

End Childhood Hunger in MI

FB MICHIGAN FARM BUREAU
FAMILY OF COMPANIES®

2024

FOOD CLUB GUIDEBOOK

A Note from Michigan Farm Bureau

At the Michigan Farm Bureau Family of Companies, we work hard to protect and provide for our neighbors statewide. Born from a legacy of dedicated farmers committed to growing food every day for Michiganders, we are deeply committed to fostering a thriving agricultural landscape and ensuring that our great state flourishes now and in the future. To turn this vision into a reality, we are wholeheartedly committed to ending childhood hunger today.

As we strive to find effective solutions to combat childhood food insecurity, we have centered our approach around the insights and recommendations of food-insecure parents. Their voices reveal a critical theme: dignity. Many have expressed that a lack of dignity poses a significant barrier in navigating the food assistance landscape in Michigan. For those who struggle to provide enough food for their families, dignity translates to access to quality food in a manner that is convenient, accessible, and acknowledges the importance of choice when it comes to the food they feed their families.

In this regard, the work being done by Lakeshore Food Club is exemplary. Their commitment to meeting the unique needs of their rural community through a lens of health equity and respect is truly unparalleled. We believe that their membership model and choice-based shopping experience foster a sense of belonging for food club members—something often absent in traditional hunger-relief settings. Lakeshore Food Club's rural focus and dedication to being responsible economic stewards to their community uniquely positions them as allies and partners to local agricultural producers.

We believe that food clubs represent a powerful solution to food insecurity in cities and towns across Michigan. They not only enhance food access in a dignified manner but also create opportunities for communities to connect through the shared experience of food. It is our hope that this guide serves as a valuable resource for those looking to implement dignified hunger-relief solutions in their own communities through the food club model.

By working together and leveraging the power of food clubs, we can transform the landscape of hunger relief and build stronger, more connected communities across Michigan.

Warm regards,

Carl Bednarski

Michigan Farm Bureau Family of Companies, President

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How to Use This Playbook

This playbook provides detailed insights on starting and operating a successful food club, aimed at addressing food insecurity while promoting dignity. To begin, you'll learn the core principles of a member-first approach, emphasizing the importance of integrating members into decision-making processes to ensure the club is responsive and inclusive. In the following chapters, you'll find practical advice on securing funding, selecting locations, and designing a points-based pricing system that encourages healthy food choices.

Additionally, the guide includes strategies for building partnerships with local food suppliers and stakeholders, essential for ensuring a steady food supply and community support. We offer guidance on day-to-day operations to help manage inventory, track member participation, and maintain a welcoming environment, drawing on the lived experiences of Food Club staff from around Michigan. This playbook can be copied, shared, and used in whatever capacity best serves your community.

Understanding The Food Club Model

A food club is a non-profit grocery store model that prioritizes choice, participation, and access to healthy foods, operating differently from traditional food pantries. Members pay a low monthly fee, shop with points allocated by household size, and choose from a variety of fresh, quality foods, thus promoting dignity, self-esteem, and ownership among members. The environment is designed to mirror the experience of a quality grocery store, providing a dignified shopping experience and fostering a sense of community. Additionally, food clubs can incorporate a sliding scale for fees to accommodate different household needs and ensure accessibility.

Food clubs utilize a points system where healthier items are worth fewer points, incentivizing healthy eating without limiting members' choices. Clubs maintain a consistent selection of staple items such as fruits, vegetables, milk, cheese, eggs, and frozen meat, ensuring that members can rely on a steady supply of essential foods. The model supports food security by helping households bridge gaps in their food supply, complementing government food assistance programs and emergency food resources.

Operationally, food clubs differ from pantries by handling larger quantities of food, made possible by their storage and logistical capabilities—often engaging in bulk purchasing to manage costs effectively. Food clubs are also data-driven, using custom-designed point-of-sale systems and surveys to track member purchases and preferences, which helps in making informed decisions and maintaining a responsive inventory.

Overall, food clubs are innovative solutions that address food insecurity through a business-like approach, offering a dignified and community-oriented shopping experience for their members.

Core Practices of a Food Club

Audio Clip:
Katie Sienkowski,
GR Community



1 We Provide Dignity.

"It's a fairly high amount that you can still qualify, which I was surprised with my wife and I both getting social security."

– Lakeshore Food Club Member)

We provide dignity through choice. Food clubs always allow members to choose the items they want. We find that choice is a powerful way to embed dignity in a member's experience. In a 21st century economy, choice is a commodity. Community members living at or below the poverty level are so often locked into pre-existing assistance options and rarely have the option to choose what best suits them. Food clubs always allow members to choose the items they want, rather than receiving pre-packaged selections, ensuring that their preferences and needs are respected. This dignified shopping experience helps reduce the stigma often associated with social services, making members feel respected and valued.

We provide dignity through experience. Food clubs foster dignity by creating a shopping experience that mirrors a traditional grocery store rather than a charity setting, such as a church. By charging membership fees, food clubs emphasize the value of the experience and the participants' role as members rather than recipients of aid. This approach normalizes the shopping experience, allowing people to choose and purchase their food with a sense of autonomy and pride, much like any other shopper, reinforcing their dignity and self-respect.

2 We Are Member-Centered

Being a member-first organization means placing the needs, feedback, and participation of members at the core of the organization's operations and decision-making processes. This approach involves actively engaging members in various capacities, such as board roles, advisory councils, and program participation, ensuring their voices shape the organization's direction and policies. The organization prioritizes collecting and utilizing member feedback in a way that is respectful and non-intrusive, allowing for data-driven decisions that reflect the members' needs and preferences.

3 We Foster a Connected Community.

The shopping experience is designed to be welcoming and empowering, mirroring a standard grocery store to provide a dignified and respectful atmosphere. Overall, a member-first philosophy emphasizes community engagement, operational transparency, and continuous improvement based on member input.

Food clubs intentionally promote and foster connection between members, volunteers, and community resources on a daily basis. It's common for volunteers to greet members by name as they arrive. It's also common for members to help someone in front of them in line who may be short on points by offering some of theirs to share. Food club staff frequently make referrals to community organizations to help members find resources that meet their individual needs. This communal approach not only strengthens individual relationships but also creates a supportive community, making the club unique and valued by its members.

4 We Use Data to Drive Decision-Making.

Food clubs collect and analyze both quantitative and qualitative information to make decisions. Quantitative data, captured through point-of-sale software, includes metrics such as total checkouts, membership counts, and details on the volume and types of products purchased. This data helps in managing store operations and evaluating the club's impact on food security and health outcomes. Additionally, qualitative data from member surveys provides insights into member experiences, preferences, and areas for improvement, ensuring that the food club can adapt to meet member needs effectively without being overly intrusive. This approach helps justify ongoing investments and demonstrates the model's effectiveness to funders while maintaining member privacy and dignity.

