

Interventionist Manual of Procedures
Version 4, January 2013

BALTIMORE HEALTHY CARRY-OUTS

*Providing & Promoting Healthy Food
Choices*



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NOTE:

This document has been a work in progress since the start of the project and will be revised and expanded throughout the completion and evaluations of the Baltimore Healthy Carry-outs project in 2010-2011. DO NOT COPY OR DISTRIBUTE THESE MATERIALS TO ANYONE WITHOUT PERMISSION.

BALTIMORE HEALTHY CARRY-OUTS PROJECT TEAM:

Dr. Gittelsohn, Principal Investigator, Johns Hopkins Center for Human Nutrition

Present team:

Seung Hee Lee: Program Coordinator, Student Investigator, Johns Hopkins Bloomberg School of Public Health

Megan Rowan: Graduate Research Assistant, Sr. Research Associate, Johns Hopkins Bloomberg School of Public Health

Vanessa Hoffman: Graduate Research Assistant, Johns Hopkins Bloomberg School of Public Health

Sonja Goedkoop: Graduate Research Assistant, Johns Hopkins Bloomberg School of Public Health

Michael Good: Undergraduate Research Assistant, Johns Hopkins University

Diane Hwang: Undergraduate Research Assistant, Johns Hopkins University

Qais Feroz: Undergraduate Research Assistant, Johns Hopkins University

Mohammad Hamouda: Undergraduate Research Assistant, Johns Hopkins University

Hyunju Kim: Undergraduate Research Assistant, Johns Hopkins University

Rachel Yong: Undergraduate Research Assistant, Johns Hopkins University

Jayne Jeffries: Graduate Research Assistant, Johns Hopkins Bloomberg School of Public Health

Joo Hye "Grace" Park: Undergraduate Research Assistant, Johns Hopkins University

Ji Won Shon: Undergraduate Research Assistant, Johns Hopkins University

WELCOME TO

BALTIMORE HEALTHY CARRY-OUTS!



MISSION

BALTIMORE HEALTHY CARRY-OUTS

Baltimore Healthy Carry-outs (BHC) is a multi-level intervention that seeks to improve the availability of healthy menu options at local carry-outs and restaurants located in low-income neighborhoods in Baltimore City. This program has the intention of improving the nutritional content of foods purchased and consumed by the population and doing so in a way that the changes made can be sustained after the project is complete.

HEALTHY STORES PROGRAMS

The Baltimore Healthy Carry-outs program is part of several Healthy Stores programs which are intended to improve the availability of healthy foods, promote them at the point of purchase, and improve local food systems in general to disadvantaged populations throughout the United States and other select populations. Baltimore Healthy Eating Zones is one of 3 current Healthy Stores projects in Baltimore, including Healthy Bodies, Healthy Souls (HBHS) and Baltimore Healthy Carry-outs (BHC). To date, the Healthy Stores programs include two rounds of intervention in Baltimore City (completed in 2008), a completed pilot trial in the Republic of the Marshall Islands, the one-year intervention with the Apache (completed in July 2004) and a planned intervention with consumers, food retailers, producers and distributors in Hawaii (Healthy Foods Hawaii). A project with First Nations Communities in Canada (Zhiwaapenewin Akino'maagewin: Teaching to Prevent Diabetes) (ZATPD) Round 1 was completed in 2006 and Round 2 in the comparison communities is ongoing. The Apache Healthy Stores Project (AHS) is being re-initiated as Apache Healthy Foods (AHF) in collaboration with the Tribal Diabetes Prevention Program in the 2 reservations. The Navajo Healthy Stores (NHS) Project is an extension of AHS program on the Navajo Nation. The formative research phase for NHS has been completed and baseline data collection will begin soon. Check our website at www.healthystores.org for up-to-date information.

PRE- INTERVENTION

SELECTION OF CARRY-OUTS

Intervention carry-outs were selected on three main aspects, 1) carry-out owners' ethnicity, 2) geographic location, and 3) physical environment of carry-outs. We used our previously conducted environmental assessment of prepared food sources to identify which carry-outs are located in low-income (<\$30,000) neighborhoods of Baltimore. We stratified the list by race/ethnicity of the storeowner because previous studies have shown that the success of intervention is sometimes specific to the ethnicity of owners. We also wanted to observe if the BHC intervention strategies would need to be altered to accommodate the ethnicity of the owners. Nearly half of the carry-outs on the list had Korean-American owners/manager. The second most common race/ethnic group amongst carry-out owners was African-American. Accordingly, we created two strata – Korean- American and African-American owners. Next, we sorted each stratum by two regions, East and West Baltimore. The Baltimore Healthy Stores project (Song et al 2010) implemented its intervention in the corner stores located in the East Baltimore and used stores in the West Baltimore as their comparisons. However, based on our extensive fieldwork in the East and West Baltimore, it was evident that the two regions had different neighborhood characteristics. Because the BHC study is a feasibility trial, we wanted to have intervention carry-outs positioned in East and West Baltimore.

Four intervention carry-outs were randomly selected per strata, one Korean- American and one African-American carry-out in both East and West Baltimore. Next, four comparison carry-outs were matched for physical environment (e.g. presence of Plexiglas, lack of tables, etc.), principal types of food offered (e.g. fried chicken, sandwiches), and neighborhood characteristics (e.g. median income, % of African- American ethnicity). In order to reduce potential contamination, we avoided selecting matching control carry-outs located in the same neighborhoods (minimum of 1 mile radius away from intervention carry-out).

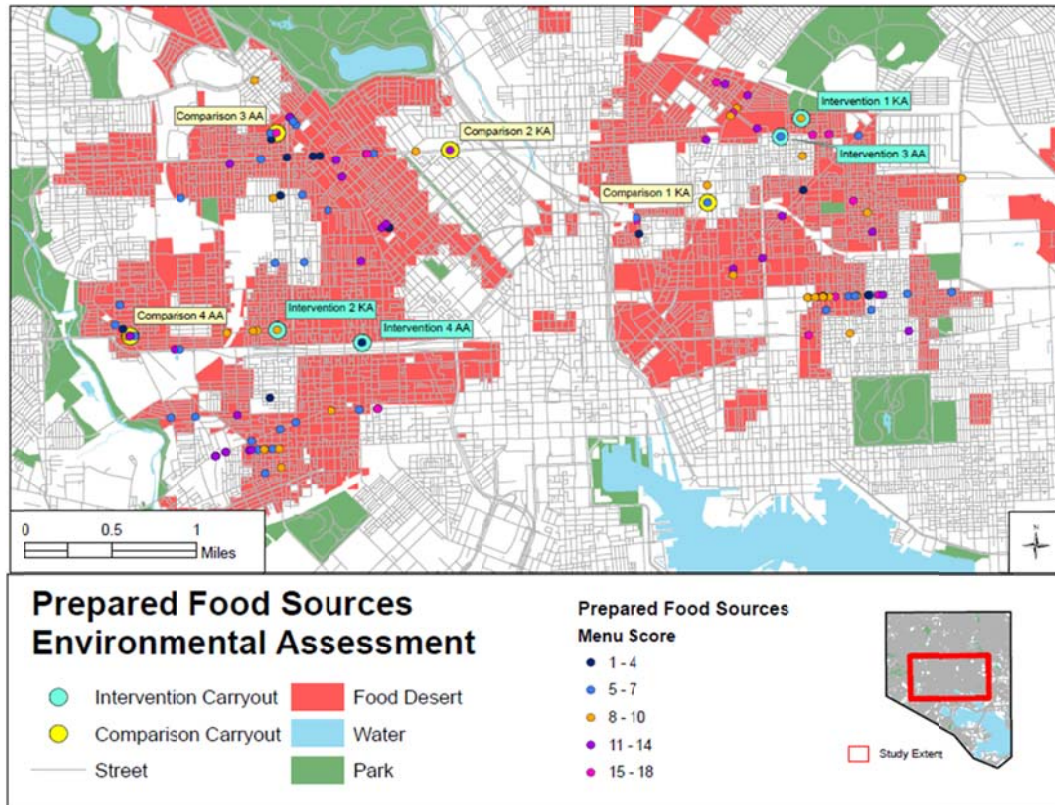


Figure 1. Eight carry-out locations within East and West Baltimore

RECRUITMENT OF CARRY-OUTS

Recruiting eight carry-outs took approximately 6 months (Aug 2010 – Feb 2011) which occurred concurrently with formative research period. Random selection of intervention carry-outs was conducted using random number generator (www.random.com/interger). Recruitment teams (1 program coordinator & 1-2 data collector) visited selected carry-outs and explained the research objective to the owners using FAQ sheets. When recruiting Korean-American carry-outs, a Korean-speaking researcher performed the recruitment. If the owners were not present, we asked for a better time/date to meet with the owner and visited then. Only one carry-out decided to participate in the study on our first try. We visited the other three carry-outs up to three times to convince the owners and answer any questions. However, three of those initially selected chose not to participate as intervention carry-outs. We learned that carry-

out owners, just like any other business owners, were very suspicious towards organizations not ordinarily involved in the area – in this case, our researchers. Therefore, after three months, we implemented a new protocol.

In the new protocol, the recruitment team focused on building rapport with the owners prior to discussing research participation. For example, during the first visit, recruitment teams engaged in small talk with the owners/managers. We emphasized positive aspects of the carry-out such as some of the menu offerings, the interior/design, or their reputation as reported by community members. After a couple of days, we made another visit with FAQ sheet. Instead of explaining in detail about the research, we asked them to read it over on their free time and contact us if they had any questions. Within a week, we made third visit to talk about research participation in-depth. Many owners expressed doubts and skepticism (e.g. “Why are you helping us”, “What do you want from me”) towards participating in the research because of the many benefits (e.g. gift cards, menu board revision). The recruitment team reassured the carry-out owners that participation was completely voluntary and they had the option to drop out at any time. Providing clear answers to common concerns from carry-out owners was helpful in recruitment. For example, emphasizing that 1) most of the intervention will be conducted by the interventionist with no burden on them, 2) gift cards will be provided throughout the intervention to compensate them for time spent on interviews and collecting sales receipts (i.e. customer order forms), and 3) free menu board revisions will be made without any changes to current menu offerings. Upon implementing the new recruitment strategy, all newly attempted carry-outs agreed to participate.

Comparison carry-out recruitment was much easier than that for intervention carry-outs. It may be because comparison carry-out owners were only asked permission for us to collect sales receipts every week for 8 months and in return they would receive \$25 per week. Only one comparison carry-out refused to participate. Including intervention and comparison carry-outs, 8 out of the 12 carry-outs that were approached agreed to participate (Figure 3-4).

INTERVENTION PLAN

INTERVENTIONIST RESPONSIBILITIES & DUTIES

This section of the Manual of Procedures lists the primary responsibilities of the Interventionist. More information on specific interventionist responsibilities is included in later sections of this manual. NOTE: The interventionist should make a timeline of events outlining what needs to happen and where. Doing this before the intervention begins will help you organize and be prepared to fulfill all of your responsibilities.

The Interventionist is responsible for all of the different components of the BHC program in his or her assigned store(s). The interventionist will:

1. **RECEIPT COLLECTION:** Gather receipts from each carry-out weekly and record the data.
2. **STOCKING OF FOODS:** Make sure each store has stocked the promoted foods during the appropriate phase of the Baltimore Healthy Carry-outs (BHC) project using the process evaluation form.
3. **MENU BOARDS:** Make sure menu boards are current with correct prices, food offerings and leaf logo food items.
4. **POSTERS:** Put up and maintain posters (ie. Check for visibility, damage, and location) for each of the promotional phases.
5. **PAPER MENU BROCHURES:** Make sure stores have an adequate number of paper menus to be handed directly to customers or provided for customers to take at their own convenience.
6. **STORE OWNER MATERIALS:** Provide BHC FAQ in Korean and English to store owners and answer questions they have about participation.
7. **GIFT CARDS:** Provide gifts cards for store owners and customers. This will usually be tied to filling out surveys/questionnaires.
8. **NUTRITION INFORMATION:** Be prepared to answer questions about nutrition and the purpose of the Baltimore Healthy Carry-outs project.
9. **COOKING DEMONSTRATIONS/TASTE TESTS:** Set up, conduct and clean up after cooking demonstrations and taste tests at each of the intervention stores. Complete Cooking Demonstration/Taste Test write-up for every one conducted.
10. **PUBLIC RELATIONS:** Represent the project in a professional manner.

- a. Maintain good relationships with all carry-out owners and staff.
 - b. Meet briefly with carry-out owners weekly to update them on the project.
 - c. Respond appropriately to feedback about the BHC project.
11. **REPORTS AND FORMS:** Complete Interventionist Logs to document program activities.

OVERVIEW OF INTERVENTION PLAN

The Baltimore Healthy Carry-outs intervention has the aim of promoting consumption of healthy foods through a store-based promotion program. The table below outlines the lessons or phases in each component.

