you serve.
- Do your homework to understand food insecurity as a local issue. Speak with members of the local health department to gain an understanding of local health data related to healthy eating and equitable access to fresh fruits and vegetables. Speak with beneficiaries of CalFresh and/or WIC FMNP to better understand how the participation of local farmers’ markets in MM and local grocery stores in DUFB programs could both generate more business for these retail operators and improve community health. Consider articulating the economic benefit at the local level of MM implementation in a manner similar to that done by researchers who examined MM at the state level in the [Market Match Impact Report 2018](#): “Researchers found changes in dietary intake likely to result from such incentives were sufficient to result in a 1.7% reduced incidence of type 2 diabetes, which in California translates into a health care savings approaching \$469 million a year.”

Craft Your Message in Partnership with Others

- Work with your partners to fine tune your messaging and provide relevant context to the issue.
- Lift up the lived experiences of community members, particularly beneficiaries of CalFresh and/or WIC FMNP.
- Refer back to the Champion Provider Fellowship [media training](#) and [messaging workshop](#) for more tips on crafting your message.
- Consider having your partners also present with you.

Anticipate Questions, Reservations, and Requests for More Information

- Put yourself in the shoes of your audience to anticipate the types of questions and reservations they may have (e.g., concerning limited funding, liability, program management, and sustainability, etc.).
- It's important to be honest and direct about the resource constraints that many local communities face and to be sensitive to these realities. There may not be immediately available a dedicated pool of government, foundation, or private funding to scale up MM and DUFB programs.
- Strategies to address concerns about funding to scale up MM and DUFB are highlighted in the Food Insecurity Implementation Toolkit *Slide Deck*. These include highlighting the financial appeal of a program like MM to farmers' market managers.
- Review the MM and DUFB resources you have gathered to comb through FAQ's that may be relevant to your audience. Highlight, for example, challenges other districts and communities have faced, as well as how they overcame them.
- Share case studies from other communities that have successfully implemented or passed local policies that can support the scaling up MM and DUFB programs. Look to the PSE Playbook and the Food Insecurity Implementation Toolkit *Slide Deck* for some initial examples.
- Be prepared to leave behind a resource for the interested stakeholder to learn more (e.g., the Food Insecurity Implementation Toolkit *Fact Sheet*).

Own Your Role as a Trusted Community Leader

- Do not be afraid to leverage your trusted position as a physician in the community to educate your audience on the advantages of adopting stronger measures that support MM and DUFB programs as part of a larger effort to address food insecurity locally.

Engaging Your Audience: Farmers' Market Managers & Local Grocery Store Operators

Overview of farmers' markets:

Although they may look different from one neighborhood to the next, all farmers' markets aim to provide local residents with access to fresh, local produce while fostering connections between the people who grow food and those who consume it. A farmers' market's governance structure is often tied to the context within which it operates, e.g., smaller farmers' markets tend to have less complex governance structures than larger farmers' markets. Some farmers' markets operate as part of a larger regional market network, whereas others operate independently. Some choose to function as a stand-alone nonprofit, and others operate via partnerships with local governments and community-based groups. Regardless of a farmers' market's operating structure, a [critical element](#) that should always be present is that of market manager. The market manager runs the market's daily business, makes operational decisions, and enforces the market's bylaws, among other responsibilities that may vary. Individuals and groups interested in working with a local farmers' market in new ways should see the market manager as their key point of contact, and potential ally, to scale up fruit and vegetable incentive programs at that location.

Do your homework:

- Review the existing landscape. How many farmers' markets or local grocery stores currently serve the community? Do they participate in MM or DUFB programs? Do they currently accept CalFresh EBT cards and/or WIC FMNP? In CA, it's easy to know whether or not local grocery stores are currently participating in DUFB given that it is currently in its pilot stage across five stores in Santa Clara County. For farmers' markets and MM, utilize the [Farmers' Market Finder tool](#) from the Ecology Center to identify local farmers' markets and whether or not they participate in MM, and accept CalFresh and/or WIC FMNP.
- Seek to understand farmers' market managers' and local grocery store operators' perspectives and opinions on MM and DUFB.
 - Consider scheduling in-person meetings or phone calls with them to have a better understanding of their perspectives, including areas of concern and excitement, in order to begin to identify potential allies and roadblocks. Are they aware of these programs and how they can bring them to their places of business?
 - You can usually find publicly available contact information for the farmers' market manager or grocery store operator on their website. If that fails, consider dropping by the farmers' market or grocery store to engage in an initial conversation.