Key Differentiators and Features of a Food Club

Food clubs work in tandem with other food assistance services to fill gaps for families. While food pantries are important resources to fill emergency needs, food clubs serve as a longer term solution for families facing food insecurity. There are five key differentiators between a food club and other food security resources:

- 1. Choice and Pricing Systems:** Unlike traditional food assistance programs, food clubs emphasize choice, allowing members to select their preferred items. The pricing system uses a tiered points system where healthier items like produce cost fewer points, incentivizing healthy eating.
- 2. Membership Fees and Sense of Ownership:** Members pay a low monthly fee to shop, which fosters a sense of ownership and community. This fee is intentionally low and intended to build up a member's sense of buy-in and dignity. Membership fees cover a portion of the food club's revenue without exceeding 25%.
- 3. Dignified Shopping Experience:** The food club provides a shopping experience that mimics a quality grocery store, promoting dignity and reducing the stigma often associated with food assistance programs. The atmosphere is designed to feel like a real grocery store, contributing significantly to members' self-esteem and dignity.
- 4. Community and Connection:** Food clubs are centered around community, fostering connections among members, staff, and volunteers. This sense of community is reinforced by the personal interactions and the supportive environment that the food club provides. Staff and volunteers are intentionally attentive and kind in their interactions with members.
- 5. Operational Scale and Efficiency:** Food clubs can handle large quantities of food due to their storage and logistical capabilities, allowing them to buy in bulk and keep food costs manageable. This operational efficiency is often not seen in traditional food pantries.



Audio Clip:

*AJ Fossel
on Dignity*

Challenges of Operating a Food Club

There are a common set of challenges among food club operators that should be taken into account by future food clubs. These challenges have been mitigated over time, but all contributing food club staff members were emphatic that planning for these challenges from the beginning will make operations easier in the long run.

- 1. Space and Growth Management:** Initial space planning often falls short of accommodating rapid growth in membership, leading to space limitations that hinder future development and expansion. Food clubs tend to be an early indicator of negative shifts in the economy and, as resources decrease, need increases — food clubs must be ready to serve a growing population. Forecasted population and household income data from the U.S. Census Bureau can help food clubs anticipate demand and forecast space needs.
- 2. Staffing and Volunteer Management:** Scaling up staffing, both paid and volunteer, is crucial to meet the increasing demand. Managing a significant number of volunteers and aligning their availability with operational needs is also a logistical challenge.
- 3. Financial Sustainability:** Reliance on a blend of grants, individual donors, and member fees is necessary to ensure that operational costs are never the member's burden. The membership fee is a small fraction of the revenue, making consistent fundraising essential.
- 4. Operational Efficiency:** Effective management of food costs and labor is crucial for success, necessitating expertise in retail operations. Engaging experienced professionals from the grocery industry for consultancy can help significantly.
- 5. Logistical Capabilities:** Handling large quantities of food and maintaining a reliable selection of healthy foods requires robust storage and logistical systems. This capability allows buying in bulk, which helps in managing food costs.
- 6. Data and Member Information Management:** Accurate tracking and verification of member information are important to support operations effectively. However, there is a need to balance data collection with respect for privacy and avoiding intrusive funding criteria.

Audio Clip:

*Marilyn on
Growth Challenges*



Creating a Member-Centered Environment and Experience

Human-centered design (HCD), or in this case, member-centered design, ensures that programs and interventions are tailored to the actual needs, experiences, and challenges of the people they are intended to help. By focusing on the end-users—whether they are individuals, families, or communities—this approach allows social service providers to develop solutions that are more effective, accessible, and empowering. We exercise deep empathy and continuously engage with the community, ensuring that services are not just top-down initiatives but co-created with those who will benefit from them. This approach leads to more sustainable and impactful outcomes, as it addresses the root causes of issues rather than just the symptoms.

In the context of a food club, it is critical that founders and operators are in constant communication with the population they intend to serve. After all, they understand their needs best. The following recommendations are intended to help food club organizers take a member-centric approach to building and operating a sustainable food club.

1. **Include members in governance:** Make sure that members are part of the board of directors and/or advisory councils. This allows them to have a say in decision-making processes, ensuring their perspectives and needs are considered at all levels of the organization.
2. Regularly solicit feedback from members: Gather member input through surveys and phone studies to understand their experiences and needs. This feedback should inform planning and operational decisions. The organization should ensure that this feedback process is easy and efficient for members.
3. Implement a membership fee: Although minimal, a membership fee instills a sense of ownership and commitment among members. This also encourages active participation and engagement in the food club's activities.

4. **Create a Community Atmosphere:** Focus on creating a welcoming and dignified shopping experience that feels like a regular grocery store. This helps members feel comfortable and respected, removing the stigma often associated with food assistance programs.
5. **Ensure Cultural and Language Inclusivity:** Employ staff who can speak the common secondary languages of the community. This fosters trust and participation, making members feel more connected and understood.
6. **Develop Programs that Involve Members:** Offer programs where members can actively participate, such as volunteer opportunities, educational workshops, and social events. This involvement strengthens community ties and ensures that members feel integral to the food club.
7. **Maintain Clear and Consistent Communication:** Keep members informed and engaged through regular updates, newsletters, and personal interactions. This helps in maintaining transparency and trust.
 - a. Community Food Club (Grand Rapids) stays top of mind by sending out a monthly e-newsletter to all members of the community who sign up, and a quarterly print newsletter, mailed to all donors, volunteers and partners.

Food Club Readiness Evaluation

The following survey can be used to evaluate your readiness to start and operate a Food Club. Rate each question on a scale of 1 to 5 based on your current readiness level, with 1 indicating low readiness and 5 indicating high readiness. Calculate the total score for each section and use the scoring scale to determine your overall readiness.