TABLE OF PHASES FOR BHC

Phase	NAME OF THE PHASE	DATES
1	MENU BOARD & LABELING	3/1/2011-5/1/2011
2	HEALTHY SIDES/HEALTHY BEVERAGES	5/2/2011- 8/1/2011
3	HEALTHY COMBO MEAL/ HEALTHY ENTREE	8/1/2011 - 9/19/2011

PHASE 1:

MENU BOARDS & LABELING

THEME	Highlight healthier menu options
MESSAGES	"Look for the leaf for a fresh and delicious choice!"
FOODS	Select menu items from each of the 4 intervention carry-outs, e.g. grilled chicken sandwich (see list below)
BEHAVIORS	Increase purchasing of healthier food options labeled with the leaf
POSTERS	"Look for the Leaf"



DESCRIPTION:

- The goal for Phase 1 was to increase exposure to the community of the BHC intervention using visual and educational materials developed to be appropriate for this setting. Also, we aimed to establish positive rapport with carry-out owners by providing structural incentives early on.
- Carry-out menus were redesigned to highlight healthier items at intervention carry-outs. Mock-ups of intervention menus were tested in focus groups, with healthier items identified using numbered color photographs.
- Focus group participants recommended using a symbol that exemplified 'green leafy vegetables' to indicate healthier foods, which was developed by a local designer/artist. Carry-out owners and customers agreed that this symbol was appealing, acceptable and effectively conveyed the concept of freshness.
- The leaf symbol was added adjacent to the identified healthier items on the intervention store menus. The goal was to enhance the appeal for these items from a health perspective, and ultimately increase sales. Carry-out owners selected three specific healthier options to be promoted using photos and a slogan, "Try these fresh options!" Menu boards were approved by storeowners after several rounds of revisions
- We replaced existing menu boards in the intervention carry-outs with new boards. We

also provided owners with paper menus (~2000 per carry-out) using the same labeling strategy as the wall-mounted boards, plus a variety of wall posters to promote healthier items. Providing the carry-outs with paper menus was very successful. In some cases, owners began independently making copies of our paper menus for continued use in their store. Owners were consulted to determine the best location for new materials within the store, which was generally near the cash register.

- Three owners (out of 4) were initially resistant to the idea of replacing their existing menu boards, and insisted that original boards remained in place next to the new ones. However, after seeing the visual appeal of the new menu boards, two owners removed the old ones. Almost all owners stated their strong approval of the food photographs, which was likely an important factor for abandoning the old menus. Prices were originally typed on to the new menu boards, however due to frequent changes in food prices we began printing laminated menus with a dry-erase option for prices.

PHASE 2:

HEALTHY SIDES & BEVERAGES

THEME	Healthy Sides and Beverages
MESSAGES	"Order your entrée with great tasting side dishes!"
FOODS	Yogurt, bananas, fruit cups, baked chips, watermelon, bottled water and diet soda
BEHAVIORS	Increase purchasing of healthier side items and beverages
POSTERS	Healthier sides



DESCRIPTION:

- The goal for Phase 2 was to promote existing healthy side dishes and beverages such as collards, corn, salads, broth-based soups, bottled water, and diet soda. We also aimed to introduce new healthy side dishes that emerged as culturally acceptable from the focus groups, such as yogurt, fruit cups, fresh fruits, and baked chips. Existing healthier sides were identified (e.g. collard greens, broth-based vegetable soups and watermelon), as well as new sides requested by community members (e.g. fruit cups, yogurt, bananas, baked potato chips and pretzels). In regards to the new side dishes, we provided initial stocks to encourage future stocking.
- Carry-outs were given monetary incentives in the form of an initial stock (i.e. couple dozens of yogurt, a box of baked chips) for new promoted foods and point-of-purchasing poster materials were given to owners. At some carry-outs, owners were resistant to adding new side dishes. For example, one owner did not believe customers would purchase yogurt. As a solution, the owner agreed to temporarily hang a poster promoting yogurt to see if any customers requested it. A few days later the owner requested that yogurt be added as a side dish to his menu offerings. After a few weeks, the owner began stocking the yogurt himself due to high demand. By providing the

initial stock, we reduced the potential risk for financial loss on a new product. This strategy was used with bananas, watermelon, fruit cups and baked chips. The stock of some items was better maintained than others, and new items that promised greater shelf-life were encouraged. Moreover, the point-of-purchasing posters were laminated to ensure longevity and quality.

- Some foods were more popular than others. For example, interventionists delivered fresh watermelons to carry-outs received high acceptability because 1) watermelons are very popular in the setting but 2) they are too heavy and owners can only buy a few at a time. On the other hand, baked chips were more difficult item to promote because the small 1oz size bags were not readily available at local wholesalers. After providing initial stock of baked chips, we identified ways to purchase them and provided guidelines which contained sources from online and chain grocery stores such as Walmart and Costco.
- All of the carry-outs already offered bottled water and diet soda. We did not experience any resistance to promoting water. However, owners were doubtful that there would be an increase in sales of diet soda, despite promotion. Owners explained that they sold less than 2-3 cans/bottles per week, and only to customers with diabetes or other health conditions.

PHASE 3:

HEALTHY ENTRÉE

THEME	Healthy Combo Meal and Price Reduction
MESSAGES	Males: "Fill up and boost your energy with a fresh combo meal!" Females: "Fresh combo meals, good for your body and your mind"
FOODS	Veggie wrap, salmon wrap, chicken salad sandwich, turkey sandwich, grilled cheese, turkey club, grilled tender chicken sandwich with a side of either baked chips or pretzels and water
BEHAVIORS	Increase purchasing of both healthier entrees and sides in a combo meal
COOKING DEMO/ TASTE TESTS	Grilled chicken sandwich taste test at Tyrone's: <ul style="list-style-type: none">• Grilled tender strips on a George Foreman Grill• Different seasonings: salt/pepper, teriyaki, Mrs. Dash, BBW sauce
POSTERS	Males: Increasing energy focus Females: Healthy weight focus



DESCRIPTION:

- Phase 3 focused on promoting healthy combo meals with price reduction and the introduction of healthy food preparation methods.
- Combination meals were offered in all study carry-outs, and usually included fried chicken wings, French fries and a 32oz soda. All combo meals included a reduced price promotion. Our baseline findings showed that over 65% of carry-out customers purchased combo meals (Hoffman et al., Under Review)
- In this phase, new combo meals were tailored to each carry-out. For example, one carry-out's only healthy option was a grilled chicken sandwich, so this item was promoted in a combo meal. Another carry-out owner was concerned that customers did not prefer healthier foods, taste-tests were conducted with customers (n=25) to assess the acceptance of a new entree. Subsidies were promised to carry-out owners to account for any decrease in profit they may have experienced from selling healthy combo meals for 2 months of Phase 3. For example, if a carry-out reduced the price of a healthy combo meal by \$1.00 and sold 20 units, we were to compensate the owners \$20.
- Healthier food preparation methods were introduced in this phase. For example, one carry-out's only cooking equipment was a deep-fryer. This carry-out was provided with an indoor grill and a demonstration for carry-out owners and staff members on grilling chicken using their current products. Storeowner guidelines were also developed regarding cost-neutral healthy alternatives to cooking (e.g. low-fat mayonnaise) and preparation methods (e.g. smaller portion sizes and healthy side items).
- We worked with carry-out owners on determining the amount of price reduction. One African-American carry-out was willing to take off \$2.50 for a combo meal (\$6.50 to \$9.00), whereas two Korean-American owners were concerned if they reduce the price for any item that they will have to continue on with the reduced price regardless of the intervention. To resolve that issue, we decided to provide either free baked chips or bottled water as a mode of price reduction, \$0.50 and \$1.00, respectively. Initially, the research plan was to compensate the discrepancy between original and healthy combo meals as well as baked chips. However, by the time we were to implement phase 3, the relationship between interventionists and carry-out owners was strong enough that owners refused compensation.

SUMMARY:

FOODS & BEHAVIORS

Phase	Name of the phase	Promoted Behavior	Promoted foods
1	MENU BOARD & LABELING	Increase purchasing of existing menu items at carry-out stores through labeling healthier items with a leaf logo.	See attached list
2	HEALTHY SIDES/HEALTHY BEVERAGES	Choose healthier sides (baked chips, pretzels) over regular potato chips. Choose water or diet soda over regular soda or juice.	Yogurt, bananas, fruit cups, baked chips, watermelon, bottled water and diet soda
3	HEALTHY COMBO MEAL/ HEALTHY ENTRÉE	Purchase combo meals that include a healthier entrée and a healthier side/beverage	Veggie wrap, salmon wrap, chicken salad sandwich, turkey sandwich, grilled cheese, turkey club, grilled tender chicken sandwich with a side of either baked chips or pretzels and water

INTERVENTIONIST WORK PLAN

EVERY WEEK:

1. Collect receipts from each carry-out and bring gift card for owners.

IN THE WEEK BEFORE A PHASE BEGINS:

1. Make sure carry-out has stocked/ordered foods to be promoted.
2. Make sure posters for the appropriate phase are printed and ready to be hung in the intervention carry-outs.
3. Arrange with store manager or recreation center director for a space to conduct the cooking demonstrations/taste tests.
4. Make sure you have all food (non-perishable) and materials needed for each cooking demonstration/taste test.

IN THE FIRST WEEK OF A PHASE:

1. Put up the appropriate phase poster in the intervention carry-outs.

DURING THE PHASE:

1. Check at least once a week to make sure promoted foods are in stock (if running low, and at early stage of promotion, ask manager / store owner to order more, or bring in more if it is a good item we are supplying).
2. Fill out the process evaluation form each week.
3. Regularly check to make sure the posters are still up. Re-attach if they are falling down.
4. Complete the [Interventionist Log](#) when conducting activities. (See Appendix A for forms.)
5. Speak with store owners about conducting taste tests for new items as appropriate. If conducting a taste test, arrange a good time with the owner and bring appropriate materials (e.g. food, cooking/serving utensils, customer survey of food acceptability).

AFTER THE PHASE HAS BEEN COMPLETED:

1. Take down posters if needed to make room for new posters, but attempt to leave all previous posters/labels up if possible.

INTERVENTION MATERIALS STANDARDS

Material/Intervention Component	Standard
Menu labeling of healthy foods	Healthy items based on the menu analysis using USDA nutrient database Healthy entree: <600kcal, <20g total fat Healthy sides: <200kcal
Menu boards	Size based on available space in carry-out Laminated so prices can be written in and erased with a marker
Phase posters	Messages and pictures determined in collaboration with interventionists and a local artist Care to be gender- and culture-sensitive when necessary, using more acceptable messages/pictures based on customer surveys or prior research
Leaf logo	Created by a local artist to depict "fresh" and "healthy" Customer surveys of various logo options were conducted to determine the most acceptable and most likely to convey the message of "healthy"
Fresh sides posters	Any promoted side item has a flyer developed specifically for that item (e.g. pretzels, bananas, bottled water)

CARRY-OUTS

PARTICIPATING CARRY-OUTS AND INTERVENTION ASSIGNMENTS

Intervention carry-outs were selected randomly using a random number generator from the complete list of carry-out restaurants of East and West Baltimore.

Store name (ID) & Intervention Assignment	Owner/Manager	Address	Phone number	Owner ethnicity
Clifton Park (0) <i>Intervention</i>	Owner: Mr. Byeon	2037 N. Washington St. Baltimore, MD 21213	410-342-4841	Korean
Shareef's (1) <i>Intervention</i>	Owner: Shareef Head Cashier: Alauddin	1214 W. Franklin St., Baltimore, MD 21223	443-822-9959	African-American (Muslim)
West (2) <i>Intervention</i>	Owner: Mr. and Mrs. Lee	1839 W. Edmondson Ave, Baltimore, MD 21223	410-947-8391	Korean
Tyrone's (3) <i>Intervention</i>	Owner of multiple Tyrone's stores: Mel Owner/Manager of this Tyrone's: Milton (brother of Mel)	1769 E. North Ave, Baltimore, MD 21213	Main number: 443-708-0190 Mel cell: 443-857-2445	African-American
Jusgo's (4) <i>Comparison</i>	Owner: George Cashiers: Vicki, Toni (morning cashiers, until 3 pm)	1837 N. Clifton Ave, Baltimore, MD 21217	410-728-2635	African-American
Friendly's (5) <i>Comparison</i>	Owner: Mrs. Chung	732 W. North Ave, Baltimore, MD 21217	410-225-3708	Korean
Central (6) <i>Comparison</i>	Owner: Mr and Mrs. Kim	1441 N. Central Ave, Baltimore, MD 21202	410-539-2618	Korean
Mr. Bobby's (7) <i>Comparison</i>	Owner: Mr. Bobby	2810 Edmondson Ave, Baltimore, MD 21223	410-233-6538	African-American

DESCRIPTIONS OF CARRY-OUTS

Each of the participating carry-outs is unique, and therefore each interventionist will need to tailor the intervention activities to fit with the organizational layout and space of their assigned store, as well as the foods available. The general layout of a carry-out is a Plexiglas window separating the store workers/cooking area from the customer ordering area. There is a door with a lock separating these areas. Some of the carry-outs also contain a small grocery section in a side room. Images of the carry-outs are below, with specific descriptions of corresponding carry-out.

Clifton Park Carry-out

Clifton Park carry-out is located in the East side of Baltimore in a residential neighborhood, right across from the Clifton Park. The carry-out has floor-to-ceiling Plexiglas, with one door that has a lock. The area behind the glass is extremely small, barely fitting two standing people. The kitchen has some room but the counter is an aisle with only one chair to sit on.

A Korean couple in their late 40s/early 50s owned the carry-out until early July. The wife did most of the cooking, and the husband dealt with most of customer contact. The husband was more rigid and less friendly compared to the wife.

A new Korean couple (mid 40s) purchased the carry-out in early July. The wife is a friend of the owners of the comparison carry-out, Friendly's. The husband has a unique personality and makes jokes that are not very funny. However, the wife is soft-spoken, very helpful and willing to participate in the project.