Be clear about your specific request

- Be straightforward in communicating the purpose of your interaction with the farmers' market manager or local grocery store operator:
 - If it involves local government level policy change to support the scaling up of MM and DUFB, what role do you envision these key partners playing in these efforts?
 - If it involves MM and DUFB programmatic work, what role are you asking them to take on? For example, are you asking them to consider becoming authorized to accept CalFresh EBT cards or WIC FMNP?
 - Also, be clear about your role, and the roles of your partners, in supporting their efforts. For example, you may work with the local health department to help the farmers' market managers and/or grocery store operators identify potential funding opportunities to support MM and DUFB locally. Or, you may offer to work together on the process of establishing, implementing, and promoting CalFresh EBT access, or simply point them to existing resources, like [this guide for farmers' markets](#) from the Ecology Center.

Engaging Your Audience: City Council Members (Market Match-Specific)

Do your homework:

- Review existing city ordinances related to farmers' markets and the acceptance of CalFresh EBT cards and/or WIC FMNP vouchers – what are the gaps and what provisions can be strengthened to explicitly support the scaling up of MM? Be prepared to discuss examples of other similar cities/counties that have been successful in these efforts. The slide deck offers some examples to get you started.
- Similarly, review the community environment as it relates to access to farmers' markets, including those that currently participate in MM. Utilize the Farmers' Market Finder tool from the Ecology Center to identify local farmers' markets and whether or not they participate in MM, and accept CalFresh and/or WIC FMNP. Point out, for example, if there's a missed opportunity in which the local community has several farmers' markets in operation that provide improved access to fresh fruits and vegetables for low-income populations, but fail to accept CalFresh EBT cards

and/or WIC FMNP vouchers, thus limiting the impact of their efforts to reach households struggling through food insecurity.

- Meet with city council members to learn about their specific thoughts or orientation to fruits and vegetable incentive programs like MM. You can typically find contact information of city council members and the mayor on the city's website. It's helpful to include in your request to meet how much time you are asking of the city council member (e.g., 10-20 minutes). If they cannot give you the full amount of time requested, be sure to confirm how much time you will have so that you can tailor your talking points.

Be clear about your specific request

- Be straightforward in communicating the purpose of your interaction with the city council members:
 - If you want them to help pass an ordinance that requires all local farmers' markets to accept CalFresh EBT benefits and/or WIC FMNP, be prepared to answer their questions and justify your request.
 - If the city already has a policy or other zoning ordinance that touches on farmers' markets and CalFresh EBT card and/or WIC FMNP acceptance, be prepared to answer how what you are requesting is different from what is in the existing ordinance or policy. Be prepared to present data and describe the consequences of non-action.

PREPARATION FOR COMMON BARRIERS AND HOW TO OVERCOME THEM

The PSE change process requires an investment of time and resources from all stakeholders involved. Although there is not a clear timeframe for successfully adopting PSE change related to MM and DUFB due to a variety of contextual factors (e.g., community and decisionmaker readiness, available funding resources, etc.), the process of change can be slowed—or brought to a complete halt—by obstacles such as capacity and funding shortfalls, lack of farmers' market manager or grocery store operator support due to concerns about costs, and concerns about program management and sustainability. This section highlights common barriers to MM and DUFB implementation/scaling up as well as how to prepare to overcome them.

Funding & Resources

Many local municipalities are already strapped for resources and asking them to identify a new funding stream to support MM and/or DUFB implementation/expansion may seem unrealistic to them. Effective changemakers will come prepared to address these issues. This aligns with the *Mobilizing Partners* step of PSE change strategy. Use community engagement activities as opportunities to make connections that leverage resources, relative advantages, matching strengths and opportunities. Rely on partners, like local health departments, who can identify foundations and or potential streams of government funding that can be used to fund MM and DUFB programs. Connect with beneficiaries of CalFresh and/or WIC FMNP to collect compelling stories about the need to go beyond existing supports to address food insecurity locally. Center those stories when having conversations with private businesses, local foundations, and others who may serve as funding supports for MM and DUFB. Visit the funders' pages on the [MM](#) and [DUFB](#) websites to get a sense of the types of diverse funders that may support these efforts locally.

In addition to funding concerns, local farmers' markets managers and grocery store operators may have lots of questions about their ability to become authorized to accept CalFresh EBT benefits and/or WIC FMNP, as well as the impact of MM and DUFB programs on their businesses.

The following resources can help alleviate some of these concerns.

- [Ecology Center](#) serves as a critical resource to support new MM partners.
- California Department of Public Health offers a [suite of resources](#) for farmers' markets interested in becoming authorized to accept WIC benefits.
- Evaluations on the benefits and impacts of [MM](#) and [DUFB](#) programs in CA are publicly available, and they include data on the benefits of participating not just for beneficiaries of CalFresh and/or WIC FMNP, but also for retail operators and farmers.

The Champion Provider Fellowship empowers, trains, and supports doctors and dentists to use their expertise and respected voices to improve the health of communities through local policy, systems and environmental changes.

Learn more at championprovider.ucsf.edu

Funded, in part, by USDA SNAP-Ed, an equal opportunity provider and employer.