Operational Management

Question	Rating (1-5)
Have you selected a suitable point-of-sale software to manage memberships, transactions, and data collection?	
Have you planned for a reliable selection of healthy foods?	
Do you have a strategy to purchase additional food regularly to maintain selection and meet operational requirements?	
Are you prepared to handle large quantities of food and have storage for bulk purchases? (Loading dock, walk in refrigerator, dry goods storage space)	
Can you ensure that the checkout experience will be fast, accurate, and provide receipts to members?	
Total Score for Operational Management:	

Staffing & Volunteer Management

Question	Rating (1-5)
Do you have a plan to recruit and scale up staffing quickly to meet growing demands?	
Do you have a training plan in place for staff and volunteers to help them understand the unique needs and values of members who will use the food club?	
Are you prepared to provide customer service training to staff and volunteers that aligns with community expectations?	
Have you planned for regular cleaning and maintenance schedules to keep the food club safe, inviting, and operational?	
Total Score for Staffing & Volunteer Management:	

Member Engagement & Community Building

Question	Rating (1-5)
Are you prepared to conduct member surveys regularly to gather qualitative and quantitative data specific to community needs?	
Do you have a plan to maintain consistent communication with members through newsletters, emails, and community events?	
Have you assembled a group of community members who will serve as volunteers, advocates, and advisory board members?	
Can you engage members with social and educational programming that complements their shopping experience?	
Do you have a strategy for member outreach and engagement that considers the unique challenges of community communication and outreach?	
Total Score for Member Engagement & Community Building:	

Evaluation, Legal, & Compliance

Question	Rating (1-5)
Are you set up to collect and analyze data specific to operations to justify ongoing investments and increase the scale of the food club?	
Do you have a plan for using member feedback and data to continuously improve operations?	
Have you consulted with tax and legal advisors to ensure compliance with local regulations and form your board according to legal requirements?	
Total Score for Evaluation, Legal, & Compliance:	

Financial Management & Donor Relations

Question	Rating (1-5)
Have you developed a funding matrix to identify potential donors, including public, private, and non-profit grant making organizations?	
Are you prepared to communicate regularly with donors to maintain a steady revenue stream?	
Have you developed a pro forma to project food club growth, financial needs, and sustainable revenue required to operate and grow the food club over the next 3-5 years?	
Total Score for Financial Management & Donor Relations:	

Calculating Overall Readiness

4.5 – 5: Excellent readiness

3.5 – 4.49: Good readiness

2.5 – 3.49: Moderate readiness

Below 2.5: Low readiness

Funding a Food Club

Funding a food club relies on a blend of revenue sources, which includes grants, individual donations, and member fees. Grants and donor gifts are significant, with membership fees typically accounting for about 15% of the revenue, ensuring the operational costs are not a burden on the members. This model helps maintain a balance where members experience more benefit than financial burden from their participation. Fundraising and donor development are crucial, with consistent communication and recognition of contributions being important practices to maintain steady support. Economies of scale can entice donors by demonstrating that their initial support will help reduce costs over time, ultimately decreasing the need for long-term financial intervention. Food clubs often decline funding opportunities that are too intrusive to protect member privacy and dignity.

While effective, the typical approach of funding 15% of revenue from membership fees and the remainder from grants, donors, and sponsorships can be limiting and make a food club highly dependent on external support. As seen below, there are benefits to these types of funding, as well as alternative options to explore.

1 Grants and Foundations

The following funds have supported the development of food clubs across Michigan:

- a. **Michigan Department of Agriculture and Rural Development (MDARD) Grants:** MDARD offers several grant opportunities for food and agriculture-related projects. These include the Resilient Food Systems Infrastructure (RFSI) program, which aims to build resilience in the middle of the food supply chain by supporting processing, aggregation, and distribution projects (State of Michigan | Michigan.gov).
- b. **Michigan Health Endowment Fund:** This fund supports projects that improve the health and wellness of Michigan residents, including food security initiatives. Grants have been awarded for projects like healthy eating programs, food prescription initiatives, and local food ecosystem improvements (Michigan Health Endowment Fund).
- c. **Michigan Good Food Fund:** This is a public-private partnership that provides loans, grants, and technical assistance to food enterprises that increase access to healthy food in underserved communities. The fund supports the entire food system value chain, including production, processing, distribution, and retail (Healthy Food Access).
- d. **Healthy Food Financing Initiative (HFFI):** This federal program provides financial and technical assistance to food projects that improve access to healthy food in underserved areas. Projects in Michigan funded by HFFI include the development of food hubs, renovations of distribution facilities, and creation of markets and food centers (Healthy Food Access).
- e. **Local and Regional Grants:** Food clubs may also seek funding from local community foundations, regional health organizations, and other non-profits dedicated to food security and community health. These grants often support specific local needs and initiatives related to food security.

2 Community Partnerships

Partnerships with local institutions are crucial to the long term success of a food club. These partners might provide financial support, in-kind donations, or collaborative programs that enhance the food club's services. The following examples illustrate how food clubs can benefit from partnerships:

- a. **Local Non-profits and Agencies:** Engage with local non-profits, health organizations, and governmental agencies like the Department of Human Services (DHS) to ensure comprehensive support and resources for members.
- b. **Churches and Religious Institutions:** Collaborate with churches and other religious institutions that may have existing food pantry programs, providing a base of support, a network of food club members, and an avenue for community engagement.
- c. **Feeding America and Local Food Banks:** Partner with Feeding America or local food banks for sourcing charitable food, food rescue, and gaining knowledge and support for operations.
- d. **Community Members and Residents:** Involve community members actively in planning and decision-making processes, including through focus groups and advisory councils, to ensure the club meets the real needs of the community.
- e. **Healthcare Providers:** Work with healthcare providers to address food-related health issues and promote nutrition education among members.
- f. **Schools and Educational Institutions:** Engage with local schools to offer educational programming and nutritional workshops to families and children.

3 Individual Donations

Maintaining donor relationships is crucial for a food club's operations. Food clubs rely significantly on a mix of grant funding and donor gifts to provide quality products and experiences to their members at affordable prices. This steady revenue stream is essential for a club's sustainability. Consistent communication with donors through newsletters, emails, personal notes, phone calls, and social media posts helps keep supporters engaged and informed, fostering a sense of connection and appreciation. Moreover, effective donor relationships can lead to valuable introductions and opportunities, as past donors might recommend new contacts or resources. Recognizing and celebrating donor contributions through a structured approach ensures that donors feel valued and acknowledged.

4 Social Impact Bonds

These bonds incentivize the food club to achieve specific social outcomes. Investors provide upfront capital and receive returns based on the achievement of these outcomes, such as improved nutrition or reduced food insecurity.

5 Member Fees

A food club should structure member fees to be intentionally low, ensuring accessibility for all community members who could benefit from it. The fees should be meaningful enough to create a sense of ownership but should never exceed 25% of the food club's total revenue. This model balances generating necessary funds with not overburdening members. Most food clubs use a sliding scale based on household size. Basing points on household size rather than income level is important for food clubs who rely on self-reporting of

income level. For example, Lakeshore Food Club uses a flat fee model for 30-day membership, the Holland Food Club is \$12-19, and the Community Food Club in Grand Rapids costs \$11-\$15. Member fees are converted into points that members use to shop, with points allocated based on household size and intended to encourage healthy eating.

There can also be value in creating a broader sliding scale membership fee. This allows some members to be subsidized, while others are subsidizing. For example, fees could range from \$10 to \$100 based on Adjusted Gross Income (AGI) and family size. This system allows those who can afford to pay more to subsidize those who cannot, ensuring everyone has access to affordable food.