West Carry-out & Grocery



West carry-out is located in the West side of Baltimore in a residential neighborhood, close to the freeway US40. There's a bus stop across from the carry-out, and a community center 2 blocks west of the carry-out. The carry-out is at the corner an intersection that it is visible. Because of where it is situated, West seems to attract many customers.

West Carry-out also has floor-to-ceiling Plexiglas and one door that has a lock. The kitchen and counter are located behind this glass. West seems to have the biggest area out of all eight carry-outs behind this glass. This huge room made it easier for the interventionists to talk to the owners, as they did not have to move around while the owners were cooking.



A Korean couple in their late 40s/early 50s owns the carry-out. They are extremely nice and very willing to work with interventionists. The husband does most of the cooking, and the wife usually deals with the customers. Many customers call her "Mom". The wife always offered the interventionists water or cold beverages.

Tyrone's Chicken

Tyrone's is located on one of the major streets in Baltimore. On the east side of Baltimore, the store is surrounded by mainly residential houses and a few stores. The store is a couple of blocks away from larger stores, but has some distance from other carry-out restaurants.

Inside Tyrone's there is considerable space for customers. There is a large table with bench seats on one side and chairs on the other. There frequently are customers lounging on the couches, and outside of the store there usually are people hanging around. There is ample parking space on the side of the street around the store, but is usually not taken by any cars.

Tyrone's is run mostly by the family members of the owner. The owner's son works the cash register a lot of the time, and his young daughter is usually around. The cooks are not family members, but are more aware of the cooking methods than the owner. The owner himself is very friendly. He explained or had someone explain the entire cooking method to us. He also knows a lot of the customers who come in.

Shareef's House of Wraps

Shareef's House of Wraps is a carry-out restaurant on the west side of Baltimore. It is located in a moderately low-income residential district. It is on West Franklin Street, a relatively busy street. The store also has multiple bus stops within walking distance. There are not many other carry-outs nearby. There is a small parking lot in front, without any organized parking system.

The inside of the store has space for a table, with two bench seats around it, and some additional individual seats for customers. There is also a large TV. There are a lot of accommodations for waiting customers because the food takes some time to cook. The right side of the building is closed off to become a grocery store as an addition to the restaurant.

The owner of the store, Shareef, is Muslim, and we were able to create a more personal relationship with him by sending interventionists who were also Muslim to describe the project to Shareef. He was originally a trash collector for the city, but eventually bought a cart to sell his wraps. Eventually, he saved enough to rent out space for a store. He takes pride in the fact that his food is freshly prepared and handmade. A lot of the ingredients are fresh. Most of the workers are Muslim (as are a lot of the customer base). Shareef knows a lot of the customers himself, as he can refer to them by name. His brother is the cook, and his wife works the register at times. There is a very friendly environment in the store, and though he does have the bulletproof window in front of the cash register, during the day, the door to the kitchen is usually half open.

Friendly's

Friendly's is located in a plaza inside a large project neighborhood in North West side of Baltimore. As the carry-out is in a good location, it attracts many customers.

They have floor-to-ceiling Plexiglas and one door that has a lock. The kitchen behind the glass is relatively big compared to the other carry-outs. All menus are printed on letter-size papers and posted behind the Plexiglas.

The owners, a Korean couple, are usually very busy taking orders and cooking at the same time. The wife is in her mid 40s. Her husband often helps with cutting deli meat. The wife is a tough woman. She was very skeptical of the project at first, but as the interventionists built rapport with

them, she opened up a lot. She became supportive of the project. The owners also have a part-time cashier who is in her 40s. The Clifton carry-out's current owner used to work there as a cook.

Central Carry-out

Central carry-out is located in the East side of Baltimore near a residential area close to a large street, North Avenue. The carry-out itself is very small, run-down and dark. Also, a signboard outside has faded enough that one cannot tell the name of the carry-out.

A Korean couple in their early 60s has owned the carry-out for 25 years. The husband usually prepares the chicken wings (seasoning and applying batter), and the wife cooks at the time of order. Many customers call her "Kim". The husband does not talk much, although he offers some friendly conversation. The wife does most of the talking and likes to talk about their children. The owners are kind enough to offer us beverages. They participated in one of the research projects conducted at Bloomberg School of Public Health. They seem to know what the project is about and do not ask many questions.

Jusgo's Deli & Grocery

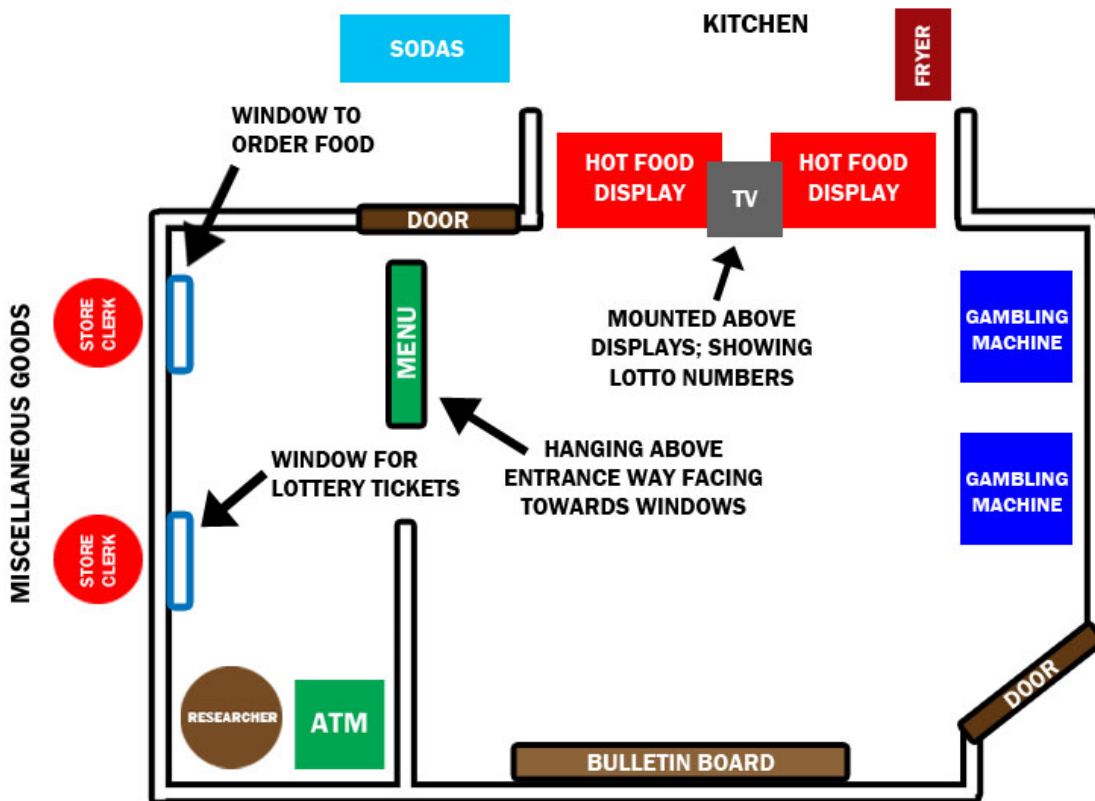
Jusgo's is about two blocks north of one of the major streets in Baltimore, North Ave. On the west side of Baltimore, the store is across the street from a church and mainly surrounded by houses. There are many more carry-outs a few blocks south on North Ave, and a few blocks northeast on Pennsylvania Ave. and Fulton Ave. The Mondawmin shopping mall is about a half mile north.

The inside of the carry-out has one large space, partially separated by a segment of wall on the left side of the store. There are two gambling machines to the right of the door. Often one or two customers are using them during the day. There are two large hot food displays with chicken, fries, vegetables, corn bread and other items, to the left of the gambling machines. Along the wall to the left of the hot items there are two windows to order food. The left window is for ordering lottery tickets. To the left, behind the wall partition there is an ATM. The large menu is hanging from the ceiling in the middle of the carry-out facing the order windows, so to read it one would have to be standing by the order windows facing toward the store entrance. It's easy for the cashiers and managers to read the menu though. There is no area to sit in the store, but often a few customers are standing and chatting outside the store by the ramps and railings. It is typically easy to find parking outside the carry-out.

For the carry-out staff, there is a morning crew of two women and an afternoon/evening crew with one woman, two men, and one man who makes deliveries. This is in addition to 1-2 people cooking and frying food. The staff seems to know a lot of the customers. The owner of the store is often not in the store and is hard to catch, but his brother is often there in the afternoon and the two morning cashiers are knowledgeable on ordering procedures. When the owner is there he is often doing construction behind the counter where the staff members say he is renovating to create an open convenience store area.

There is a long corridor for dry storage, cans and refrigerators and freezers behind the counters as well as food prep and frying areas. The store is nearly always open, and serves breakfast, lunch and dinner.

Diagram (created by Eva Chang):



Mr. Bobby's

Mr. Bobby's is located in the West side of Baltimore near a freeway (US40). There is street parking near the carry-out and a gas station across the street.

An African American male in his mid 60s owns the business. He was just starting the carry-out business when he joined BHC pilot intervention. He has two African American cooks (one in his early 30s, one in his late 40s-early 50s). He only sells fried chicken, fish, fries (no sandwiches). He was very suspicious of the BHC team, but after three months of continuous effort, he opened up.

The carry-out is a small place. A wooden wall divides the kitchen and the waiting area. The waiting area has bench where customers can sit and chat.

INSIGHTS ABOUT WORKING IN THE CARRY-OUTS

Lessons Learned		
<i>Goal</i>	<i>Method</i>	<i>Outcome</i>
Foster relationships with community	Discuss intervention purposes with important community members before beginning the intervention	Community is less apt to oppose the intervention when they are involved
Develop rapport with owners and staff	Use the same interventionists to visit the carry-outs	Owners are more likely to trust the individuals they are more familiar with
	If applicable, learn and use greetings in Korean	Cultural sensitivity is shown to carry-out owners
	Provide owners with supplies required of the intervention (e.g. receipt booklets, pens)	Simplified receipt collection process; reduce error in data collection
	Explain the confidentiality agreement (reading the form out loud to owners could be necessary)	Owners will be more likely to trust the interventionists in their actions
Recruiting carry-outs for the intervention	Discuss store benefits for participation (e.g. gift cards, new menu boards) and benefits to researcher team (improved community health)	Owners are much more likely to participate in the study if they are given incentives and understand the research purpose
	Obtain approval from owners and initially take pictures outside the carry-out and in the customer area	Demonstrates a non-threatening collection of information
Taking pictures	Show owners pictures of food items before displaying them on new materials	Owners will be more accepting of picture taking when shown how appealing food photos look
	Conduct focus groups with carry-out owners and customers regarding new foods/preparation methods	Determine feasibility of new items and customer acceptance
Introducing new foods/ preparation methods	Perform customer taste-tests and trial runs of new items before adding them to the menu	Reduce owner skepticism towards change and elicits customer interest in new foods
	Provide initial stock of new items	Reduces owner's worry of monetary loss
	Provide appropriate equipment for	Owners will not be burdened by

food item preparation

additional costs to introduce
healthier items

PROMOTED FOODS

FOODS TO BE PROMOTED IN CARRY-OUTS

Store partners of the Baltimore Healthy Carry-outs project have agreed to label healthy food items on the menu board and serve healthy food items for specific phases of the intervention.

The interventionist needs to work with carry-out owners and managers to ensure that:

- The appropriate foods are ordered
- Promoted foods are available when ordered
- Promoted foods are indicated on the menu with BHC leaf labels

The interventionist should make sure the promoted foods are stocked at the beginning of each phase and every week during the phase. This should be done by direct observation and asking the store owners (following the Process Evaluation Form).

If the promoted foods are not available, the interventionist should immediately meet with the store manager/owner and/or vendor, discuss barriers to stocking the food, problem solve, and encourage them to stock the food. The interventionist should talk to the store owner/manager about sales of the food, what could be done to enhance sales, such as positioning the food better.

The interventionist should encourage the store owners/managers to continue to stock the promoted foods AFTER the phase has been completed.

*The interventionist needs to make sure that stores do not substitute alternatives for the promoted foods. For instance, Pringles are NOT an acceptable substitution for baked chips.

NOTE: This is probably the single most important part of the carry-out component. If we cannot get the stores to consistently stock promoted foods, we will not succeed.

Carry-out

Shareef's Grill

Promoted Food Label List

All wraps (filled with sautéed veggies)
Chicken Salad Sandwich
Salmon Sandwich
Grilled Chicken Sandwich
Turkey Club Sandwich
Turkey Shrimp Club Sandwich
All broth-based soups

Tyrone's Chicken

1 Breast Sandwich
1 pc Fish
Collards (microwaved, not cooked with hamhocks)
Hot Tea
Bottled Water
Chicken Cheese Steak

Clifton Park

Mushroom Cheese Steak
Grilled Cheese
Grilled Chicken Sandwich
Cold Cut Sandwich
Chicken Salad Sandwich (using low-fat sauce)
Tuna Salad Sandwich (using low-fat sauce)
Turkey Club Sandwich
Beef Teriyaki Rice (discontinued)
Chicken Teriyaki Rice (discontinued)
Shrimp Rice (discontinued)
Egg and Cheese Sandwich

West Carry-out

Grilled Cheese Sandwich
Bagel with Cream Cheese
Grits
Turkey Breast Sandwich
Tuna Salad Sandwich (using low-fat sauce)
Chicken Salad Sandwich (using low-fat sauce)
Cold Cut Sandwich
Chicken Teriyaki Sandwich
Club Sandwiches
Garden Salad
Chef Salad
Chicken Breast Sandwich

FOOD RECIPES

The following is a list of select food items that were promoted in participating carry-outs. Recipes were collected by direct observation by trained research assistants and registered dietitians.

Carry-out name	Food item	Ingredients	Cooking preparation
Tyrone's	Grilled chicken tender sandwich	Seasoned salt 4 raw chicken tenders 4 white buns Barbeque sauce	1) Each chicken tender was seasoned on each side 2) The tenders were grilled in George Foreman Grill for 5 minutes, closed 3) The sandwich was built by placing one cooked chicken tender on a bun and spreading barbeque sauce.
West carry-out	Polish hot dog	Hot dog White hot dog bun Raw onions Ketchup, mustard, relish	1) Hot dog was taken out of fridge, sliced in half length-wise and placed in the deep fryer 2) Hot dog bun (white bread) was placed on the grill to toast 3) Hot dog was removed from deep fryer and placed on grill under hand press 4) Bun removed from grill and ketchup, mustard and relish were added 5) Raw onions were added to the middle of the hot dog and it was wrapped in foil and served
Unspecific	Bacon, egg, cheese sandwich	2 strips of cooked bacon 1.5 eggs White bread Grape jelly 2 slices of cheese Margarine Salt and pepper	1) Two strips of bacon were placed on grill to reheat 2) Fresh eggs were cracked open and whisked with a fork 3) Regular white bread was toasted and melted margarine was brushed on both sides (liberal amount added) of one slice 4) Grape jelly was brushed on the inside of the other slice of bread 5) Eggs were placed on sandwich, slices of cheese were added, slices of bacon, salt and pepper
Tyrone's	Fried chicken	Chicken parts (pre-seasoned and frozen) Batter	1) Chicken parts are battered upon order. 2) Chicken is fried in the deep fryer (wings = 6-7 mins; thighs, breast, legs = 15 min)
Tyrone's	Cooked greens	Canned vegetables Chopped hot peppers Margarine	1) Canned vegetables are seasoned with chopped hot peppers, margarine, and seasoned salt 2) Prepared vegetables are microwaved

Tyrone's	Fried fish	Seasoned salt Frozen fish Seasoning	1) Frozen fish is thawed and seasoned and stored in the refrigerator (laid out on a metal tray) 2) Seasoned fish are deep fried upon order
Tyrone's	Pizza	Prepackaged frozen pizza (cheese, pepperoni flavors)	1) Upon order, pizza is reheated according to directions on the box.
Tyrone's	Fried shrimp, fried clams, and French fries	Prepackaged frozen battered shrimp Prepackaged frozen battered clams Prepackaged frozen fries	1) Upon order, the ingredients are deep fried for 2 minutes, 1 minute, and 3 minutes, respectively

COMMUNICATIONS MATERIALS

MENU LABELS

Description of Leaf Logo:



This pilot intervention was developed to promote the sales of healthier items in carry-out restaurants in Baltimore. In order to promote those items, a logo was developed to indicate the healthier menu items. Results from focus groups with carry-out customers showed that the term “healthy” was associated with bland, disgusting foods. The term “fresh” was more acceptable and appealing, and thus the menu boards would explain that the logo indicated “fresh and delicious choices”. Ultimately, a leaf logo was chosen to designate these items and was designed by a local artist.

Instructions for use:

1. Conduct focus groups with clientele to determine the type of sayings that would be most accepted when promoting healthier foods.
2. Develop two symbol designs and conduct surveys at carry-outs asking which is preferred to customers (e.g. which symbol would do a better job of indicating healthy foods, which would make them more likely to purchase an item, etc).
3. Identify healthier menu items (using nutrient analysis) that will be promoted.
4. Ask owner for permission to highlight these options, and then label items on the menu with the new logo.
5. Explain the logo somewhere else on the menu (e.g. “Look for the leaf for a fresh and delicious choice!”).

Note: The interventionist should make sure she/he has the permission of the manager before making these adjustments.

MENU BOARDS

Description of menu boards:

Menu boards at carry-outs are often hand-written, difficult to read and do not include all food items on one board (for example, many extra sheets of paper are often hung on walls around the carry-outs with additional food items). New menu boards were developed for each of the 4 intervention carry-outs: Tyrone’s, Clifton Park, West Carry-out, and Shareef’s Grill. The new menu boards were created to be neat, clear, aesthetically pleasing and indicative of the healthier food options. Healthier food items were denoted with a leaf logo. Three pictures of select food items were also added to the menu. The behavioral goals of the new menu boards were to enhance the purchase of healthier food items by carry-out customers.

Pictures of Original Menu Boards:

Shareef’s Grill



Tyrone’s Chicken



West Carry-out



Clifton Park



Graphics for New Menu Boards

Shareef's Grill



Tyrone's Chicken



West Carry-out



Clifton Park



Instructions for use:

1. Each of the intervention carry-outs were visited and pictures were taken of the current menus.
2. When possible, copies of current paper menus were collected to use as a reference with the pictures (above) in determining the menu options available at each carry-out.
3. Adobe Photoshop CS3 was used to create new menu boards that were aesthetically pleasing, complete with all the menu items available and included either a space for the store owners to write in the price next to each item or the price was typed in (based on personal preference of each carry-out owner).
4. Once all the items were listed under appropriate sections on the menu board, certain food items were identified as healthier. This identification was based on currently available foods that were lower in fat (such as a grilled chicken sandwich, as opposed to a fried chicken sandwich), items that contained fruits or vegetables (such as a side of collard greens), or items that were lower in sugar (such as water or diet soda).
5. The leaf logo was placed next to each of these items on the menu board.
6. A saying was added to the bottom of each menu board explaining the leaf logo: "Look for the leaf for a fresh and delicious choice!"
7. The BHC Logo was added to each menu.

8. Pictures of 2 or 3 items were added to the menus (based on available space on each menu). This was done by taking photos of the actual food as seen when served.
9. Field visits to each carry-out were conducted again to measure the available space for the new menu boards and owners were asked where they would like the menu to be placed and if they would like multiple copies of the menu board.
10. The menu boards were formatted to be the appropriate size(s) for each carry-out and printed out on a poster laser printer.
11. The menu board drafts were brought to each carry-out to show the owner.
12. Owners were asked if they liked the new menus and if any changes/corrections needed to be made. Modifications were made based on owner comments.
13. Final menu boards were reprinted and laminated and brought to each carry-out.
14. Carry-outs were visited and selected healthier food items were purchased so pictures of the actual food items could be taken. The food items were placed on a plate with a placemat and a garnish (lemon slices) and close-up photos were taken.

Example photo:

Chicken Sandwich from Clifton Park



TAKEOUT PAPER MENU

Description of paper menus:

Paper menus were also created for each of the 4 intervention carry-outs, and were modeled after the menu boards. The paper menus served the same purpose as the menu boards, but were created in the format of a tri-fold brochure that customers could take with them. The same healthy menu options were emphasized with the leaf logo.

Sample Paper Menu:

Outside Panel

We accept Food Stamps, Visa and Mastercard

Breakfast

Bacon, Ham or Sausage
With Egg and Cheese \$2.75
Scramble Egg Cheese \$2.75
Turkey Bacon Egg Cheese \$2.95
Steak Egg Cheese \$3.50

Breakfast Specials

With 2 Eggs, Ham/Steak and Toasted Bread

Bacon, Ham or Sausage
With Egg and Cheese \$4.00
Scramble Egg Cheese \$4.00
French Toast \$4.50
Pancake (Choice of Meat) \$4.50

2037 North Washington Street
Baltimore, MD 21213



Clifton Park Carry Out

(410) 342-4841



Hours of Operation
9:00am - 9:00pm

Look for the leaf logo for a fresh and delicious choice!

Inside Panel

Hot Sandwiches

	Sub	Seed (Bread)
Cheese Steak	\$5.25	
Chicken Cheese Steak	\$5.25	
Multigrain Cheese Steak	\$5.75	
String Cheese Steak	\$6.35	
Sub/salad	\$5.75	
BLT	\$2.75	
Grilled Cheese	\$2.75	
Cheese Burger	\$4.75	
Double Cheese Burger	\$4.00	
Beacon Cheese Burger	\$3.75	
Cheese Fish	\$5.25	\$2.95
Grilled Chicken	\$5.25	
Lake Trout and Cheese	\$5.25	
Grilled Turkey and Bacon	\$5.25	

Cold Sandwiches

	Sub	Seed (Bread)
Cold Cut	\$3.99	\$3.50
Italian Cold Cut	\$4.50	
Turkey and Cheese	\$2.99	\$3.50
Turkey Bacon	\$4.99	\$4.50
Sub/salad	\$3.50	
Ham and Cheese	\$3.50	\$3.50
Chicken Salad	\$3.99	\$3.50
Chicken Bacon Salad	\$4.99	\$4.50
Tuna Salad	\$3.99	\$3.50
Turkey Club	\$5.75	
Ham Club	\$5.75	

Combos

(Includes French Fries)

	FF	WF
Shrimp Basket	\$5.50	\$5.85
Chicken Tenders (4pc.)	\$5.99	\$6.35
Chicken Nuggets (4pc.)	\$3.99	\$4.35

Chicken Wings

	Small	Large
3 Wings	\$3.45	\$4.60
4 Wings	\$4.45	\$5.50
5 Wings	\$5.55	\$6.60
6 Wings	\$6.60	\$7.70

OFF - French Fries, WF - Western Fried

Solads

Garden Salad	\$4.00
Grilled Chicken Salad	\$6.50
Chef Salad	\$5.50

Fish

Lake Trout	
Small	\$4.50
Large	\$6.50

Sides

	Small	Large
French Fries	\$1.75	\$2.70
Mashed Potatoes	\$2.50	\$3.55
Green Beans	\$1.95	\$2.85
Mozzarella Sticks (4pc.)	\$3.65	
White Cook Sticks (4pc.)	\$3.50	

Look for the leaf logo for a fresh and delicious choice!

Participating in Baltimore Healthy Choices Carryouts

Instructions for use:

1. A template for a tri-fold brochure was downloaded and opened into Adobe Photoshop CS3 from 48hourprint.com: <http://www.48hourprint.com/photoshop-templates.html>. The brochure selected was "8.5 by 11 Tri-Fold Brochure"
2. Using the same information as that on the new menu boards, the listed food items were re-formatted to fit into the tri-fold brochure template:
 - o Outside of the brochure:
 - Left Panel: Food items with prices on the left panel
 - Middle Panel: A map showing the location of the carry-out and address
 - Right Panel: Name of the carry-out, phone number, hours of operation and BHC logo
 - o Inside template of the brochure:
 - Left Panel: Menu items plus "Look for the leaf logo for a fresh and delicious choice!" if it fits, if not, place this quotation in middle panel)
 - Middle Panel: Menu items
 - Right Panel: Menu items plus BHC Bumper Sticker (see below)
3. Glossy brochure paper was ordered and a sample of each menu was printed.

4. Sample menus were brought to each intervention carry-out, feedback from owners was obtained and modifications were made as necessary.
5. Final menus were printed, some in color on glossy paper and some in black and white on regular paper (depending on demand for each carry-out)

SALES RECEIPTS DATA MANAGEMENT

All sales receipts were collected weekly, and total sales were tracked for all carry-outs from February 2011 to September 2011. Sales receipts contained detailed information about entrees, side dishes, and beverages purchased, both in person and over the phone, and cost of each item. Trained data collectors visited carry-outs to retrieve sales receipts every week for 32 consecutive weeks including the baseline (4 weeks) and the intervention period (28 weeks). Carry-out owners received a \$25 gift card each week for their time collecting the receipts. One intervention carry-out did not follow receipt collection protocol and was excluded from the data analysis; thus the total sample size for the intervention group was 3. Sales receipts were entered into MS Excel by four research assistants.

Instructions for use

1. Decide who will collect sales receipts from storeowners every week (Korean American storeowners did not know what they should do when different person walked in).
2. Put the receipts in a plastic bag and label it ("Clifton Park week 22")
3. Learn the order codes from the owners before entering data. The codes are different for every carry-outs. Research assistants who are entering the order forms need to learn the codes.
 - A. *Examples of codes:* "CB SPK" means cheeseburger with salt/pepper/ketchup
 - B. DCB /Mu means "Double cheeseburger without mustard"
4. Ask the owners whether they sold any side dishes (watermelon, fruit cup, bottled water) – if these items are ordered without any single portion entrée, the owners might not have written them down on the order form.
5. Enter the receipts on Microsoft Excel
 - A. Take out one receipt paper from the bag
 - B. First, write down the number of the receipt (usually 6 or 7 digit) on the top of the order form
 - C. Then, write the full name of the menu item on the next column
 - D. Write the details of the menu on the next column (for example, write salt, pepper, ketchup)
 - E. Sides and beverages should be written as they are a single portion entrée
 - F. Check if all the details on the receipt are entered correctly. Start a next receipt.
 - G. Indicate whether sides and beverages are diet/low-fat if they are
 - H. Check if the numbers of the receipts were entered in every cell when you are done.
 - I. Ten percent of receipts were randomly selected each week and cross-checked by a fifth research assistant
6. Click "Sort from highest to lowest" button and sort the second column (menu item cell). It will be sorted alphabetically.
7. Count each of the menu items
8. Tally the items on Microsoft Excel

NOTES

- Receipts bags must be labeled as soon as they are collected.
- It is important that all the research assistants know the codes of the carry-outs they are entering
- Research assistants can ask codes via phone.
- It is best for a Korean-speaking research assistant to enter Korean-owned stores. Some owners write the orders in Korean.