Member fee structures significantly affect retention and acquisition. Lower barriers to entry, such as smaller, frequent payments, can attract more members, and aligns with the food club's mission of teaching life skills and better shopping habits. On the other hand, higher one-time fees create a stronger commitment from those who join and a lesser financial burden in between payments.

6 Alternative Member Fee Model

The cost of member fees determines the member's incentive to remain at the food club indefinitely. Since a crucial goal for food clubs is to empower members, the cost of member fees should reflect this objective by aligning with the household's AGI. This can be achieved by setting fees proportionate to a member's income level or household size. For example, if a member's household income is 10% below the poverty line, their total fees should equal 10% less than what they would spend on groceries elsewhere. Similarly, if a member is 30% below the poverty line, their fees should total 30% less. This structure incentivizes members to move out of being subsidized as their financial situation improves.

7 Corporate Sponsorships

Corporate sponsorships can provide a significant revenue stream for food clubs. When seeking corporate sponsorships, the Company's ethics and philosophies should align with those of the food club. If struggling to find corporate sponsors, seek sponsors that align with the club's target demographic. Instead of seeking mismatched sponsors, focus on companies that resonate with the members' needs and future shopping habits. This approach ensures that sponsorships are relevant and mutually advantageous, enhancing both marketing efforts for the grocery store and financial support for the food club.

8 Fundraising Events

The following fundraising events are examples of opportunities to generate revenue from donors and corporate giving offices. Encouraging recurring donations can provide a stable and predictable revenue stream for the food club. This approach is more effective than one-time events, which often yield smaller, less reliable amounts. Lakeshore Food Club, Community Food Club (Grand Rapids), and Holland Food Club have each participated in all of the following fundraising campaigns and events.

- a. **Meijer Simply Give Campaign:** This event is organized by the Meijer Corporation. During this campaign, Meijer customers can purchase donation cards for food clubs and pantries, and Meijer matches these donations, significantly increasing the funds raised for the food club.
- b. **Farm to Table Dinners:** Food clubs often host events where local chefs prepare meals using locally sourced ingredients. These dinners do not directly fundraise, but promote community engagement and awareness about local food systems, which can lead to added funds in the long run.
- c. **Holiday Food Drives:** Food clubs frequently organize holiday food drives, encouraging the community to donate non-perishable food items. These drives are often supplemented by monetary donations collected during the event.
- d. **Annual Gala Events:** Food clubs host gala events which include dinner, auctions, and entertainment. These galas are major fundraising opportunities, attracting significant contributions from attendees and sponsors.



Community Engagement & Outreach

Building Community Partnerships

The long-term success and sustainability of a food club is largely determined by the strength of its community partnerships. Collaboration with non-profit organizations, health providers, churches, hospitals, and schools can help support the ongoing needs of a food club. From volunteer recruitment to member referrals, food clubs are highly dependent on support from their local community. The following examples illustrate a range of mutually beneficial partnerships with local stakeholders, and can be used for inspiration and replication.

1. Local Non-Profits & Agencies:

- a. **Referral Partner:** Social service agencies can refer members to a new food club, help coordinate transportation options for food club members, and help market and promote food club programming to residents in the food club's target population.
- b. **Food Security Network Relationships:** Non-profits and agencies who are also working in food security can be a helpful bridge to food rescue relationships. For example, Fulton Street Gleaning in Grand Rapids collects donated food from farmers at the end of market days and distributes it to several non-profits in the city, including the Community Food Club. In Ludington, at the Lakeshore Food Club, staff relies on Feeding America's food rescue contract with national retail chains. When working with Feeding America, food clubs remain responsible for handling the logistics of food rescue.
 - i. **County Farm Bureaus:** County Farm Bureaus serve as the grassroots base of Michigan Farm Bureau. They have resources and relationships that are individual to each county in Michigan.
 - ii. **Michigan Farmers Market Association:** The Michigan Farmers Market Association (MIFMA) is a nonprofit that works statewide to support community-driven marketplaces and their related farmers and vendors. They have many helpful resources and can help create relevant partnerships.

2. Churches and Religious Institutions:

- a. **Pivoting Pantries:** Churches that have decided to shut down their pantries often transition their volunteers and resources to support similar projects and initiatives. For example, in Ludington, St. Simon's Catholic Church pantry closed, and the church's priest was enthusiastic about redirecting their resources and volunteer efforts to the food club, finding it a relief to manage fewer logistical challenges.
- b. **Volunteers:** Churches and religious institutions are reliable sources for food club volunteers. Small groups within churches are often looking for service opportunities and can be long term, regular volunteers who receive specialized training to fill a particular food club role.

3. Feeding America and Local Food Banks:

- a. **Anchor Partners:** Feeding America West Michigan was instrumental in founding the Community Food Club in Grand Rapids and continues to be an important partner in providing donated food and other resources.

4. Community Members and Residents:

- a. **Word-of-Mouth Member and Partner Referrals:** Food clubs rely on word-of-mouth from current members to grow its membership. Members share their positive experiences with friends and family, contributing to the food club's growth without the need for extensive outreach efforts. In some cases, the need for food clubs outpaces the club's capacity to serve, causing bandwidth issues locally. This makes partnerships with food rescue organizations, local farmers, grocers, and delivery services even more important. Residents who are aware of and bought into the food club concept can make valuable introductions to these stakeholders, creating a more robust network of resources for a food club.

5. Healthcare Providers:

- a. **Referral Partner:** Local healthcare providers can refer food insecure families to the food club and "prescribe" healthy foods as part of treatment plans for patients with diet-related health issues. Food clubs can help fill these prescriptions through the healthy choices available in-store.

- b. **Health Screenings and Check-ups:** Organizing regular health screenings at the food club can provide members with access to basic medical services. Screenings for blood pressure, cholesterol, blood sugar levels, and other health indicators can help members monitor their health and catch potential issues early.
- c. **Nutrition and Health Education Programs:** Healthcare providers can conduct workshops, seminars, and cooking classes at the food club to educate members about nutrition, healthy eating habits, and managing chronic diseases like diabetes and hypertension. These programs can help members make informed food choices that support their health.
- d. **Collaborative Grants and Funding:** Food clubs and healthcare providers can jointly apply for grants aimed at improving community health and food security. Many funding bodies favor collaborative initiatives that address multiple aspects of well-being, such as those that integrate food access with healthcare services.

6. Schools and Educational Institutions:

- a. **Parent and Community Engagement:** Schools can help food clubs engage with parents and the broader community by hosting information sessions and workshops on healthy eating and food budgeting. These sessions can be a platform for food clubs to expand their reach and impact.
- b. **School-Based Food Pantry:** The Gateway 2 Success Academy in Scottsville, Michigan is an exceptional case study in how food clubs can be adapted and placed in schools, and inspires a vision where food clubs are placed in community centers, community college campuses, libraries, and pharmacies - rather than being constrained to an independent food club space.