BUMPER STICKER

A bumper sticker was developed to give away to owners. The bumper sticker served two purposes: to promote the research project and to give the owners items as incentives for participating in the study.

BHC Bumper Sticker:



POSTERS

Posters were created for each phase of the intervention to help promote the interventions for the particular phase. The posters were hung at the beginning of each phase, and earlier phase posters remained up throughout the entire intervention.

Guidelines for using posters:

1. Posters for each phase (I, II and III) were developed using the help of a local artist, Archie Veale.
2. Weekly meetings were arranged to allow efficient communication between the artist and members of the BHC team.
3. The 1st poster was designed to explain the leaf logo used on menus to signify healthier items. This poster was titled "Look for the Leaf".
4. The 2nd poster was designed to emphasize healthier side dishes. Feedback on this poster was obtained from customers and store owners before the final version was printed.
5. The 3rd poster was designed to increase purchasing of healthier entrees and sides together in the form of a combo meal. Two posters were created for this phase, with one poster geared more towards the male population and the other towards females.
6. All posters were designed by the artist, with initial ideas by the BHC project coordinator. Multiple revisions were done when necessary after the artist created the initial poster. We found the most effective way to have these posters developed in a timely manner was to have frequent meetings and communication with the artist and members of the BHC team.

POSTERS BY PHASE

Note: Posters were printed in various sizes depending on space at carry-out location.

PHASE 1 – HEALTHY MENU BOARDS AND LABELING



PHASE 2 – HEALTHY SIDES AND BEVERAGES



PHASE 3 – HEALTHY COMBO MEAL



MATERIALS FOR STORE OWNERS

Many of the carry-outs in the intervention area are owned by Korean-Americans. Unfortunately, some animosity exists between these store owners and the predominately African-American community. Some of this results from cultural differences. Therefore, the interventionist will provide answers to frequently asked questions regarding the Baltimore Healthy Carry-outs project, written in Korean and in English. We are providing a document for the store owners in order to aid with implementation of the BHC program, called the BHC FAQ for Store Owners. This will also be available in both Korean and English. Other information was provided to carry-out owners to aid in intervention implementation, such as recipes to prepare foods (only provided in English if given to only English-speaking owners).

FAQ FOR CARRY-OUT OWNERS



A FAQ Sheet for Food Store and Carryout Owners

For more information

Dr. Joel Gittelsohn
Principal Investigator
410-955-3927
jgittels@jhsp.edu

Seung Hee Lee, MS, RD
Student Co-Investigator
517-862-0267
seulee@jhsp.edu

www.healthystores.org



The 1st stage of our study will involve research with owners of carry-outs and restaurants, distributors, and local consumers regarding the availability, pricing, purchasing, and consumption of prepared foods in low income areas. The next step is to develop and pilot strategies and consumer educational materials designed to increase access to healthier prepared foods in 3 carryouts. Finally, we will attempt to get funding for and implement a reliable strategy in 20+ carryouts.

WHAT WILL THIS PROJECT DO FOR MY STORE?

Getting involved with BHC will show that you care about the people in your neighborhood – your customers – and show that your store is interested in doing its part to keep the local community healthy by improving their food choices. In addition to in-store promotions, there will be posters, and other media promoting the program in the community. Your store will be advertised as a “healthy store,” public relations benefit which will possibly result in an increase in customers.

WHAT IS THE TIME FRAME FOR THE BALTIMORE HEALTHY CARRYOUT PROJECT?

We will run the program from November 2010 – April 2011 in carryouts.

WHAT WILL ACTUALLY HAPPEN IN STORES?

Intervention will consist of 3 phases. The 1st phase will involve a makeover of the menu and the addition of posters to the store. We will emphasize already available healthy options, provide photos of healthy options, and advertise that the owners of this carryout sell “fresh and healthy foods for the community”. In the second phase of intervention, we will focus on the combo meal. We will attempt to introduce culturally acceptable healthy food options as sides, reduce the amount of fries in a combo offering healthy sides as a partial substitute while also reducing the price of the combo as a whole. In the third phase, we hope to change food preparation methods to reduce the fat content while maintaining the flavor of the food item. This will be implemented along with a taste-testing for the new menu that will make stocking this item low-risk for the owners. We will also ask owners to keep a record of the items purchased as well as the total profit.

HOW ARE STORES SUPPORTED IN BUYING THE PROMOTED FOOD?

We will provide gift cards or vouchers to the stores. You can use the gift cards or vouchers in wholesale stores to purchase the promoted foods such as bottled water and diet soda.

WHAT KINDS OF FOODS ARE YOU GOING TO PROMOTE?

We will be promoting foods that are culturally desirable and acceptable. Some of the likely foods include low-fat mayonnaise, salads, low-fat meat sandwiches, soups, and diet sodas. Other foods will be decided on in partnership with the stores and community.

ARE YOU PROMOTING SPECIFIC BRANDS OF PRODUCTS?

For the most part, no. However, there may be a few cases where a specific brand is used.




WHAT HAS BEEN THE EXPERIENCE OF THE PROJECT?

Our earlier work with 3 stores in East Baltimore was very well-accepted. We made over their menu by emphasizing healthier options and providing photos with numbers for illiterate clients, we provided low fat mayonnaise, we introduced posters that encouraged customers to “hold the mayo”, and held interactive sessions such as taste testings and giveaways to customers. Owners were very supportive and happy with the end result.





INSTRUCTIONS TO PURCHASE BAKED CHIPS (KOREAN)



GUIDELINES FOR PURCHASING HEALTHIER ALTERNATIVES TO FRIED CHIPS



Alternative	Where to purchase	How to purchase
Sunchips 	Amazon.com	Search for "frito lay sunchips" *Free shipping for 24-count variety box
	Walmart	Search for "sunchips singles" *Only available as 6-count boxes
	Costco	Contact Costco located in Arundel Mills
Baked chips 	Amazon.com	Search for "frito lay baked"
	Safeway	Contact local Safeway vendor
Pretzels 	UTZ	Contact local UTZ vendor

RECIPE FOR TENDER GRILLED CHICKEN SANDWICH AT TYRONE'S

Description/Comments	Photos
<p>Setup: Grill, Season All Salt, timer, tongs, four chicken tenders</p> <p>It's difficult to tell from the pictures, but it was incredibly hot inside the kitchen.</p>	
<p>First batch of chicken tenders. We grilled four of these, but then threw them away when Milton said he didn't approve of these chicken pieces; they didn't "smell fresh."</p>	

Description/Comments	Photos
<p>Vanessa seasoning the chicken pieces. She emphasized how Milton already has everything needed to make grilled chicken sandwich, from the seasoning to the grill to the chicken pieces normally used for deep-frying.</p>	
<p>Grilling a new batch of (fresh) chicken tenders.</p>	
<p>Setting the timer to five minutes. Grilling the chicken takes the same amount of time as deep-frying.</p>	

Description/Comments	Photos
<p>Sandwich-building station with buns and barbecue sauce.</p>	
<p>Jayne persuading Milton to put the grilled chicken sandwich on the menu. Some points she makes is that 1) grilled chicken is lighter and moister than its fried counterpart for the summer heat 2) Milton can put it up and see if people request grilled chicken 3) she'll bring in several posters advertising grilled chicken 4) Milton can use the same ingredients used for fried chicken to make grilled chicken.</p>	

Description/Comments	Photos
Grilled chicken tenders	
Assembled grilled chicken sandwich using two pieces of chicken. (no sauce)	

RECIPES FOR SMOOTHIES AT SHAREEF'S

BHC Smoothie Recipes (20 ounce serving)

Ingredients:

- Frozen ripe bananas
- Strawberries (frozen or fresh)
- Ice
- Pineapple juice
- Orange juice
- Low-fat vanilla yogurt
- Low-fat strawberry yogurt
- Frozen raspberries
- Honey

Strawberry-Banana Delight (smoothie #1)

- 1/2 cup strawberries
- 1/2 cup low fat yogurt (strawberry)
- 1 banana (frozen)
- 1 and 1/3 cup ice
- 1/4 cup honey



Tropical Dream (smoothie #2)

- 1/2 cup low fat yogurt (vanilla)
- 2/3 banana (frozen)
- 1 and 1/3 cup ice
- 3/4 cup pineapple juice
- 1/4 cup orange juice
- 1/4 cup honey



Fruit Explosion (smoothie #3)

- 1/2 cup low fat yogurt (vanilla)
- 2/3 banana (frozen)
- 1 and 1/3 cup ice
- 1/2 cup pineapple juice
- 1/4 cup orange juice
- 1/2 cup strawberries
- 1/4 cup honey



Berry-licious (smoothie #4)

- 1/3 cup raspberries (frozen)
- 1/3 banana (frozen)
- 1 and 1/3 cup ice
- 1/2 cup low fat yogurt (strawberry)
- 1/4 cup strawberries
- 1/4 cup honey



Add all ingredients to a blender, mix well, and serve.



SCHEDULE FOR STORE OWNERS

- 1 Carry-outs visits
Review of the program
- 2 Baseline surveys (Restaurant Impact Questionnaire)
Baseline interview
- 3 Introduction of interventionists
Interventionist visit and discussion of menu modification, promoted foods
- 4 Phase 1 of the program begins
Interventionist puts up menu boards, posters, and provides paper menus to owners
- 5 Phase 2 of the program begins
Interventionist puts up posters, fresh sides flyers
Interventionist brings starter items for fresh sides (e.g. bananas)
- 6 Phase 3 of the program begins
Interventionist brings posters, combo meal flyers
- 7 Post-intervention surveys
Post-intervention interview (feasibility, perceived sustainability)

INTERVENTIONIST WEEKLY PLANS

BY PHASE

FOR ALL PHASES

Receipt collection

1. Conduct price change questionnaire (according to sheet instructions), provide \$25 Wal-Mart gift card and have consent form signed every week
2. Visiting protocol: the day/time of the week that the owner prefers. [Most carry-out owners preferred beginning of the week and right around when they opened (before lunch rush hour)]

PHASE 1: MENU BOARDS & LABELING

Materials Needed

Menu Labels

Tape

Phase 1 menu boards and paper menus

Phase 1 flyers

Interventionist Log

Store Visit

1. Put BHC menu labels next to appropriate menu items on menu boards and paper menus.
2. Put up new Phase 1 menu boards and paper menus in the store..
3. Inventory the current stock of sodas, fruit juices and encourage owners to stock the promoted sodas and juices and water if not available for next week's taste test.
4. Introduce the idea of taste test to the store owner. Coordinate with store owner on appropriate times and places to hold the taste tests.

Week 3 onwards

Material Needed

1. Include process evaluation sheet

PHASE 2: HEALTHY SIDES

Week 1

Materials Needed

Tape

Phase 2 posters

Store Visit

1. Put up the new Phase 2 posters in the store after removing the previous phase posters if necessary
3. Inventory the current stock of sides and beverages and encourage owners to stock the promoted sides and beverages if not available for next week's taste test.

4. Introduce the idea of a smoothie—taste test|| the store owner. Coordinate with store owner on appropriate times and places to hold the taste tests.

5. Complete the Interventionist Log

PHASE 3: HEALTHY COMBO MEALS

Week 1

Materials Needed

Tape

Phase 3 posters

Store Visit

1. Put up the new Phase 3 posters in the store after removing the previous phase posters if necessary.

3. Inventory the current stock of entrees and sides and encourage owners to stock the promoted entrees and sides (i.e. combo meals) if not available for next week's taste test.

4. Introduce the idea of a grilled chicken sandwich—taste test|| the store owner. Coordinate with store owner on appropriate times and places to hold the taste tests.

5. Complete the Interventionist Log

EVALUATION

EVALUATION OF THE BALTIMORE HEALTHY CARRY-OUTS

TABLE OF ALL EVALUATION COMPONENTS

Instrument	Pre-intervention	During intervention	Post-intervention
Prepared food sources environmental checklist	X		X
Customer Impact Questionnaire	X		X
NCI percentage energy from fat screener	X		X
Restaurant Impact Questionnaire	X		X
Interventionist Logs		X	
Process Evaluations		X	

PREPARED FOOD CHECKLIST

- 1 Identify the neighborhoods of interest.
- 2 Print out neighborhoods map (BHC used maps.google.com).
- 3 Best when conducted in group of two – one person will drive and mark off the map when another person will fill in the checklist.
- 4 Drive around designated neighborhood, block by block. When canvassing the neighborhood, it is convenient to drive North to South – and then East to West.
- 5 Depending on the neighborhood, park the car, and then both data collectors walk into the store. In most cases, data collectors will have enough time to look around the carryout, especially the menu.
- 6 When the carryout owner/manager asks what the data collectors are doing, play it by ear. If the owners are approachable, show them your ID and explain that you are collecting data for research. If the owners are not comfortable with your presence, show them your ID and explain that you are working on your homework to learn about the foods sold in the neighborhood.
- 7 There will be times when some owners are not cooperative. Don't be alarmed – keep your eyes open and try to memorize the menu board. If that was not possible, always revisit (with a different data collector), and make sure one person distracts the owner (e.g. purchase an item such as bottled water) while another person reviews the menu.
- 8 In many cases, we were able to take pictures of the menu boards. This helped when we were conducting the checklist.
- 9 You can always ask for take-out menu or paper menu. This can be helpful to conduct the checklist. But make sure what is on the take-out menu is also present on the menu boards.
- 10 Checklist

A. Food source environment

- Select Yes, UK (Unknown), No for the features listed on the checklist.
- For choice of vegetable toppings, coffee/tea station, condiments – circle options that were available.
- Most and least expensive food on the menu: Write an item that is considered as a single portion entree. When possible select an item that is popular and found in other carryouts.
- Healthy cooking method – Currently lists baked, broiled, and boiled as those are top three healthy cooking methods found in carryouts. Use common sense and make notes in the back. For example, raw will be considered as healthy cooking.
- Choice of healthy side menus – Currently lists baked chips, salads, fruits, steamed vegetables. Use common sense and discuss further with the team. We rarely saw healthy sides other than intervention carryouts.

B. Entree (main meal)

- Low fat meat indicates turkey and chicken (circle options) for sandwich. May include breast meat, deli meat.
- Grilled poultry indicated turkey and chicken (any parts).
- Non-cream based soup indicates broth based soup such as chicken noodle soup. Both cup and bowl size suffice.

C. Side dishes

- Salads/fresh leafy greens – see back page if yes (this question is to match NEMS-R).
- Non fried vegetables usually indicated vegetable medley (steamed carrots, broccoli, cauliflower)
- Cooked greens may include kale, collard greens, mustard greens. Circle options.

D. Dessert and drinks

- Desserts are very rare.
- Beverages that we see the most are diet soda, water, coffee, and 100% juice.

E. Breakfast menu

- Often offered at carry-outs. When they do, look for egg based sandwiches, and whole wheat bread option.

F. Comments

- This checklist is by no means perfect. Please keep track of your observation on this section and share with your team. You may choose to add items that are worth tracking.



Approved: 5 Nov09

Food Source Environment (*circle options)										For All Food Sources	
Features	Yes	UK	No	Features	Yes	UK	No	Describe health-related signs (Nutrition related or not)			
Posting of calories/health info				Choice of vegetable toppings * (tomato, lettuce, onions, other: _____)							
Reduced size portions offered on the menu				Choice of meat							
Healthy food options defined on the menu * (low fat/calories labeled)				Choice of whole wheat bread							
Diet options for fountain drinks				Self serve coffee/tea station (artificial sweetener, LF creamer)							
Fountain drinks free refill				Self administered choice of low fat/calories condiments *							
Fried side automatically incl. entrée				(low fat mayo, mustard, cheese, relish)							
Most expensive food on the menu				Item _____ price _____				Describe promotion of healthy foods on the menu			
Least expensive entrée on the menu				Item _____ price _____							
Combo meal advertisement (Y/N)				Number of different varieties: 0 1-2 3-5 6-10 11+							
Healthy cooking method (e.g. baked, broiled, boiled) *				Number of different varieties: 0 1-2 3-5 6-10 11+							
Choice of healthy side menus (e.g. baked chips, salad, fruits, steamed veggies)				Number of different varieties: 0 1-2 3-5							
Additional charge (Y/N)											
For below, indicate 1 = yes, 0 = no / * circle options											
Entree (main meal)			Side dishes				Desert and drinks				
Low fat meat (turkey, chicken) for sandwich _____	Tomato sauce based pasta _____		Salads/fresh greens _____ (see back page if yes)	Non fried vegetables * _____ (steamed/grilled/raw)		Fresh fruit _____	Diet soda _____				
Grilled poultry _____	Sandwich/wrap* _____		Corn side _____	Coleslaw _____		Yogurt _____	Bottled water _____				
Grilled seafood _____	Chili w/ beans _____		Cooked greens _____	Baked/mashed* potatoes _____		Fruit Smoothie _____	Diet/ unsweetened ice tea* _____				
Veggie burger _____	Stir-fry w/ veg _____		Pretzels _____	Baked/mashed* sweet potatoes _____		Frozen yogurt _____	100% fruit juice _____				
Turkey burger _____	Vegetarian entree _____		Baked chips _____	Baked beans _____		Tea _____					
Non-cream based soup _____	Burrito _____		Red beans & rice _____	Brown rice _____		High-fiber cereal _____	Coffee _____				
Cream based soup _____	Peanut butter/Jelly _____		Breakfast menu _____	Hard boiled eggs _____		Low-sugar cereal _____	Toast w/ jam _____				
			Oatmeal _____	Scrambled/fried eggs _____							

Review (USE INFORMATION PRESENTED ON THE MENU OR MENU BOARD)

			Comments
Is there a salad bar available and visible?	<input type="radio"/> yes	<input type="radio"/> no	
Are at least 50% of the salad bar offerings a vegetable or fruit*?	<input type="radio"/> yes	<input type="radio"/> no	
Does a non-fried vegetable or fruit*, or salad automatically come with the entrée (main course)?	<input type="radio"/> yes	<input type="radio"/> no	
If no, can a non-fried vegetable or fruit*, or salad be substituted for a side at no charge?	<input type="radio"/> yes	<input type="radio"/> no	
Is there an entrée salad offered that does not have bacon, sausage, cheddar cheese, fried chips/croutons/ wontons, or fried meat?	<input type="radio"/> yes	<input type="radio"/> no	

Comments: (e.g. relevant menu that are not listed on the checklist, whatever assumptions were made while checking the list and etc)

PROCESS EVALUATION

An important part of the project is documenting how well the activities are carried out. This is called process evaluation. Much of this will be done by a trained process evaluator. In addition, the interventionist will be responsible for keeping logs of activities. The interventionist's forms are located in Appendix A of this MOP. Instructions for completion of each form are in the relevant section of the MOP.

Process evaluation, which measured reach, dose, fidelity and feasibility of the intervention phases, was performed using the following instruments; Carry-out Visit Evaluation, sales receipts, and Intervention Exposure Assessment (IEA)

Fidelity was measured using a modified previously fielded store visit evaluation form (Gittelsohn, Suratkar, et al., 2010). To minimize bias, a process evaluator who did not participate in the intervention conducted 10 rounds of evaluations throughout the intervention. The evaluation form included availability of promoted entree and side dishes as well as visibility of menus and posters. Availability of promoted foods from each phase was evaluated throughout the other phases.

Reach was measured through tracking number of entrees sold using weekly sales receipt collection. Every week, interventionists collected sales receipts to obtain information on reach at the carry-out level (Lee, Kim et al., Under Review). Since BHC was an environmental intervention in a large urban community, it was not feasible to track reach in the traditional way (as a proportion of the total population). Following other environmental interventions, we used change in number of customers serviced as an indicator of change in reach (Gittelsohn et al., 2007). Our expectation was that the intervention group will serve more customers throughout intervention phases relative to baseline, while comparison group would not experience any changes

Dose received was measured through partial questionnaires from the intervention exposure survey conducted at post-intervention with both intervention and comparison group customers. We conducted a modified Intervention Exposure Assessment survey (Curran et al., 2005) with every fifth customer (n=101) at the 8 participating carry-outs, post-intervention. Inclusion criteria were African-American, over 18 years of age, and have been to this carry-out more than once a month in the past year. Survey questions included whether customers had seen the intervention materials and whether they had purchased promoted healthy foods because of the BHC materials.

Baltimore Healthy Carry-outs Process Evaluation Instruments

Intervention Component	Form	Administered by	Frequency	Process Component
Sales data	Receipt collection	Interventionist	Weekly	Reach
Availability of promoted foods	Carry-out visit evaluation	Process Evaluator	10 times throughout the intervention	Fidelity/Dose delivered
Placement of menu boards/posters	Carry-out visit evaluation	Process Evaluator	10 times throughout the intervention	Fidelity/Dose delivered
POP materials and	Intervention exposure	Interventionist	Once (at end of intervention)	Dose received

The **interventionist** will complete:

INTERVENTIONIST LOG

The **process evaluator (PE)** will complete:

PROCESS EVALUATION FORM will evaluate the availability of promoted foods, the placement of posters and educational displays.

INSTRUCTIONS FOR USE

The Process Evaluation Form will be used by the PE to record the stocking of food items and use of visual communication materials at participating stores.

1. At the beginning of each phase, the PE should make a timeline to schedule store visits during the phase. The PE should visit each store A MINIMUM OF TWICE per phase, which averages to once every month for a two-month phase.
2. A new evaluation form should be filled out for each store at each visit.
3. Complete the form in blue or black ink.

To fill out the form, the PE will follow these steps:

1. Write the date and time.
2. Write the promotional phase name and number, if known
3. Write his/her name.
4. Check the appropriate carry-out store name.
5. Fill out only the appropriate food availability section(s) based on the store type.
6. Food availability.
 1. For each product, if it is visibly available the PE does not need to ask carry-out employee about it (just circle Yes).
 2. If you cannot see the product, ask the employee if it is available and include any additional comments in box provided (such as "Yes, but we are running low").
 3. ALL FOOD ITEMS IN ALL PHASES SHOULD BE COMPLETED EVERY TIME. For example, during phase 1, complete the food availability section for phases 1 through 3.
7. Menu
 1. For each product, mark if it is listed on the menu and/or labeled with the leaf logo.
 2. Describe any problems with the condition or location of the labels in the "Comments" section.
 1. MENU LABELS SHOULD BE EVALUATED DURING THE CURRENT PHASE AND DURING EACH FOLLOWING PHASE. For example, during phase 3, the menu label section should be completed for phases 1 through 3.
 3. Check to see if other healthy options are added to the menu. If yes, list them.
 4. Check to see if the Baltimore Healthy Carry-out menu is available or posted.
8. Posters
 1. For each poster corresponding to the current phase, check 'yes' or 'no' for whether the poster is posted at the store.
 2. Check 'yes' or 'no' for whether the poster is readily visible.

3. The poster section should only be completed for the current phase. For example, during phase 3, only the phase 3 posters should be evaluated.
9. Write any additional comments or complications.
10. Write the store ID# on the top of each page if known. Otherwise, allow data manager to do this.
11. Check the form to make sure all questions are answered completely and accurately.

CUSTOMER EVALUATION

Part of the project is to receive feedback from the customers themselves through questionnaires during the post-intervention period. This customer evaluation is done according to IRB-approved forms located in Appendix. The forms evaluate the customer's food preferences and purchasing behavior. Each customer is given a gift card of \$15 (?) upon completion of the survey.

INSTRUCTIONS FOR USE

1. The interventionist must schedule a time with the customer over the phone to visit the carry-out. Preferably, all the customers will be scheduled for the same day and similar times, such as rush hour, either during lunchtime or dinnertime.
2. Arrive at the site with the customer evaluation forms, a black or blue pen, and gift cards.
3. In the customer waiting area, approach the customer who is scheduled for the survey and confirm his/her identity.
4. Briefly explain the purpose of the surveys and the reward for completion. If the customer agrees to participate, the interventionist will proceed with the forms, beginning with the consent form and then the 3 surveys.
5. Upon completion, the interventionist will give the gift card to the customer and fill out the gift card information accordingly.

To fill out the forms, the interventionist will follow these steps:

A. Consent form

1. Write the customer ID, if known.
2. Briefly explain the form by going through the pages. Highlight the reason for conducting the survey, confidentiality, and the advantages (and disadvantages, if any) for completion.
3. Obtain the customer's signature at the end of the form.
4. The interventionist signs as well.

B. NCI form

1. Write the date and time in the corner.
2. Write the interventionist's name.
3. Write the customer's name and ID.
4. Briefly explain that this survey is a national questionnaire about the consumption frequency of certain foods.
5. Fill out the form according to the questions and instructions.

C. CIQ form

1. Briefly explain that this survey evaluates purchasing habits at the carry-out.
2. Proceed with the questions on the second page.
3. At the end of the interview, fill in the personal information on the first page.

D. Exposure assessment form

1. Briefly explain that this survey evaluates how much the customer was exposed to the intervention materials and how the exposure affected his/her purchasing behavior.
2. Fill out the form according to the questions and instructions.
3. If the customer has not seen any of the intervention materials, the questions that ask about the impact of the materials are not applicable.

E. Post-survey

1. Fill in the information for the BHC gift card receipt at the end of the exposure assessment form.

2. Thank the customer for participating.
3. In the comments section, write any notable observations about the survey process or about the customer, such as the level of eagerness, the current physical and health state, or his/her interests.

NOTES:

- It is difficult to contact the customers from the pre-intervention phase due to circumstances such as incorrect or disconnected phone number or changed residence/address.
- This survey is not meant for over the phone. However, considering the unreliability of getting in contact with pre-intervention customers, an over-the-phone survey may prove more efficient in the future.
- Getting in contact with pre-intervention customers may be more certain with an alternate customer selection process in the future. For example, the customer, before the intervention, could be required to confirm their ID to participate in the pre-selection and the survey; the customer could be given \$5 at the pre-selection as an incentive to participate later on in the post-intervention survey.

FUTURE DIRECTIONS: WHAT'S NEXT?

PROJECT EXPANSION

The BHC project has largely focused on carry-outs in low-income neighborhoods as the site of intervention. However, urban areas have other sources of prepared foods that need improvement in the availability of healthy food items. With BHC as a reference point, the multi-level intervention can be expanded to other areas in the city. One example of the expansion is in urban public markets, such as Lexington Market in Baltimore City. Like the carry-outs in BHC, the prepared food sources in urban public markets (mostly carry-outs and delicatessens) are located in or near low-income areas and food deserts. The markets are also an accessible source of food for locals, which is an opportunity for providing healthy and nutritious food options. The healthiness of foods is based on the BHC model, determined by the caloric and fat content.