Case Study: G2S Food Club

Tony Johnston, work-based coordinator at G2S school, manages a Lakeshore Food Club satellite location inside the school. The G2S food club has been well received and is utilized by more than 50% of students. Some students have even started shopping for their families at the food club.

All students are automatically enrolled as food club members and receive a set balance of points each month. G2S uses PowerSchool's barcode functionality to track points and uses Smart Choice for its point-of-sale system.

The annual operating cost for the G2S food club is \$50k, which is more than Tony expected, but manageable for the value it returns to students. The G2S food club started in a small space with a fridge, a freezer, and shelves to allow staff to stock the club with a range of healthy food options, including perishables.

Student volunteers run the food club. It can be difficult to find consistency with student workers since it is contingent upon their classroom performance. If a student hasn't completed their class work or is behind, they are not permitted to work in the food club.

If a student gets into trouble at school or even inside the food club, **points are never taken away as punishment.** G2S treats food access as a human right. There is no reward point system associated with the food club - students cannot earn more points, nor can they lose points.

The G2S Food Club is a strong case study that proves the adaptability of the food club model. G2S demonstrates that a food club is a viable way to increase access to healthy and affordable food.

"A lot of the kids are starting to come into the club with lists and shop at the end of the day to take groceries home to their families."

- Tony Johnston



Membership Structure & Benefits

Establishing Membership Criteria, Structure, & Benefits

Memberships at the food club function on a model that combines affordability with value, fostering a sense of ownership and community among members. Members pay a monthly fee, which is intentionally kept low to ensure accessibility while still being significant enough to be meaningful as part of the shopping experience.

Membership fees are structured on a sliding scale based on household size and income. This sliding scale can be adjusted annually based on household Adjusted Gross Income (AGI). Members receive points to shop in the store, with points determined by household size rather than income, ensuring fairness in point distribution.

The membership process includes verifying eligibility based on residency, employment, or schooling within a certain area and income level. Members must regularly check in at the membership desk to confirm their information and points balance, ensuring accurate tracking and support.

Overall, the food club membership model emphasizes low barriers to entry, affordability, and a sense of ownership, with members playing active roles in the club's operations. For example:

Community Food Club Model:

- *\$11 – \$15 monthly fee based on family size*
- *60 – 170 points allocated based on family size*
- *Fruits and vegetables cost the fewest points, while snacks and processed foods cost the most. As a result, families have an incentive to eat healthy.*

The Community Food Club's model has yielded the following impact:

- *58% of food selected by members is a fruit or vegetable*
- *70% of members report being more food secure and having better access to food*
- *\$175 in product purchased by members for the monthly fee of \$11 – \$15, an 11.5x return on investment.*

Income Requirements

Income requirements for the Holland, Lakeshore, and Grand Rapid Food Clubs are listed below. They generally follow 200% of the federal poverty guidelines.

Holland Food Club (Monthly Member Fee: \$12 - \$19)		
Household Size	Annual Gross Income	Monthly Income
1	< \$30,120	< \$2,510
2	< \$40,880	< \$3,407
3	< \$51,640	< \$4,288
4	< \$62,400	< \$5,200
5	< \$73,160	< \$5,857
6	< \$83,920	< \$6,713
7	< \$94,980	< \$7,570
8	< \$101,760	< \$8,427

Lakeshore Food Club (Monthly Member Fee: \$12)		
Household Size	Annual Gross Income	Monthly Income
1	\$30,120	\$2,510
2	\$40,880	\$3,407
3	\$51,640	\$4,304
4	\$62,400	\$5,200
5	\$73,160	\$6,097
6	\$83,920	\$6,993
7	\$94,980	\$7,890
8	\$105,440	\$8,787

Community Food Club (Monthly Member Fee: \$11 - \$15)		
Household Size	Annual Gross Income	Monthly Income
1	\$30,120	\$2,510
2	\$40,880	\$3,407
3	\$51,640	\$4,304
4	\$62,400	\$5,200
5	\$73,160	\$6,097
6	\$83,920	\$6,993
7	\$94,980	\$7,890
8	\$105,440	\$8,787

Verifying Member Information

The following food clubs verify a member's residency with a piece of mail, utility bill, etc. Member income is verified in different ways depending on the food club.

<p>Lakeshore Food Club</p> <p>Lakeshore Food Club requires Proof of Address. Income is self-verified.</p>	<ul style="list-style-type: none"> • Photo ID for all adults in the household • Proof of address • Income is self-verified
<p>Holland Food Club</p> <p>Holland Food Club requires Proof of Address plus one other income verification document from the following list.</p>	<ul style="list-style-type: none"> • Proof of Address • Last 2 Pay Stubs • SSI • SSDI • Child support record • Retirement Benefits • Other income: accepted upon staff approval with documentation (W2, tax returns, etc).
<p>Community Food Club (Grand Rapids)</p> <p>Community Food Club requires Proof of Address plus one other income verification document from the following list.</p>	<ul style="list-style-type: none"> • Proof of Address • Disability/Social Security or Other Benefits Statement • Income Tax Return (Federal and Michigan Return) • Paycheck Stub • Unemployment Statement • Bank account Statement

Tracking Member Data

Tracking member data is crucial for the efficient operation of food clubs, as it helps manage memberships, monitor usage patterns, and tailor services to meet the needs of the community. Different food clubs use various software systems for this purpose. Lakeshore Food Club, for instance, utilizes SmartChoice to manage their membership data. This is the same software they use for POS and inventory tracking, ensuring seamless integration and data accuracy. Community Food Club employs a custom software solution.

Member Responsibilities

As part of the application, food club members agree to:

- Complete a survey multiple times per year
- Notify the food club of changes in household size, address, or phone number
- Accept food “as is”, recognizing that it comes from a variety of sources
- Refrain from reselling or redistributing food
- Keep track of points and renewal dates



Operating a Food Club

There is no “one size fits all” approach to operating a food club. Even among those operating in Michigan, there are differences in management practices, food purchasing, software, budget allocations, membership requirements, and food rescue process, among others. The guidance below is intended to provide you with a basic framework on which a food club can be built. We encourage you to learn from the wisdom of Michigan’s food club founders, employees, volunteers, and partners who have shared their lessons learned in these pages.

Legal Considerations

Legal Status

The legal status of a food club can vary based on several factors, including existing organizational structures and funding sources. It is necessary to be a 501(c)3 organization in order to obtain a license to solicit and have a Board of Directors; however, Community Food Club emphasizes that there isn't a one-size-fits-all approach. Some food clubs might start as part of an existing 501(c)3 organization, while others might require a fiduciary to manage funds and staff. For instance, Community Food Club initially formed as an L3C because none of the founding organizations wanted to take sole responsibility during the pilot phase. They used a fiduciary organization to hold the funds and serve as the employer of record for the staff. The legal structure of a food club should be tailored to its specific circumstances and needs.

Licensing and Registration

In Michigan, food clubs must adhere to specific licensing and registration requirements to ensure compliance with state regulations and food safety standards. At least one staff member must be a certified ServSafe Manager, and the food club must be registered with the Michigan Department of Licensing and Regulatory Affairs (LARA) as a Food Establishment. Additionally, food clubs are subject to inspections by the Health Department. A relationship with Feeding America National mandates that all staff and volunteers complete certain **trainings**. While the entity should check with their local health department and food bank for specific county requirements, obtaining an annual Retail Food Establishment Food License through the State of Michigan is generally advised, even if not always deemed necessary.

Sourcing & Managing Inventory for a Food Club

Providing a reliable and diverse selection of healthy foods to members while managing costs effectively is one of the most significant challenges of operating a food club. The following best practices have been compiled from user research with the network of Michigan food clubs and offer starting guidance.

Reliable Partnerships and Diverse Suppliers

Establish partnerships with local food banks to source charitable food free of charge after meeting specific requirements. This is commonly referred to as 'food rescue.' Since food banks won't supply everything needed, it's essential to have a network of diverse local food suppliers, including distributors and farmers, for regular and pop-up needs.

Purchased and Donated Food

A mix of purchased and donated food is necessary to maintain stock. Anticipate the need to buy certain foods regularly to ensure a complete selection for members. For example, basics like fruits, vegetables, dairy, meat, and grains. Food club buyers negotiate with suppliers the same way a Kroger, Meijer, or other chain grocery store would.

Bulk Buying and Storage

The ability to buy in bulk and store large quantities of food is critical to providing a reliable selection of goods. This approach helps in managing food costs and keeping fresh products available. Adequate storage facilities, such as walk-in coolers and freezers, are crucial for handling bulk quantities efficiently. In the words of a food club director, "If you don't have a walk-in freezer, don't even think about opening a food club."

Strategic Inventory Planning

Careful planning based on the number of households served, and the selection offered, is essential. Consulting with grocery industry professionals can help in making informed decisions about the amount and variety of food to stock.

Point-based Pricing System

Sourcing & Managing Inventory for a Food Club (cont'd)

Implement a point system where healthier items like fresh produce have lower point values, which encourages healthy eating among members. This system also reflects market values, ensuring that costlier items like meat and dairy carry higher point values.

Monitoring and Adjusting Inventory

Regularly monitor sales and member feedback to adjust inventory levels. This helps in maintaining a balance between supply and demand, ensuring that fresh products move quickly and shelves remain well-stocked. Different food clubs use different software and methods to track their inventory.

Steve Miller, Warehouse Manager of the Lakeshore Food Club, shared two primary challenges of sourcing and managing inventory that new food clubs should take note of and plan for:

- 1. Inventory Placement:** Lakeshore Food Club resets and restocks the front twice a day. To be efficient about it, staff must know where everything is at all times. This means arranging boxes, so the labels are always readable, and making sure that every item has its own SKU.
- 2. Handling Perishables:** Perishable items have to be rotated. It is important to consider the remaining shelf life of any new items, and to be mindful of accepting large quantities of food that are near expiration.

Facilities Needs

When creating a food club, the importance of physical facilities cannot be overstated. A well-designed facility is essential for efficient operations and future growth.

Needed Infrastructure

Key infrastructure includes a loading dock and pallet jacks, which streamline the process of receiving and distributing goods. Additionally, having a walk-in fridge is crucial for ensuring food safety. Proper storage solutions and a suitably sized freezer are also necessary to accommodate large quantities of food.

Preferred Infrastructure

While not necessary, an electric pallet jack is much easier to use than a manual pallet jack for heavy amounts and long hauls of food. In addition, having a door on the walk-in fridge that is large enough for the pallet jack or a forklift allows the cold chain to be maintained. If these are not possible, that should not be a deterrent from opening a food club. Lakeshore Food Club, for example, has a manual pallet jack that does not fit through the doors of their 7'x10' walk-in refrigerators. Though this has been a challenge, it has not by any means halted their operations.

Space to Grow

Adequate space is critical to allow for growth and expansion, as limited space can hinder future development efforts and the ability to serve more members effectively. Historical food club membership patterns have often proven to have rapid growth, further requiring adequate space to be established upfront.

Food Safe Transportation Logistics

Effective transportation is essential for the operation of a food club. While a refrigerated truck is not absolutely necessary for short food rescue trips, it remains critical for longer trips in order to maintain food safety standards. (Food temperature must be measured and monitored.) If not using a refrigerated truck, use of freezer blankets should be considered. When choosing the size of a truck, consider the types of roads along common driving routes. Lakeshore Food Club has found that smaller trucks are better suited for rural roads, especially in winter. It is also important to consider the need for a Commercial Driver's License (CDL) when choosing truck size, as larger trucks require the driver to obtain a CDL. Insurance may require volunteers driving trucks - regardless of truck size - to obtain a chauffeur's license in order to drive through a specific occupational clinic. It is also possible to contract with local logistics companies for transportation needs.

Software Considerations

Choosing the right software to manage data and operations is paramount for food clubs to ensure efficiency and accuracy. Proper software helps in tracking inventory, managing membership data, and processing transactions seamlessly. Different food clubs use different softwares.

Existing Software

Lakeshore Food Club highlighted the importance of finding a robust system, sharing that, after an extensive search and numerous demos, they partnered with SmartChoice. They have been impressed with the software's ability to integrate inventory, membership data, and POS, as well as its outstanding customer service.

Custom Software

Community Food Club, on the other hand, uses a custom-made software that is tailored to their specific needs. This custom software is available for other food clubs to adopt, provided they contract with Community Food Club to implement it. This customization allows each food club to use a system that best fits their operational requirements, ensuring they can manage their data and activities effectively.

Working with Volunteers

Volunteers play a crucial role in the operation and success of food clubs, providing essential manpower and expertise that help sustain daily activities and special initiatives. They assist with a wide range of tasks, including stocking shelves, sorting and packaging food items, and assisting members during their shopping experience. Volunteers also support administrative functions such as data entry, membership management, and event planning. Their involvement can also extend to educational programs where they might conduct cooking classes, nutrition workshops, or community outreach.

By donating their time and skills, volunteers help reduce operational costs, allowing food clubs to allocate more resources directly to food provision and support services. This community-driven approach not only fosters a sense of solidarity and social responsibility but also ensures that food clubs can operate efficiently and effectively to meet the needs of their members.

Existing Michigan food clubs offered the following insights and best practices on how to recruit and retain great volunteers:

- 1. Provide Training and Orientation:** Ensure volunteers are well-trained, especially in tasks like stocking shelves, operating checkouts, customer service, and data collection. Volunteers often handle sensitive information, so emphasize the importance of confidentiality and provide appropriate training to ensure member privacy.
- 2. Build in Flexibility:** Allow volunteers to sign up for shifts that fit their schedules. This flexibility can encourage more participation, as volunteers can choose shifts even on short notice.
- 3. Engage and Appreciate Volunteers:** Build strong relationships with volunteers by showing appreciation through thank-you letters, birthday cards, and recognition during special weeks like Volunteer Appreciation Week. Regular communication, such as weekly emails, can also keep them engaged and informed.
- 4. Utilize Skills Effectively:** Assign tasks based on the skills of individual

Working with Volunteers (cont'd)

volunteers. For instance, those who struggle with customer service can be assigned to non-interactive tasks like cleaning or stocking. Those who struggle with technology may be best suited for a greeter or stocking position.

5. Develop Long-term Relationships: Fostering long-term relationships with volunteers will keep them coming back. A good relationship can lead to sustained volunteer support, which is crucial for the club's operations.

Volunteer Job Descriptions

Greeter and Check-In Volunteer	Greet members when they enter the store and verify members' point balances.
Checkout Volunteer	Ring up member's groceries using point of sale software and bag groceries as needed.
Stocking Volunteer	Stock, organize, and straighten products on shelves and in coolers.

Marketing & Branding a Food Club

A food club stands out in the food assistance ecosystem by providing dignity through choice. Although a member receives subsidized access to food, the ability to choose provides a level of autonomy and dignity that is unique. Just as a Meijer, Kroger, or Walmart has a recognizable brand identity, food clubs can reinforce dignity through choice by developing a visual identity that places it alongside big box grocery stores.

Creating a competitive brand akin to a private sector grocery store underscores the commitment to dignity and choice and fosters a sense of professionalism and reliability. This approach can enhance the club's market appeal, drive higher engagement, and ensure long-term sustainability, while still reflecting its community values and mission. In other words, a professional and buttoned-up brand is essential to adding dignity to the subsidized shopping experience.

Successful branding and marketing of a food club highlights the unique model while getting the word out to the club's target demographic. Food clubs should craft a distinct brand identity, develop engaging marketing strategies, and consistently engage the community. The following chapter provides guidance on how to effectively brand and market a food club.

Define Your Brand Identity

Developing a visual identity for a food club is about creating a cohesive, recognizable, and meaningful representation of your brand. By thoughtfully crafting each element and maintaining consistency across all platforms, you can effectively communicate your food club's values and connect with your community on a deeper level.

1. Understanding Your Brand's Core Values

Before diving into the design elements, it is essential to clearly understand and articulate your food club's core values. These values should guide every aspect of your visual identity. Key values for a food club often include community, dignity through choice, equity, food access, and health.

2. Crafting a Memorable Logo

A logo is the cornerstone of your visual identity. It should be simple, memorable, and reflective of your food club's values.

Here are some tips:

- **Simplicity:** Aim for a clean and straightforward design that can be easily recognized and remembered.
- **Relevance:** Ensure the logo reflects the essence of your food club. Incorporate elements that convey your commitment to access, equity, and choice.
- **Versatility:** The logo should be adaptable to various sizes and mediums, from business cards to large banners.

3. Selecting Typography

Typography plays a significant role in your visual identity, influencing how your brand is perceived:

- **Readable Fonts:** Choose fonts that are easy to read both in print and on digital screens.
- **Style Matching:** The style of the fonts should match your brand's personality. For instance, sans-serif fonts can appear modern and clean, while serif fonts can evoke tradition and reliability.
- **Hierarchy:** Establish a hierarchy with primary and secondary fonts for headings, subheadings, and body text to maintain a structured and organized appearance.

Simplicity



Relevance



Versatility



Define Your Brand Identity (cont'd)

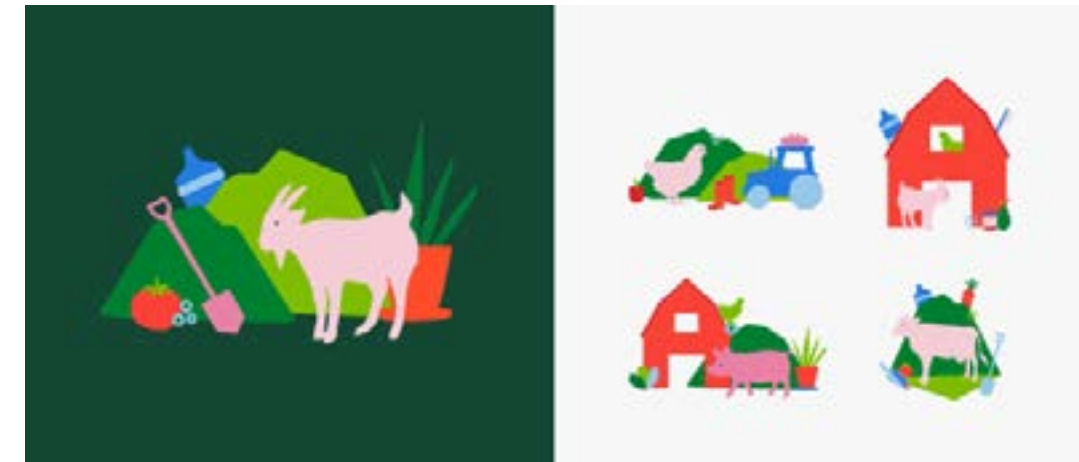
4. Creating a Visual Language

Beyond the logo, color, and typography, your visual identity should include other design elements that create a consistent visual language:

- **Icons and Graphics:** Develop a set of icons and graphics that can be used across your website, marketing materials, and in-club signage. These should be in line with your overall design aesthetic.
- **Imagery:** Use high-quality images that reflect your food club's values. Photos of local farmers, fresh produce, and community events can reinforce your commitment to local sourcing and community engagement. Websites like unsplash.com are a great source for free and open source high quality images. These images are contributed by photographers globally and can help you illustrate concepts like community, equity, food access, and nutrition without having to invest in the services of a professional photographer.

5. Developing Brand Guidelines

Brand guidelines are essential for maintaining consistency across all touchpoints and mediums, whether it's print materials, social media, or website content. These guidelines should include:



- **Logo Usage:** Rules on how to use the logo, including minimum sizes, clear space requirements, and acceptable color variations.
- **Color Specifications:** Detailed color codes (RGB, CMYK, HEX) to ensure accurate reproduction in all media.
- **Typography Rules:** Specifications for font sizes, weights, and uses.
- **Imagery Style:** Guidelines on the types of images to use and how they should be edited and presented.
- **Tone and Voice:** While this isn't purely visual, a consistent tone and voice in written content complement the visual identity and reinforce the brand personality.

6. Applying the Visual Identity Across All Touchpoints

Ensure your visual identity is consistently applied across all customer touchpoints:

- **In-Club:** Signage, product labels, staff and volunteer shirts, and decor should all reflect the visual identity.
- **Digital:** Your website, social media profiles, and email newsletters should use the same colors, fonts, and imagery styles.
- **Marketing Materials:** Flyers, brochures, business cards, and advertisements should all adhere to the brand guidelines.
- **Packaging:** If your food club offers branded products, the packaging should reflect your visual identity.

Resources:

- [Brand Guidelines from the Berkshire Food Co-op](#)
- [Brand Identity and Guidelines for Live it Up](#)
- [The People's Supermarket Brand Identity](#)

Build an Engaging Online Presence

Website

Your website should be user-friendly, informative, and visually appealing. Include sections about the club's mission, values, membership benefits, product offerings, events, and community involvement. Make the membership application simple, clear, and as short as possible.

When deciding on website content, try looking at it through the eyes of the food club's stakeholders: (1) members, (2) funders, (3) volunteers, (4) suppliers, and (5) community partners.

Social Media

Utilize social media platforms like Facebook, Instagram, and Twitter to engage with the community, share updates, and promote events. Post regularly about new products, local supplier stories, member spotlights, and nutrition tips. Use high-quality images and videos to create visually engaging content. Social media contests and member testimonials can also boost engagement.

Email Marketing

Develop an email marketing strategy to keep members and community partners informed and engaged. Regular newsletters can include updates on new products, special offers, upcoming events, and stories highlighting community impact. Personalized emails based on customer preferences can increase engagement and sales. Platforms like Squarespace, Mailchimp, or Hubspot have email customization options built in.

Consistency & Adaptability

Consistent Messaging

Ensure that your messaging is consistent across all platforms and touchpoints. Whether it's your website, social media, in-store signage, or customer service interactions, the core values and mission of your food club should be evident, and your brand guidelines should be adhered to.

Feedback & Adaptation

Regularly gather feedback from members and volunteers to understand their needs and preferences. Be willing to adapt your products, services, and marketing strategies based on this feedback. Staying responsive to community needs helps maintain relevance and fosters loyalty.

Measuring Success & Impact

A simple way to measure the impact of a food club is to use targets and indicators. Targets are specific, actionable steps that outline how we plan to achieve our goals. They serve as detailed milestones that guide the implementation of strategies and measure progress toward broader objectives. In short, targets break down overarching goals into manageable, quantifiable actions that can be tracked over time.

Indicators are the metrics used to assess whether the targets are being met. Indicators should be directly linked to outcomes and provide quantifiable data in order to be most effective. For example, to measure improved dietary habits, indicators might include the number of servings of fruits and vegetables consumed per day, the frequency of balanced meals, or the percentage of participants reporting improved diet quality. It's important to ensure that the indicators are both valid (accurately measuring the intended outcome) and reliable (consistently producing the same results under the same conditions). Regular data collection and analysis using these indicators will enable you to track progress, identify areas for improvement, and adjust the program as needed to achieve the desired impact.

Measuring Success & Impact

Example:

TARGET 1: <i>Eliminate instances of food shortage among food club members.</i>	Indicator 1.1	Instances of food shortage
	Indicator 1.2	Frequency of access to nutritious food
	Indicator 1.3	Monthly income spent on food
TARGET 2: <i>Increase consumption of healthy and balanced meals, decrease consumption of processed food.</i>	Indicator 2.1	Frequency of fruit consumption
	Indicator 2.2	Frequency of vegetable consumption
	Indicator 2.3	Frequency of fast food consumption

If a food club sets these metrics, for example, as their targets and indicators, they now need to develop questions to collect the data that will inform the indicators. The following questions would allow the food club to collect the data they need to measure progress on targets one and two.

Measuring Impact on Food Security

The following questions can be used to assess the food club's impact on a household's sense of food security. These questions can be asked at annual or semi-annual intervals.

1. Frequency of Food Shortage:

- In the past 12 months, how often did you worry that your food would run out before you got money to buy more? (Never, Rarely, Sometimes, Often) **(Maps to indicator 1.1)**

2. Access to Nutritious Food:

- How often do you have access to fresh fruits and vegetables? (Never, Rarely, Sometimes, Often) **(Maps to indicator 1.2)**

3. Economic Impact:

- How much of your monthly income do you spend on food? (Less than 10%, 10-20%, 20-30%, More than 30%) **(Maps to indicator 1.3)**
- Have you had to choose between buying food and paying for other essentials (rent, utilities, medicine) in the past 12 months? **(Yes/No)**

Measuring Impact on Health

To understand the impact of the food club on a member's health, you must collect initial, baseline data at the start of their membership.

1. Frequency of Consuming Healthy Foods:

- In the past week, how many days did you eat fresh fruits? (0, 1-2, 3-4, 5-6, 7) **(Maps to indicator 2.1)**
- How many days did you eat fresh vegetables? (0, 1-2, 3-4, 5-6, 7) **(Maps to indicator 2.2)**

3. Portion Sizes:

- On average, how many servings of fruits do you eat per day? (0, 1-2, 3-4, 5 or more)
- On average, how many servings of vegetables do you eat per day? (0, 1-2, 3-4, 5 or more)

6. Variety of Diet:

- How many different types of fruits do you eat in a week? (0, 1-2, 3-4, 5 or more)
- How many different types of vegetables do you eat in a week? (0, 1-2, 3-4, 5 or more)

9. Frequency of Unhealthy Foods:

- How often do you consume sugary snacks or beverages? (Never, Rarely, Sometimes, Often)
- How often do you eat fast food? (Never, Rarely, Sometimes, Often) **(Maps to indicator 2.3)**

Establishing clear targets and indicators will help your food club align resources and efforts more effectively, ensuring that every action taken is purposefully directed toward achieving the desired outcomes. Regular monitoring and evaluation of these targets will help you to identify successes and areas needing adjustment, and enhance the overall effectiveness and impact of food club programs and services.

Appendix

Appendix

[Lakeshore Food Club](#)

[Community Food Club](#)

[Holland Food Club](#)

[MSU Serve Safe](#)

[MSU Food Pantry Safety Course](#)

We would like to add more documents to the appendix if the food clubs are willing to share! These could be:

1. **Organizational bylaws**
2. **Board of Directors job descriptions**
3. **Food pricing by points chart**
4. **Membership agreements**