BHC expansion in public markets

The screenshot shows the Baltimore City website interface. At the top, there is a navigation bar with links for Home, Residents, Business, Visitors, Government, Office of the Mayor, and Help. Below the navigation bar is a search bar with the text "I Want To..." and "Keyword or Search". The main content area features a section titled "Planning / Baltimore Food Policy Initiative / Public Markets" with a sub-section for "Announcements". The text in this section states: "There are no items in this view." Below this, there is a paragraph of text: "Public markets are an integral part of Baltimore City —over 4.2 million customers come to the six markets every year. Yet, a 2011 food assessment revealed that there were 100 carryout vendors throughout the six markets, making up 70% of all food vendors. (Food Assessment Executive Summary). This is a reflection of the transition towards increased consumption of foods away from home, such as prepared food sources like fast food restaurants and carryouts. As these food sources play a larger role in the food environment, BFPI has made it a priority to work with public markets, all of which are located in or near food deserts, as a way to address healthy food availability in Baltimore." To the right of this text is a logo for "BALTIMORE Healthy CARRYOUTS" featuring a stylized green leaf and a white cube. At the bottom of the page, there is a link: "Get Fresh Public Markets will increase healthy food availability through a healthy carryout strategy, improve access to local produce, increase". On the right side of the page, there is a "CONTACTS" section under the heading "Tools & Sharing". It lists the "Department of Planning" with the address "Baltimore Food Policy Initiative, Office of Sustainability, Department of Planning, 417 E. Fayette Street, 8th Floor, Baltimore, MD 21202". It also lists three individuals: "Holly Freishtat, MS, Baltimore City Food Policy Director (410) 396-9509, Holly Freishtat", "Jamie Nash, Food Access Coordinator (410) 396-4359, Jamie Nash", and "Rachel Yong, Healthy Food Coordinator, Rachel Yong".

BHC expansion in Lexington Market: Get Fresh Lexington

ment/AgenciesDepartments/Planning/BaltimoreFoodPolicyInitiative/PublicMarkets/GetFreshLexington.aspx

I Want To... Keyword or Search


BACK TO...
Public Markets


SECTION MENU
Get Fresh Lexington

Planning / Baltimore Food Policy Initiative / Public Markets / Get Fresh Lexington

In September 2011, BPMC and Lexington Market Inc. provided \$50,000 to pilot the Get Fresh Public Market initiative. Get Fresh Lexington, which is working with ten carryout vendors and local farmers at Lexington Market, will serve as the key pilot program in 2011-2012. The pilot and new menus with healthy food labeling, part of the carryout strategy, was launched in February 2012. Menus were also revealed at Broadway Market in September 2011, in time for the market's grand reopening.

The participating vendors of Get Fresh Lexington 2011-2012 are:
Hanako
Mount Olympus
Krause's Lite Fare
Healthy Choice
Pasta House
Royal Deli East
Pandora's Box
Blue Island Malaysian
Matthew's Delly
Country Kitchen





Fresh Roasted Turkey
Carved to your order...
Fresh Chopped Turkey Sandwich
Ham & Turkey Sandwich
Italian Turkey Sandwich
Turkey in Green Skin Sandwich
The Gobbler
Thanksgiving Sandwich

Hot & Smart Specials :: Low Calorie!
Turkey Diaper
Turkey BBQ Sandwich

Fresh Sandwiches
Chicken Breast Salad
All White Albacore Tuna Salad
Straw Salad
Turkey Salad

Original Sandwiches
Pilgrims' Cold Cut
Slim Reuben
Smoked Turkey Breast
Turkey Parmesan
Turkey Ham
Turkey Bologna
Honey Ham

Sides
Stuffing
Mashed Potatoes
Vegetables

Soups
Turkey Chili
Maryland Crab
Soup of the Day

Fresh Salads
Garden Salad
Chef Salad

Drinks
Spring Water
Sodas
Fruit Juices

Fresh Options!

Look for the leaf for a fresh choice

The USDA National Nutrient Database was used to determine items lower in calories and fat, and higher in fiber. A registered dietitian verified the green leaf classification for all of menus.

Tools & Sharing

CONTACTS

Department of Planning
Baltimore Food Policy Initiative
Office of Sustainability
Department of Planning
417 E. Fayette Street, 8th Floor
Baltimore, MD 21202

Holly Freishtat, MS
Baltimore City Food Policy
Director
(410) 396-9509
Holly Freishtat

Jamie Nash
Food Access Coordinator
(410) 396-4359
Jamie Nash

Rachel Yong
Healthy Food Coordinator
Rachel Yong

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Stephanie Rawlings-Blake
Mayor,
Baltimore City
250 City Hall - Baltimore Maryland 21202
(410) 396-3835 - Fax: (410) 576-9425

Better Schools. Safer Streets. Stronger Neighborhoods.

FOR IMMEDIATE RELEASE
February 22, 2012


CONTACT
Ryan O'Doherty
(410) 818-4269
ryan.odoherty@baltimorecity.gov

Mayor Stephanie Rawlings-Blake Launches Get Fresh Lexington

Initiative will serve as model to increase access to fresh, healthy food at the city's six public markets.

Today, Mayor Stephanie Rawlings-Blake was joined by business and community leaders to announce details of Baltimore City's new Get Fresh Lexington initiative, a comprehensive new strategy aimed at increasing the availability of healthy food options at Baltimore's landmark public market. Get Fresh Lexington includes plans to increase the number of carry-out food establishments that sell healthier choices, improve access to local produce, and increase consumer demand for healthier dining options.

To launch the initiative, Mayor Rawlings-Blake and market officials unveiled new carry-out menus and signage for the market, which serves over 2.6 million customers every year. Get Fresh Lexington will serve as a prototype for a citywide healthy public market strategy.



MAYOR'S OFFICE CONTACTS

Stephanie Rawlings-Blake, Mayor
City Hall, Room 250
100 N. Holliday Street
Baltimore, Maryland 21202
Phone (410) 396-3835
Fax (410) 576-9425
Contact The Mayor
Twitter
Facebook
YouTube

Ganesha Martin
Special Assistant
Email Ganesha


Constituent Services:
(410) 396-4900

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getfreshlexington.wix.com/getfreshlexington

Lexington Market

HOME ABOUT VENDORS EVENTS GALLERY VISIT US



FRESH FROM YOUR LOCAL CARRYOUT

Get Fresh Lexington is working to bring you healthier options at your favorite Lexington Market vendors

VISIT US

getfreshlexington.wix.com/getfreshlexington#events/c65j

Lexington Market

HOME ABOUT VENDORS **EVENTS** GALLERY VISIT US

Upcoming Events

There are currently no new events.
Coming soon: \$7 Meal Deals!
Check back soon for updates!



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POLICY BRIEF

The policy brief is meant to emphasize to policy makers the necessity of implementing the carry-out interventions. It should highlight the cost-effectiveness, the successes (short- and long-term), and the sustainability of the intervention.

Examples:



Baltimore Healthy Carry-Outs:

Changing the prepared food environment

Policy Brief #3 (June 14, 2011)

- INTERVENTION STRATEGIES**
- Increase fruit and vegetable availability in the neighborhood
 - Menu labeling and price reduction for healthier menu items in neighborhood restaurants and carry-outs
 - Increased availability of affordable healthy food
 - Education on healthier cooking methods

Low income African Americans in Baltimore get more of their calories from foods that are high in fat and sugar (such as soda and fried foods) while their fiber intake is low.¹ In other settings, menu labeling and other interventions with restaurants have shown success in improving sales of healthy foods.^{2,3,4} However, little is known about Baltimore City's hundreds of carryout restaurants and how interventions with them might improve the food environment.

DESCRIPTION OF BALTIMORE HEALTHY CARRY-OUTS PROJECT

The Baltimore Healthy Carryout (BHC) project seeks to improve carry-outs for low income African American and high-risk diabetes and obesity in Baltimore City. The project is being completed in three phases:

PHASE 1: Formative research with carryout/restaurant owners, distributors and local consumers regarding the availability, pricing, purchasing and consumption of prepared foods in low income areas.

PHASE 2: Develop pilot intervention strategies designed to increase availability of healthier menu items. Intervention strategies will be tested in 4 intervention carry-outs and 4 comparison carry-outs, located in East and West Baltimore.

PHASE 3: After completion of pilot intervention, successful strategies will be combined with other proven approaches (i.e. corner stores, rec centers) to improve the food environments throughout Baltimore City.

Most common prepared food source is takeout only stores (72%)

Table 1. Characteristics of prepared food sources in low income Baltimore City census tracts, n=144

Type of prepared food source	N	Total (%)
Carry-out restaurants	104	72
Takeout only	88	61
Carry-out with tables	8	9
Market-style	16	11
Corner Store	19	13
Corner store with deli	7	8
Corner store with takeout	4	4
Fast food chain restaurant	14	10
Sit down restaurant	7	5



EARLY KEY FINDINGS

To date, 144 carry-outs have been identified in the East and West Baltimore census tracts (Table 1).^{5,6}
Store characteristics

- 51% of prepared food sources are owned and managed by people of Korean descent.
- Most common prepared food source is the carry-outs (72%).
- Only 4% of stores posted calories and/or health related information on specific foods.
- Reduced portion size items were offered by 37% of PFSs and 26% offered healthy sides.

Table 2. Healthy features of PFSs in low income Baltimore City census tracts, n=144

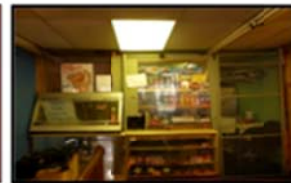
Healthy Choice Offered	N	Total (%)
Low fat meat offered for sandwiches	125	87
Reduced size portions offered	54	38
Choice of healthy sides	38	26
Self-administered condiments	7	5
Posting of calorie/nutritional information for foods	5	4



A choice of healthy sides were offered in 26% of the carry-outs.



Only 4% of stores posted calorie or other nutritional information for foods on their menu.



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For more information, contact:
 Seung Hee Lee, MS, Project Coordinator
 (seulee@jhsp.edu)
 Dr. Joel Gittelsohn (jgittels@jhsp.edu)

www.healthystores.org



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Baltimore Healthy Carry-Outs:

Changing the prepared food environment

Policy Brief #7 (June 17, 2011)

INTERVENTION STRATEGIES

Interventions must consider strategies that are culturally acceptable for both the owners and the customers.

- Promote healthy foods that are culturally acceptable and desirable.
- Promote and advertise healthy foods in store to increase customer demand.
- Provide incentives for the owners to reduce the economic burden on serving healthy foods

THREE PHASES OF THE INTERVENTION

Phase 1: Physical Environment and Menu Labeling Modifications

- **Menus:** Replace current menus with new menu by identifying healthier foods that are currently offered, including pictures of healthy items. The menus are in large format and also available in paper format for customers to take with them.
- **Leaf Logo:** The green leaf logo is used to identify a healthy choice signifying "fresh is best". The logo is used consistently in all promoted choices.
- **Visual Posters:** A variety of small posters are used to promote healthy eating and advertise healthier foods.



Urban carryout owners were enthusiastic and cooperative about implementing new menus, which highlighted healthy options. The menu continues to be sustainable and highly regarded.

The Baltimore Healthy Carryout project is a pilot trial of a multi-component intervention in prepared food sources in low-income urban neighborhoods, which specifically targets both carry-out owners and customers in Baltimore City. The BHC project has a quasi-experimental study design including 8 carry-outs, located in East and West Baltimore. Four carry-outs will receive 6 months pilot intervention consisting of 3 phases (2 months per phase) with the focus of changing the food environment through point-of-purchase promotions, and four carry-outs will serve as comparison.

Modified menu boards and posters were highly acceptable due to the perceived minimal burden on the carry-out owners and the perceived aesthetic improvement.



Pre-Phase I

Sales of highlighted healthy items in carry-outs continue to increase.



Post-Phase I



Phase 2: Introduction of Healthy Sides and Beverages

- **Sides:** Culturally and seasonally acceptable sides that are high in fiber will be introduced (e.g., collard greens, yogurt, fruit cups and bananas). Owners will be encouraged to stock healthier sides (fresh

Newly introduced healthy side ideas were generated from focus groups involving community members and have high acceptability. Carryout owners are independently stocking healthy sides.

fruits) and beverages (water, sugar-free drinks).

- **Promotion:** New items will be spotlighted through posters beside the carryout menus to promote added healthy items.
- **Beverages:** Promote bottled water and sugar free drinks such as diet soda.

Phase 3: Introduction of Healthy Combo Meals and Price Reduction of Healthy Foods

- **Healthy Combo Meal:** Healthy options will be coupled together to make a fresh meal. Examples include: a healthy entrée in place of a regular entrée that is higher in calories/fat, a healthy side in place of French Fries, and a bottle of water in place of soda.
- **Substitutions:** Limited burden substitutions will be emphasized (e.g., substituting low-fat mayonnaise for regular mayonnaise)
- **Healthy entrée:** Cooking method demo on "how to make grilled chicken" using existing tenders that are used for frying. Provide portable electric grill for those that do not have proper equipment.
- **Price:** Healthy combo meals will be equal or lesser in price than the original combo meal.
- **Promotions:** Distribution of health-related messages in stores using posters. Taste testing and free samples within stores will also expose customers to introduced healthy foods.



Evaluation Plan:

- Conduct process evaluation for each phase to measure fidelity, dose, reach and feasibility.
- At post-intervention, we will re-survey both carry-out owners and customers, and these will be used to examine changes in psychosocial facts, and acceptability of the intervention
- Impact measures will be sales data from carry-outs, and changes in percent energy from fat intake from customers.

Funding provided by:

Center for Livable Future, Johns Hopkins University
Diabetes Research and Training Center, Johns Hopkins University
and University of Maryland

For more information, contact:

Seung Hee Lee, MS, Project Coordinator (seulee@jhsph.edu)
Dr. Joel Gittelsohn (jgittels@jhsph.edu)

www.healthystores.org



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APPENDIX

CUSTOMER IMPACT QUESTIONNAIRE

Interviewer Name: _____

Date: ____/____/____ Interview start time: ____:____AM/PM
MM DD YY

Data checked by:
Date of checking:.....
Data entered by:
Date of entry:
Form ID:
Carry-out ID:.....

[Please collect personal information at the end of the interview]

Interview Checklist

“I am going to ask you questions about your food habits. Before we begin, I want to give you some important information about your participation in this survey.”

1. All information collected will not be shared with anyone. ___
2. There are no right or wrong answers. ___
3. If you need any of the questions or answer choices to be repeated, please ask me and I will be happy to help you. ___
4. The information you give will help individuals who live in Baltimore, and are at-risk of diabetes and heart disease so please be as honest as you can be. ___
5. Thank you so much for your help. ___

(REMOVE THIS FIRST PAGE AND STORE SEPARATELY)

1. Location survey conducted
 - a. Community Center
 - b. Carry Out Restaurant (Store Name: _____)
 - c. Fast-food Restaurant (Store Name: _____)
 - d. Private Home
 - e. Health Clinic
 - f. Other (Specify: _____)

2. Name and address of reference carry-out: _____

3. What is the main reason you shop at this carry-out? (check all that apply -or make them choose 1st, 2nd, 3rd reason)
 - a. Better quality of foods
 - b. Taste of foods
 - c. Cleanliness, Good service
 - d. Convenience (Close to home/workplace, accessible by public transportation)
 - e. Lower Cost
 - f. Other reasons (specify: _____)

4. How often did you eat-out (other carry-outs/restaurants) in the last 7 days? _____ times

5. How often did you come to this carry-out in the last 7 days? _____ days

6. Approximately how much did you spend in carry-out restaurants per visit for yourself? _____ dollars

7. Which meals do you usually eat at carry-outs?
 - a. Breakfast
 - b. Lunch
 - c. Dinner
 - d. Snack (specify when: _____)

8. How often do you eat breakfast?
 - a. Never
 - b. Less than once a month
 - c. 1-3 times a month
 - d. 1-2 times a week
 - e. 3-4 times a week
 - f. Every day

9. How often have you bought vegetable sides (soup, cooked greens) at carry-outs in the last 7 days? _____

10. What drinks do you usually buy at carry-outs?

11. Do you usually buy combo meals at carry-outs? Y/N

Which ones? _____

12. What are your total years of education, beginning with first grade? _____ years

13. Are you currently employed?

- a. Yes (Go to 16)
- b. No (Stop the interview)
- c. Retired (Stop the interview)
- d. Disability (Stop the interview)

14. IF YES ABOVE: Are you employed... (check all that apply)

- a. Full time
- b. Part time
- c. Seasonal/occasional
- d. Temporary

15. In the last 7 days, how many times have you bought the following foods for yourself at a **restaurant/carry-out?**

Food items	Frequency
Chicken sandwich	
Turkey sandwich	
Steak sub with veggies (onion, pepper, mushroom)	
Grilled/baked chicken	
Grilled/baked seafood (do not include tuna fish sandwich or shrimp salad sandwich)	
Cooked greens (e.g. collards, green beans)	
Leafy green salads	
Low calories/fat dressing (Italian, vinaigrette)	
Broth based soup (e.g. chicken noodle soup)	
Baked potatoes, Baked sweet potatoes	
Other vegetables	
Fresh fruits (watermelon)	
Sun chip / baked chip / pretzel	
Unsweetened/diet tea	
Diet soda	
Bottled water	

ID # Place Label Here

NATIONAL CANCER INSTITUTE
QUICK FOOD SCAN

1. Think about your eating habits over the past 12 months. About how often did you eat or drink each of the following foods? Remember breakfast, lunch, dinner, snacks, and eating out. Blacken in only one bubble for each food.

TYPE OF FOOD	Never	Less than Once Per Month	1-3 Times Per Month	1-2 Times Per Week	3-4 Times Per Week	5-6 Times Per Week	1 Time Per Day	2 or More Times Per Day
Cold cereal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skim milk, on cereal or to drink	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eggs, fried or scrambled in margarine, butter, or oil	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sausage or bacon, regular-fat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Margarine or butter on bread, rolls, pancakes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Orange juice or grapefruit juice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fruit (not juices)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Beef or pork hot dogs, regular-fat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cheese or cheese spread, regular-fat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
French fries, home fries, or hash brown potatoes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Margarine or butter on vegetables, including potatoes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mayonnaise, regular-fat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salad dressings, regular-fat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Margarine, butter, or oil on rice or pasta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Over the past 12 months, when you prepared foods with margarine or ate margarine, how often did you use a reduced-fat margarine?

- DIDN'T USE MARGARINE
 Almost never
 About 1/4 of the time
 About 1/2 of the time
 About 3/4 of the time
 Almost always or always

3. Overall, when you think about the foods you ate over the past 12 months, would you say your diet was high, medium, or low in fat?

- High
 Medium
 Low

scan1 6/15/00

Resp. Name: _____

Resp. Address: _____

Phone Numbers: #1 _____ #2 _____

1. Sex (circle one) Male Female
2. Height _____
3. Weight _____ lbs
4. Birth Date: __/__/__ (MM/DD/YY)

Time Interview Ended: _____:_____ AM/PM

“Thank you, we are VERY grateful for your help!”

INTERVIEWER ASSESSMENT

How was the quality of the survey?

Good (1) Fair (2) Poor (3) Not useable (4)

Any comments?

I have checked this questionnaire for completeness and that it is well filled out.

Interviewer Signature: _____ Date: _____

INTERVENTION EXPOSURE ASSESSMENT

I'm going to ask you about or show you some pictures of materials that **MIGHT** have been in **SOME local carry-outs.**

1. Baltimore Healthy Carry-outs Logo

a. Have you heard about the Baltimore Healthy Carry-outs (BHC) program?

Yes No Maybe

b. Have you seen either of this logos before? (**SHOW the packet pg.2**)

Yes
 No
 Maybe

c. In how many different carry-outs have you seen these logos? _____

2. Revised Menus

a. Have you seen any of the Baltimore Healthy Carry-outs menu boards like these in carry-outs?
(SHOW PAGES 3-6)

Yes
 No
 Maybe

b. Have you seen any of the Baltimore Healthy Carry-outs menu labels like these in carry-outs?
(SHOW PAGE 2)

Yes
 No
 Maybe

c. In how many different carry-outs have you seen these menus? _____

d. Have you purchased a food **SPECIFICALLY** because you saw a Baltimore Healthy Carry-outs fresh leaf logo with it?

Always or almost always
 Often
 Sometimes
 Rarely
 Never

e. Have you purchased a food **SPECIFICALLY** because you saw the photo on the menu board?

Always or almost always
 Often
 Sometimes
 Rarely
 Never

f. If yes, which of the following foods did you EVER buy in the last year **BECAUSE** you saw a label like the ones I just showed you under it? (mark 1=yes, 0=no)

Promoted Food Items	Yes	No	Maybe	Saw BHC Material
Fresh Sides: Watermelon				
Fresh Sides: Bananas				
Fresh Sides: Yogurt				
Fresh Sides: Fruit Cup				
Fresh Sides: Oranges				
Fresh Sides: Collard Greens				
Fresh Sides: Grits				
Fresh Sides: Corn on the Cob				
Fresh Sides: Ice Cold Water				
Fresh Sides: Diet Soda				
Fresh Sides: Garden Salad				
Fresh Sides: Baked Chips/Pretzels				
Fresh Sides: Summer Fruit Salad				
New Entrée: Grilled Chicken Sandwich				
Fresh Combo Meal: Turkey Club Sandwich				
Fresh Combo Meal: Turkey Sandwich				
Fresh Combo Meal: Vegetable Wrap				
Fresh Combo Meal: Salmon Wrap				
Fresh Combo Meal: Grilled Chicken Sandwich				
Fresh Combo Meal: Grilled Cheese				
Fresh Combo Meal: Chicken Salad Sandwich				
DID NOT SEE FRESH LEAF LOGO				

e. When we promoted new and current food items in carry-out stores, did you see any of our posters in carry-out stores? **(SHOW the packet pg. 11-14)**
Use the table above.

3. Posters (SHOW the packet pg.7-10)

The Baltimore Healthy Carry-outs Project put up many posters. Which of the following have you seen and/or read?

Phase	Posters	Yes	No	Maybe
1	“Look for the Leaf for foods that are lower in fat and cholesterol” (p. 7)			
2	“Order Your Entrée...with great tasting sides” (p.8)			
3	“ Filling you up while boosting your energy levels. Do the right thing” (p. 9)			
3	“Fresh Combo Meals. Good for your mind and body. Do the right thing” (p. 10)			

4. Participating Stores

Below is a list of stores that participated in the Baltimore Healthy Carry-outs Project. Please tell me how many times you bought something from each store in the past 30 days (**SHOW the packet pg. 15-16**)

Store name and Location:	# times in past 30 days
<i>East Baltimore</i>	
Carry-out A (p.14)	
<i>East Baltimore</i>	
Carry-out B(p. 14)	
<i>West Baltimore</i>	
Carry-out C (p. 15)	
<i>West Baltimore</i>	
Carry-out D (p. 15)	

7. Additional comments: (Use back if you need more space)

Process Evaluation Form

PHASE #: _____

PHASE NAME: _____

Date: ___/___/_____

Time: _____ AM / PM (circle one)

Data Collector: _____

Carryout: Tyrone's Shareef's West Clifton Park

1. Carryout Intervention Food List: *Are promoted foods available and labeled on menu?*

Instructions: If the product is visibly available you do not need to ask carry out employee about it (just circle Yes). However, if you cannot see the product, ask the employee if it is available and include any additional comments in box provided (such as "Yes, but we are running low").

Carry Out	Product	Is Product Available? (circle one)	Additional Employee Comments (if any)	(Check All that apply)	
				Listed on menu	Labeled w/ Leaf Logo
Tyrone's	1 Breast Sandwich	Yes No			
Tyrone's	1 pc Fish	Yes No			
Tyrone's	Collards	Yes No			
Tyrone's	Candied Yams	Yes No			
Tyrone's	Hot Tea	Yes No			
Tyrone's	Bottled Water	Yes No			
Shareef's	Platters w/ Rice and Veggies	Yes No			
Shareef's	Wraps	Yes No			
Shareef's	Tuna Salad Sandwich	Yes No			

Carry Out	Product	Is Product Available? (circle one)	Additional Employee Comments (if any)	(Check All that apply)	
				Listed on menu	Labeled w/ Leaf Logo
Shareef's	Chicken Salad Sandwich	Yes No			
Shareef's	Salmon Sandwich	Yes No			
Shareef's	Grilled Chicken Sandwich	Yes No			
Shareef's	Turkey Club Sandwich	Yes No			
Shareef's	Turkey Shrimp Club Sandwich	Yes No			
Shareef's	Soup	Yes No			
West	Egg and Cheese Sandwich	Yes No			
West	Grilled Cheese Sandwich	Yes No			
West	Bagel with Cream Cheese	Yes No			
West	Grits	Yes No			
West	Turkey Breast Sandwich	Yes No			
West	Tuna Salad Sandwich	Yes No			
West	Chicken Salad Sandwich	Yes No			
West	Cold Cut Sandwich	Yes No			
West	Chicken Teriyaki Sandwich	Yes No			

Carry Out	Product	Is Product Available? (circle one)	Additional Employee Comments (if any)	(Check All that apply)	
				Listed on menu	Labeled w/ Leaf Logo
West	Club Sandwiches	Yes No			
West	Garden Salad	Yes No			
West	Chef Salad	Yes No			
West	Chicken Breast	Yes No			
Clifton Park	Chicken Cheese Steak	Yes No			
Clifton Park	Mushroom Cheese Steak	Yes No			
Clifton Park	Grilled Cheese	Yes No			
Clifton Park	Grilled Chicken Sandwich	Yes No			
Clifton Park	Cold Cut Sandwich	Yes No			
Clifton Park	Chicken Salad Sandwich	Yes No			
Clifton Park	Tuna Salad Sandwich	Yes No			
Clifton Park	Turkey Club Sandwich	Yes No			
Clifton Park	Beef Teriyaki Rice	Yes No			
Clifton Park	Chicken Teriyaki Rice	Yes No			
Clifton Park	Shrimp Rice	Yes No			

Carry Out	Product	Is Product Available? (circle one)	Additional Employee Comments (if any)	(Check All that apply)	
				Listed on menu	Labeled w/ Leaf Logo
ALL	Fruit Cup	Yes No #: ____			
ALL	Yogurt	Yes No #: ____			
ALL	Bananas	Yes No #: ____			
ALL	Tangerines	Yes No #: ____			
ALL	Low Fat Mayonnaise	Yes No			

2. Menu

a. Other healthy options added to the menu? Yes ____ No ____
If yes, List: _____

b. Is BHC menu available or posted? Yes ____ No ____

3. Posters:

Phase #	Title	Is the poster up? (circle one)	Is it visible? (circle one)
Phase 1	Look for the Leaf Logo	Yes No	Yes No
Phase 2	Order Your Entrée with Healthy Sides	Yes No	Yes No
Phase 3	Low-fat Mayonnaise	Yes No	Yes No

Comments on the posters:

5. Additional Comments:
