

**FY 2014**

\$75,970 to Columbia Heights Community Marketplace, Washington, DC, to establish a new Wednesday evening farmers market, a CSA program and promote Federal benefit redemption at the markets.

**Final Report**

## Farmers Market Promotion Program (FMPP) Final Performance Report

The final performance report summarizes the outcome of your FMPP award objectives. You will not be eligible for future FMPP or Local Food Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by FMPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is limited to 10 pages and is due **within 90 days of the project's performance period end date, or sooner if the project is complete.** Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to your assigned grant specialist to avoid delays. Should you need to mail your documents via hard copy, contact FMPP staff to obtain mailing instructions: FMPP Phone: 202-720-4152; Fax: 202-720-0300

<b>Report Date Range:</b> <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	October 15, 2014 – October 15, 2015
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<b>Recipient Organization Name:</b>	Columbia Heights Community Marketplace
<b>Project Title as Stated on Grant Agreement:</b>	Growing the Impact of the Columbia Heights Farmers Market and Launching an Inclusive Market CSA Program
<b>Grant Agreement Number:</b> <i>(e.g. 15-FMPPX-XX-XXXX)</i>	
<b>Year Grant was Awarded:</b>	2014
<b>Project City/State:</b>	Washington, D.C.
<b>Total Awarded Budget:</b>	\$75,970

FMPP staff may contact you to follow up for long-term success stories. Who may we contact?

Same Authorized Representative listed above (check if applicable).

Different individual: Name: Hugo Mogollon; Email: [hmogollon@cfwdc.org](mailto:hmogollon@cfwdc.org); Phone: (202) 320-6282

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*State the goals/objectives of your project as outlined in the grant narrative and/or approved by FMPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.*

**Goal/Objective 1:** Increase access to and consumption of locally produced agricultural products by establishing a weekly Wednesday evening market

**Progress Made:**

Columbia Heights Farmers Marketplace (CHFM) has operated a vibrant Saturday farmers market in the heart of one of Washington, DC’s most densely populated and socioeconomically diverse neighborhoods since 2010. The market has grown rapidly since its founding and now offers the largest and most diverse portfolio of food access programs in Washington D.C. Based on the success of the Saturday market, CHFM launched a new Wednesday evening market that would operate during peak season, June through September.

Since the inaugural market on June 2, the Wednesday Market has seen a consistent customer base eager to shop for local food. By the third week of operation, farmers and producers were reporting dramatic increases in Wednesday market sales with no complaints of decreased sales on Saturday market-day. Sales averaged \$8500 per week, while utilizing food benefits averaged \$3500 per week.

The new market hours enabled CFW to expand awareness and participation in our food access programs. Participation in our incentive programs grew continuously throughout the season. Customers would line up to SNAP, WIC, and FMNP matching program, Bonus Bucks, 60-90 minutes before the market opened at 4:30pm. Thanks to the Wednesday market, we were also able to launch several new programs, described below.

**Impact on Community:**

Almost immediately upon opening, the Wednesday evening market became a thriving community-gathering place. Residents could enjoy the outdoors and bring their children to play at the market, a local balloon artist provided entertainment for the kids, and local students volunteered to support our access programs. Most importantly, the new market satisfied the need for mid-week access to healthy, local food and established a regular stream of customers early in the season.

Moreover, the Wednesday market allowed the CHFM to create new low-income access programs and provide support to healthy living initiatives with partner organizations. For example, the CHFM became the first farmers market to serve as a DC Free Summer Meals site, providing children with healthy snack to help replace free school breakfast and lunch during the summer months. We also collaborated with a federally qualified health center to support their diabetes intervention program for low-income Latinos; participants were guided through the unfamiliar process of shopping at the farmers market and provided with vouchers to make their first purchases. Finally, the market also serve as a sourcing partner for healthy cooking classes tailored to low-income parents.

**Goal/Objective 2:** Develop new market opportunities for local farmers while increasing access by launching a Community Supported Agriculture (CSA) program with subsidized shares for low-income customers

**Progress Made:**

CSA programs are one of the best ways to connect customers with the local food system and ensure a consistent weekly supply of healthy and seasonal produce. CHFM launched an aggregated CSA (the “Market Share”) to support sales of the new Wednesday market. The Market Share sourced produce from three growers and managed the logistics, labor, assembly, and customer service required of a CSA. This structure guaranteed our farmers income and volume at every market without adding any additional labor or cost.

In addition to supporting our farmers, the goal of the Market Share program was to create a CSA that would be accessible for people who depend on Federal SNAP benefits. Historically, CSAs have typically required large initial payments at the start of a season and have been too expensive for low-income customers. Community members who receive Federal benefits have thus been excluded from participation in almost all CSA programs. Our innovative CSA program allowed SNAP recipients to purchase a reduced-price bag full of fruits and vegetables and pay week-to-week to address this challenge.

Unlike other subsidized food programs, the CHFM SNAP CSA is a subset of our retail CSA. As an effort to build equity in the community, the CSA program was open to all Columbia Heights Farmers Market customers including those using Federal benefits. SNAP customers received a 75% subsidy on the cost of food—they paid \$8 for a family-sized bag of produce that was priced at \$33 for retail CSA customers.

**Impact on Community:**

Approximately 100 families joined the inaugural season of the Columbia Heights Market Share. Our farmers sold an additional \$15,000 of produce via the CSA. Many families reported a significant change in their cooking and eating habits thanks to the CSA program. A survey asked customers “What did you like most about the CSA?” We received several positive responses including those below:

*“That my shopping is already done for me and it is all healthy! I am not tempted by the poor choices in a grocery store, I LOVE my CSA!”*

*“I have cooked at home more and eaten more fresh fruit and vegetables than I have since... Forever. I will definite sign up for this again!”*

*“A few things: it is affordable, compared to similar offerings and it offers support for low-income families.”*

In its pilot year, more than 30 needy families enjoyed a weekly supply of fruits and vegetables, taking home enough fresh food to feed two adults and two children for a total of 16 weeks. As part of the CSA, these families were also able to receive premium seasonal fruits (such as raspberries, blackberries, apricots) that would have otherwise been too costly to purchase. Several participants shared their experiences trying and enjoying new foods and recipes, and cited that participating in the CSA transformed their household’s shopping and eating habits in favor of more fresh food.

**Goal/Objective 3:** Attract low-income customers to the Wednesday market and increase the amount of SNAP and WIC CVV redeemed at the Saturday market through targeted outreach

**Progress Made:**

The Columbia Heights Farmers Market reaches thousands of economically disadvantaged shoppers each week. Our "Bonus Bucks" program, which provides a \$10 match for \$10 in Federal assistance dollars, is our original financial support program and is often the only reason that low-income families can afford to eat the fresh, healthy food that everyone deserves.

The FMPP award allowed CHFMM to focus on expanding awareness of these programs to the low-income community in Columbia Heights. We developed outreach postcards that utilized messaging strategies that communicated the program benefits in a variety of ways, including a) value driven, which articulated the higher dollar value users would receive by utilizing Bonus Bucks and b) volume driven, which illustrated the greater amount of produce users could take home by utilizing Bonus Bucks. This language and imagery support the idea that the farmers market visit is more than a "nice-to-have treat," reserve for special occasions – rather, it is "worth the trip."

In addition to high price perceptions, the outreach collateral also addressed the top participation barriers, namely convenience and cultural intimidation. By highlighting the market's location among familiar retailers (Target, Marshall's) and proximity to public transportation, we placed the market geographically and socio-culturally. Furthermore, all collateral indicated that SNAP, WIC, and Senior benefits were accepted. They were also printed in both English and Spanish using approachable, simple language.

By connecting with WIC clinics, hospitals, clinics, Title 1 schools, faith-based organizations, and other community-based organizations, CHFMM distributed over 4,000 postcards and conducted dozens of outreach education presentations and tabling events, with specific attention to sharing information with young mothers and families.

### **Impact on Community:**

According to customer surveys conducted earlier this year, 94% of clients reported that the Bonus Bucks program helped them afford more produce for their families, 72% reported that the Bonus Bucks program was the main reason they shopped at CHFMM, and 89% agreed that spending their benefits at the market was easy.

A disproportionate amount of WIC benefits redeemed at farmers markets in Washington, DC are redeemed at the Columbia Heights Farmers Market. More than 20% of all WIC benefits in both 2013 and 2014. As of October 2015, \$26,500 of WIC checks had been redeemed at CHFMM and more than \$20,000 had been distributed in WIC matching incentives. WIC spending has stayed consistent at over \$1000/week even after the end of the summer season.

Community Foodworks distributed over 12% of all of the Department of Health's Produce Plus Program, which offers two \$5 checks for low-income residents. CHFMM distributed over \$50,000 in Produce Plus checks to residents of Columbia Heights. Produce Plus expenditures at CHFMM grew by nearly 4 times from 2014-2015.

The total combined sales between April-October 2015 for the Wednesday at Saturday Markets exceeded \$450,000. \$9500, approximately 1300 transactions, were attributed to SNAP EBT purchases; over \$6000 were spent in matching funds.

WIC purchases also grew substantially. Nearly \$27,000 of WIC benefits were spent directly with farmers before November, and over \$23,000 were supplied by CHFMM in Bonus Bucks. Over 6800 WIC transactions were conducted at the CHFMM.

Of these transactions, 14% of SNAP EBT and 30% of WIC transactions occurred at the new Wednesday evening market; 29% of Produce Plus transactions also took place at the Wednesday market. However, benefit transactions at the Wednesday market only represent 15% of total gross sales. These figures provide insight into the success of targeting low-income shoppers to utilize the new weekday market hours.

**New Goals / Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?**

**NEW Goal:** Develop access opportunities for senior citizens with limited access to fresh food

**Progress Made:**

Seniors suffer disproportionately from hunger or food insecurity according to an assessment conducted by DC's Capital Area Food Bank, due largely to the deadly combination of high rates of poverty and low mobility that result in immense social isolation. Columbia Heights is home to a large community of SNAP-receiving senior residents; as aging adults living independently, their monthly SNAP allowance is minimal and does not provide sufficient means to regularly purchase fresh food from the farmers market, even with the use of matching funds.

Hundreds of Columbia Heights senior residents rely heavily on the delivery of dry goods, including Commodity Supplemental Food Program (CSFP) as well as others. A local senior care network that serves seniors living at or below the poverty line brought to our attention the stark disparity in seniors' ability to access fresh produce, despite the market's incentive programs. As dry food programs do not have the capacity to supply fresh produce, Farmers Market Nutrition Program (FMNP) checks are issued in lieu of fruits and vegetables. Even so, many aging adults have limited mobility or are entirely homebound, thus are unable to access farmers markets, utilize their Senior FMNP, or take advantage additional incentive programs.

With operations for a regular and subsidized SNAP CSA effectively in place, the Columbia Heights Farmers Market was able to quickly implement a pilot to deliver appropriately sized CSA bags to 35 homebound seniors on a weekly basis. Seniors had the choice of utilizing their FMNP checks as payment, but as a result of delayed distribution, relied primarily on a DC municipal funding (Produce Plus) to pay for their shares.

**Impact on Community:**

The program created an opportunity for homebound and limited mobility seniors to redeem SNAP, FMNP, and Produce Plus checks as payment, access deep discounts on the cost of fresh produce, and relieve the physical challenge of getting to and from the market.

Over the course of the 10-week program, volunteers delivered weekly CSA shares to more 30 Columbia Heights. By utilizing Produce Plus as payment, the CSA distributed \$1500 in market-based incentives and provided access to an eligible but excluded population. Furthermore, the senior CSA took advantage of collective buying and passed on major cost savings to seniors: produce was purchased by the CSA at wholesale prices, allowing seniors to buy a double the volume at the price of \$5. Bags typically included two fruits and two vegetables, both easy-to use and in appropriate portion sizes. The program saw over 90% weekly participation and retention.

**New Goal:** Create outlet for low-income youth to access free healthy food while school out of session

The addition of the Wednesday farmers market provided an opportunity to serve as the first DC farmers market to participate in the state-sponsored DC Free Summer Meals program. USDA has been advocating for greater participation by farmers markets in summer meals programs nationwide and CHFMs is proud to serve as a model for this effort. Through the Free Summer Meals Program, any youth under the age of 18 could visit the market and enjoy a free, healthy snack. Between June-August, CHFMs distributed more than 300 nutritious snacks to hungry

children during Wednesday market hours. Our motivation for serving as a Summer Meal site is for children and parents to discover, taste, and enjoy local food in an environment where it is also affordable. We hope the free meal not only helps fight hunger among DC youth but also encourages healthy eating habits and spreads awareness about our assistance programs. We hope to expand this program to include lifestyle and nutrition education and increase from a simple snack to a full meal in 2016.

**i. NEW: Goal/Objective 6:** Consolidate three discrete markets under one managing organization.

The FMPP award allowed the Columbia Heights Farmers market to hire paid staff for the first time since its inception in 2008. By February 2015, CHFM had a full-time executive director and a part-time outreach specialist, and by April 2015, transitioned to two full-time staff. With dedicated staff, opportunities to expand partnerships, programs, and operations became available and started generating income. In March 2015, Columbia Heights Farmers Market leadership created an umbrella organization, Community Foodworks, under the management of which all three of its farmers markets now operate. Community Foodworks greatly expands the ability of all three markets to operate their programs and outreach. Community Foodworks (CFW) now employs two full-time and two part-time staff.

**Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, October 1, 2014). Include further explanation if necessary.**

- ii. Number of direct jobs created: 2.5
- iii. Number of jobs retained: 2.5
- iv. Number of indirect jobs created:
- v. Number of markets expanded: 3
- vi. Number of new markets established: 3
- vii. Market sales increased by \$35,000 and increased by 10%, at Columbia Heights Total across markets, 300%.
- viii. Number of farmers/producers that have benefited from the project: 68 over all Community Foodworks Markets, 14 at Columbia Heights.
  - a. Percent Increase: more than 400%

Discuss your community partnerships.

- ix. Who are your community partners?
- x. How have they contributed to the overall results of the FMPP project?
- xi. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant?

As part of our outreach effort, CHFM forged new relationships with other local service organizations. Our increased capacity allowed us to explore deeper collaborations related to our similar missions to improve health outcomes. The following partnerships were the result of our increased capacity and outreach efforts made possible by the FMPP award:

**Partnership, We Are Family, Home Delivery CSA for Senior Residents:**

The Senior CSA, outlined in detail in above, was the result of an outreach collaboration with a local senior care network called We Are Family. The produce delivery partnership has increased redemption of DC's Produce Plus program, helped some seniors utilize their FMNP checks, and increased awareness of Bonus Bucks for Senior Farmers Market Nutrition Program benefits. The program attracted attention from local policy makers as well as national advocacy organization Wholesome Wave. Contingent upon funding, the program may expand to serve nearly 200 Columbia Heights seniors in 2016.

### **Partnership, CentroNia, Healthy Food Vouchers for Healthy Cooking Students and Summer Meals**

CentroNia, a neighboring organization that houses an early childhood education center and bilingual charter school, has been a pioneer in producing healthy school meals and offering supportive food and cooking education to the community. In addition to distributing information about the farmers market to the parent community, CentroNia also supplied farmers market vouchers for its cooking class participants.

With a focus on seasonal fresh food, CentroNia also served as the CHFMM meal producer during our pilot season as a DC Free Summer Meals site. After a successful inaugural season, CHFMM and CentroNia have a shared goal for 2016 to utilize local food sourced from the market's growers in summer meals and snacks. Furthermore, CentroNia and CHFMM have been exploring opportunities to work in partnership to source local produce from family farms to use in all of their production. Our pilot sourcing initiative will begin in May 2016.

### **Partnership, La Clinica del Pueblo, Farmers Market Tours and Education:**

La Clinica del Pueblo (LCDP) is a federally qualified health center that offers free and reduced-price services to the immigrant communities of Washington D.C. LCDP is recognized for its proven Diabetes Prevention / Intervention Program, which recruits and educates individuals living with diabetes or pre-diabetes around sustainable lifestyle changes to manage and reverse their disease. Although the program provides specific food shopping and eating recommendations, La Clinica needed a way to complete the lesson by demonstrating to patients exactly how to shop. This complemented our desire to help more low-income families discover our financial support programs as well as our interest in building confidence for shopping at the farmers market. The result was a partnership where LCDP patients participate in 'farmers market tours' that oriented them to the market, gave them the skills to shop with confidence, and the background knowledge to feel excited for the food they were able to take home. The tours have supported dozens of patients who have achieved great strides in improving their diet-related diseases. Most importantly, they can share this enthusiasm for shopping and eating well with their families and communities.

In September 2015, CHFMM and LCDP began discussing how to create a unique CSA membership for their intervention program participants. In 2016, we will pilot a "prescription CSA," where doctors recommend their at-risk patients to join the CSA. Patients will receive a subsidy on fruits and vegetables as a complementary component to their healthy lifestyle education.

### **Partnership, DC Department of Health, Applying CSA learning to increase WIC redemption rates:**

After a season of strong community interest and a successful pilot of the CSA program, CHFMM approached the D.C. Department of Health (DOH) to address an opportunity to offer the same type of program to WIC participants. DOH has very successfully implemented the Produce Plus program, with redemption rates upwards of 90%. WIC redemption, however, remains below 40%. In October 2015, DOH and CHFMM began exploring how to tailor the CSA structure to offer WIC clinic-delivery. In 2016, we will launch at least one WIC CSA pilot that will deliver produce bags directly to clinics and offer an incentive for using benefits to purchase farmers market produce.

2. Did you use contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project?

CHFMM contracted with a part-time outreach specialist from February-August to execute the FMPP grant. In April, CHFMM secured additional funding to transition the Outreach Specialist to a salaried employee. The outreach specialist managed all community building efforts, identifying and contacting community partners and creating unique initiatives that would reach each population in an appropriate manner. She eventually applied her knowledge of the low-income community to design and implement the CSA program at the Wednesday market, and now

continues with the organization as the Food Access and Outreach Manager, managing the growth of our low-income access programs.

CHFM also worked closely with a freelance designer who created new branding and outreach collateral (i/e, posters, postcards, and reusable graphics) for the market. The designs were extremely successful in developing a coherent style and helped to effectively communicate the concept of Bonus Bucks. The collateral is professional, bright, and easily distinguishable from other tri-fold brochures and other materials typically located at WIC Centers and other organizations. The term of the contract with the designer was from February-April 2015. The outreach specialist has since taken on any additional design projects for the organization.

3. Have you publicized any results yet?\* No

- i. If yes, how did you publicize the results?
- ii. To whom did you publicize the results?
- iii. How many stakeholders (i.e. people, entities) did you reach?

\*Send any publicity information (brochures, announcements, newsletters, etc.) electronically along with this report. Non-electronic promotional items should be digitally photographed and emailed with this report (do not send the actual item).

#### **4. Have you collected any feedback from your community and additional stakeholders about your work?**

If so, how did you collect the information?

During the summer of 2015, a doctoral student from the University of North Carolina Gillings School of Global Public Health served as a Research Fellow with CHFM, conducting mixed-methods research to help further inform our program strategy. This project aimed to evaluate the impact of existing programming for nutrition assistance recipients on fruit and vegetable consumption at the CHFM, and examine barriers to participation for low-income residents who are not currently customers of the CHFM. CFW staff worked closely with the PhD student to design a 25-item survey and focus group guide to examine the benefits of and barriers to market participation. 163 surveys were administered to WIC, SNAP, and Senior FMNP recipients. A total of 18 people participated in three focus groups during this same time period.

The CHFM also collected feedback from retail CSA participants about their experience with the program. We administered a survey for retail-price participants and conducted small interviews and focus groups with SNAP participants.

#### **What feedback was relayed (specific comments)?**

Although data analysis is ongoing, preliminary results have already helped inform our programs. This research confirmed the positive impact of the Bonus Bucks program on food security and fruit and vegetable consumption. 94% of SNAP and WIC respondents agreed that the Bonus Bucks program helped them afford more produce for their families; 72% reported that the Bonus Bucks program was the main reason they shopped at CHFM; 59% reported eating more fruits and 54% reported eating more vegetables since the opening of the market; and 89% reported that spending their benefits at the market was easy.

Responses from our retail (full price) customers were also extremely positive. The CSA drew new customers to the market: 20.6% of respondents to the survey indicate that 2015 was their first season utilizing the CHFM and that they began going because of the CSA. 37.9% stated that thanks to the CSA, they come to the farmers market more than they would otherwise.

75.9% of respondents indicated that *they more willing to support a CSA and market that provides subsidies for low-income families* when asked if the market's provision of a program like this influences their decision to participate in a future Market Share. Moreover, 50% suggested they would be willing to help sponsor a share for a low-income family.

Regarding consumption, 58.6% indicated that they *eat more fruits and vegetables now* and 82.8% *have tried new fruits and vegetables that I don't usually buy for myself*. Nearly half stated that they have been cooking more at home and care more about where their food comes as a result of joining the CSA, as well. 90% would have liked to extend their CSA into the Fall.

#### **Budget Summary:**

- i. As part of the FMPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:**
- ii. Did the project generate any income?**
  - a. If yes, how much was generated and how was it used to further the objectives of the award?**

Thanks to the FMPP award, CHFMs was able to open and operate the first season of the Wednesday evening market. The Wednesday evening market generated in \$68,000 gross sales, approximately \$3759 in revenue for CHFMs. The Market Share CSA also generated \$15,000 in profit. This earned income will be used to support our WIC CVV, WIC FMNP, and Senior FMNP matching incentives. Some of these funds will also be used to support our paid staff time, including the Food Access and Outreach manager and Wednesday Market Manager.

#### **Lessons Learned:**

- i. Summarize any lessons learned. Draw from positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).**
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:**
- iii. Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:**

#### **Farmers Markets are safe community gathering spaces**

CHFMs draws residents of mixed-backgrounds and socioeconomic status; the market serves as a bedrock of the community in the rapidly changing neighborhood. The addition of the Wednesday evening market proved that mixed-income areas need free and safe outdoor spaces to bring their children, particularly during after school hours and summer vacation. CHFMs is fortunate to be located at a public site that also contains a fountain where children can play in the summer heat. It also has access to children's entertainment as well as educational games via community partners and residents.

#### **CSA Successes**

CHFMs is extremely focused on designing programs that not only provide incentives for healthy food, but also encourage customers to redeem those incentives. For instance, we have found that some Federal benefit customers will reserve their incentives (Bonus Bucks, Produce Plus) for future use as a form of reserve funds. This encourages using farmers market programs as a financial tool, rather than a routine source of food. Therefore, we've been very

pleased with the outcomes of the CSA, as a model of delivering health incentives that immediately convert into real food.

We have observed and heard from our customers that taking home fresh food on a regular basis has helped them build the foundation for healthy eating habits. For example, customers have reported that joining the CSA has meant that they eat produce *every week* and always have fruits and vegetables in their homes. They described consistently preparing and eating fresh food at home. CHFMM is exploring how we can expand the CSA program and apply this nuance of benefit redemption to fine-tune the Bonus Bucks and other incentive program in order to increase the actual consumption of fresh food.

Similarly, the CSA still served as a useful budgeting tool for SNAP-receiving participants. With the option to pay up to two weeks in advance, customers could “budget” their monthly SNAP allowance and ensure that they would have fresh food available all month long. Customers reported that they found it useful and relieving to know that come the end of the month, they could rely on having fresh fruits and vegetables without having to closely monitor their spending.

Up until the last week of the program, SNAP and WIC customers would approach the CSA table to inquire about the program; they were always intrigued by the model and eager to register for the remaining weeks of the season. Although the CSA offered deep discounts for low-income families, the product never compromised on quality of customer experience. From the bag design to the contents inside, the Market Share was an attractive purchasing option for SNAP and retail customers alike. We believe that this attention to quality helped drive interest and enthusiasm for the program.

Negative:

### **CSA Challenges**

As a program that required weekly participant participation, the SNAP CSA demonstrated both efficacy for changing eating habits as well as operational challenges.

The SNAP CSA was an operationally intensive program; it demanded 15 hours of paid labor and administration from CHFMM, as well as a minimum of 15 volunteer hours per week. 30 hours of labor served between 100-150 participants. The most important program hours were between 3-6pm, when volunteers were more difficult to recruit.

While CSAs are a traditional practice of supporting small farms, low-income and minority communities have historically been excluded from participating for reasons mentioned above—high cost, non-eligibility for benefit payments, and upfront payment demands. While the program helped address these inclusion issues, it also had to educate Federal benefit customers around participation structure. Many families were unfamiliar with subscription-style programs. Thus, many families didn’t distinguish the CSA from the standard farmers market experience, and only participated “on demand” or on select weeks.

While 30 participants fulfilled 85-100% of their pick-ups, 29 individuals who registered for the program didn’t have meet high participation standards. 9 participants picked up 50% of weeks, while 11 picked up 15% or fewer weeks. Mothers with young children comprised the 54% of participants and had the highest participation rates. The greatest challenge of the program has been assessing customer comprehension of recurring pick-up and, moreover, assessing adherence to the pick-up schedule.

We implemented a number of incentives and interventions to try to address these issues to varying success:

1. Reminder Text Message - Participants received a text message reminder to pick-up their shares 90 minutes before pick up time. This was useful to help high-participating member remember their weekly, but not for activating delinquent customers.
2. Additional Pick up Incentive – Participants were offered an additional matching incentive for \$8 per bag, a 100% match. This was a very strong motivator that helped retain regular participants.
3. Pick Up Calendar – Participants received a calendar of the program pick-up dates. Upon registration, participants signed that they understood the terms of the program and brought their calendars to be “stamped” at pick-up. This was successful for communicating program structure.
4. Advance Payment – Participants were allowed to pay in advance for their shares. This was the greatest insurance for pick-up. Shares were almost always picked up when paid for in advance, only unforeseen emergencies interfered with pick up. When pick up wasn’t possible, CHFМ refunded or applied the advance payment to the following week.

Advance payment was the most effective guarantee of participation. Unlike retail CSA clients, where advance notice (3 days minimum) was required in order to skip a pick up, SNAP CSA participants didn’t have any deterrent for skipping pick ups when they needed. Because of limitations on SNAP payments, as well as organizational opposition on penalizing low-income clients, CHFМ did not implement any systems deter skipping, and therefore saw greater participation variability among SNAP CSA clients. For those who understood and appreciated the program, participation was extremely high. For those with greater barriers, or who did not have as great a need for food (i/e, adults without children) participation was difficult to predict.

#### 5. Future Work:

- i. How will you continue the work of this project beyond the performance period? In other words, how will you parlay the results of your project’s work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you’d like to share about the future of your project.
- ii. Do you have any recommendations for future activities and, if applicable, an outline of next steps or additional research that might advance the project goals?

The FMPP provided the opportunity for CHFМ to open its first weekday market. The success of new market proved a need and provided the grounds for CHFМ to expand weekday operations in Columbia Heights. In 2016, CHFМ will extend both the operating hours and duration of the market: the market will run 12pm-8pm through the end of October. In addition to providing good access for hundreds of families, new market hours will allow CHFМ to expand the CSA and pilot wholesale operations.

In the 2016 season, CHFМ will expand the SNAP CSA to 50-100 families. Pending grant approval, it will also offer Senior CSA Home Delivery to 175 eligible low-income seniors living in the Columbia Heights Area. Finally, CHFМ is collaborating with D.C. Department of Health to pilot a WIC CSA, where subsidized, family-sized shares will be made available to WIC families at WIC sites, schools, and day care centers. All of these programs will expand to include additional healthy living resources, such as nutrition education and recipe using weekly items.

The growth of the CSA operations helped catalyze and test the possible extension into wholesale market for CHFМ. Over the course of the grant period, CHFМ has explored opportunities to blend our missions of supporting small-scale, local agriculture and creating equitable access to healthy food. In 2016, we will pilot a wholesale program that will leverage our existing farmers market infrastructure to move greater quantities of local food to institutional buyers in Washington, D.C. The wholesale operations will help maximize the economic impact of the visit for farmers while also facilitating sustainable sourcing for local buyers and encouraging community partnerships.

Next steps, Senior CSA

2015:

- November-December: waiting grant approval

2016:

- March-June: expand community outreach to low-income seniors
- January-June: recruit staff and finalize logistics with delivery partner, CentroNia

Next steps, WIC CSA

2015:

- November: finalize implementation and administration partners
- December: submit USDA Operations and Advancement grant applications

2016:

- January-March: awaiting grant approval
- March-June: expand community outreach to WIC families
- January-June: recruit staff and finalize delivery logistics

Next Steps, Wholesale operations

2015:

- December: finalize contract with wholesale pilot client

2016

- January-March: crop / volume planning with CHFMs growers
- March-May: recruit staff, secure operating vehicle and software, finalize delivery logistics
- May-November: wholesale ordering and operations underway

# COLUMBIA HEIGHTS

FARMERS MARKET



**LOCAL FOOD IS HERE**

**COME GET IT**



FRESH & ORGANIC  
PRODUCE



HANDCRAFTED  
FOODS & COFFEE



LOCAL MEATS  
& CHEESES



LOCAL ARTISTS  
& CRAFTS

**SATURDAY**

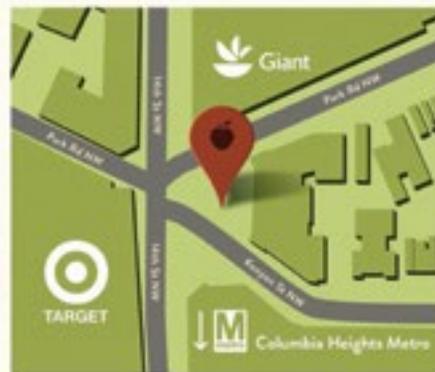
9AM — 1PM

APRIL 18 — DECEMBER 12

**WEDNESDAY**

4PM — 7:30 PM

MAY 20 — SEPTEMBER 30



CoHeightsMarket

[cfwdc.com/coheights](http://cfwdc.com/coheights)

11x17 GENERAL PROMOTIONAL POSTER

# COLUMBIA HEIGHTS

FARMERS MARKET



**LOCAL FOOD IS HERE**



FRESH & ORGANIC  
PRODUCE



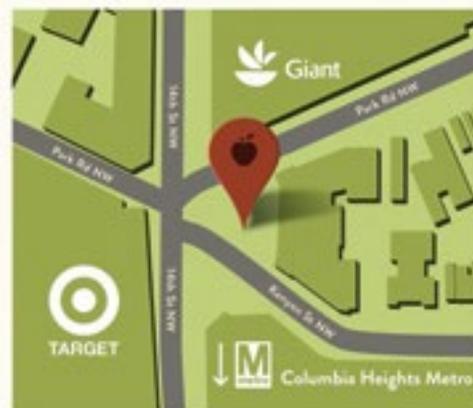
HANDCRAFTED  
FOODS & COFFEE



LOCAL MEATS  
& CHEESES



LOCAL ARTISTS  
& CRAFTS



CoHeightsMarket

[cfwdc.com/coheights](http://cfwdc.com/coheights)

PROMOTIONAL SANDWICH BOARD WITH  
WRITE-IN SPACE FOR REGULAR UPDATES



14TH & PARK ROAD

JUNE 17 — SEPTEMBER 30

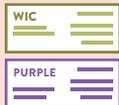
**WEDNESDAY**  
4PM — 7:30PM

APRIL 18 — DECEMBER 12

**SATURDAY**  
9AM — 1PM

# COLUMBIA HEIGHTS FARMERS MARKET

## DOUBLE YOUR BENEFITS SHOP WITH UP TO \$30 EXTRA EACH WEEK

WHEN YOU...	YOU GET...
SHOW YOUR ID plus any of the following: MEDICAID, MEDICARE, SNAP, WIC, GROCERY PLUS PROGRAM, SSI DISABILITY, OR TANF. 	<b>\$10</b>  *WHILE SUPPLIES LAST
SPEND \$10 OF YOUR WIC OR FARMERS MARKET CHECKS  	<b>\$10</b>  EXTRA TOKENS
SPEND \$10 OF YOUR SNAP EBT 	<b>\$10</b>  EXTRA TOKENS

BENEFIT-USER OUTREACH POSTCARD  
VERSION 1, OUTSIDE

**\$10 OF BENEFITS  
AT THE GROCERY STORE**



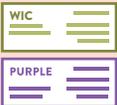
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**\$10 OF BENEFITS  
AT THE FARMERS MARKET**



**TAKE HOME TWICE AS MUCH  
FOR USING YOUR BENEFITS AT THE MARKET**

# GET UP TO \$30 EXTRA, EVERY TIME YOU COME TO THE MARKET

WHEN YOU...	YOU GET...
<p>SHOW YOUR DC ID WITH PROOF OF ANY OF THE FOLLOWING:</p> <ul style="list-style-type: none"> <li>• Medicaid or Medicare</li> <li>• Food Stamps (SNAP)</li> <li>• WIC or Senior Checks</li> <li>• SSI Disability</li> <li>• TANF</li> <li>• Grocery Plus</li> </ul>	<p><b>\$10</b> FREE CHECKS FOR FRUITS &amp; VEGGIES</p> 
<p>SPEND \$10 OF YOUR WIC CHECKS:</p> <p>USE YOUR</p> <ul style="list-style-type: none"> <li>• Purple Cash Checks</li> <li>• Green Produce Checks</li> </ul> 	<p><b>\$10</b>  EXTRA TOKENS</p>
<p>SPEND \$10 OF YOUR FOOD STAMPS (AKA SNAP EBT)</p> 	<p><b>\$10</b>  EXTRA TOKENS</p>

## COLUMBIA HEIGHTS FARMERS MARKET



**SATURDAY**  
9AM — 1PM  
APRIL 18 — DECEMBER 12

**WEDNESDAY**  
4PM — 7:30PM  
JUNE 17 — SEPTEMBER 30



14TH & PARK ROAD

# DOUBLE YOUR BENEFITS

## SHOP WITH \$30 EXTRA EACH WEEK

**WHEN YOU...**

**YOU GET...**

**SHOW YOUR ID**

WITH ANY OF THE FOLLOWING:

MEDICAID, SNAP,  
SENIOR CHECKS,  
GROCERY PLUS,  
SSI DISABILITY.

**\$10 PRODUCE PLUS**

\*WHILE SUPPLIES LAST



**SPEND \$10 OF YOUR SNAP EBT**



**\$10**



**EXTRA  
TOKENS**

**SPEND \$10 OF YOUR FARMERS MARKET CHECKS**



**\$10**



**EXTRA  
TOKENS**

**TAKE HOME MORE**  
**WHEN YOU SHOP WITH BENEFITS AT THE**  
**COLUMBIA HEIGHTS FARMERS MARKET**

# COLUMBIA HEIGHTS

FARMERS MARKET



We Accept Federal Benefits  
Aceptamos Beneficios

EBT \* SNAP \* WIC CHECKS \* SENIOR CHECKS \* PRODUCE PLUS

**WEDNESDAY**  
**MIÉRCOLES**  
4PM – 7:30 PM  
MAY 20 – SEPTEMBER 30

**SATURDAY**  
**SÁBADO**  
9AM – 1 PM  
APRIL 18 – DECEMBER 12



  @CoHeightsMarket

[cfwdc.com/coheights](http://cfwdc.com/coheights)

PROMOTIONAL OUTDOOR / YARD SIGN

## AT MARKET SIGNAGE TIPS

You can spend your EBT on more than fruits and veggies!

Puedes utilizar tu EBT en muchas más que frutas y verduras.



Fresh bread, eggs, cheese, meats, and more.

Compra pan, huevos, quesos, carnes, y más.



Use **Purple WIC** and **Green Fresh** checks here.

Aquí aceptamos los cheques **violetas de WIC** y **verdes de mercado**



**SAVE YOUR RECEIPT!**  
**¡GUARDA TU RECIBO!**

Bring your receipt to the info tent and you'll get another \$10 of tokens

Trae tu recibo a la mesa de información para recibir otros \$10 en monedas.



**SPEND THE WHOLE THING!**  
**¡APROVECHA Y GASTALO TODO!**



We can't give change for Farmers Market or Cash Value Checks.

No podemos dar vuelto por cheques de WIC o cheques de Personas Mayores



**White, green, blue, and orange** tokens accepted here.

Aquí aceptamos las monedas **blancas, verdes, azules, y anaranjadas**



## FVR<sub>x</sub>

Redeem your  
Fruit and Vegetable  
Prescription Here

Intercambia tus recetas  
de frutas y vegetales aquí.



## PRODUCE PLUS

Get \$10 in Produce Plus  
to start shopping.  
Recibe un bono de \$10 en  
"Produce Plus" para  
comenzar tus compras.



Just show proof of:  
Muestra la identificación de:  
Medicaid, EBT, WIC, TANF,  
SSI Disability, Grocery Plus, or  
Senior Farmers' Market Nutrition Program.



## INFO TABLE SIGNAGE

### WIC & SENIOR



Use your checks at your  
favorite farmstands.  
Usa tus cheques directamente en  
tus puestos de venta favoritos.

Bring your receipts here and you'll  
get an extra \$10 to spend.

Traenos tus recibos y obtendras  
\$10 más para gastar



### EBT (SNAP)



Swipe your EBT  
for tokens here.

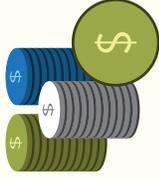
Pasa tu tarjeta EBT aquí.

Get a \$10 bonus for using your  
SNAP dollars.

Gana otros \$10 por usar  
tus EBT con nosotros



# Information Table



# Mesa de Información



## INFO TABLE BANNER

Welcome

# COLUMBIA HEIGHTS



FARMERS MARKET

Bienvenidos

FRESH PRODUCE ★ PREPARED FOODS & COFFEE ★ LOCAL MEAT & CHEESE ★ HANDMADE CRAFTS ★ @COHEIGHTSMARKET

MARKET BANNER

# COLUMBIA HEIGHTS

FARMERS MARKET



## MARKET SHARE



### FAMILY SHARE



### PERSONAL SHARE



# PERSONAL SHARE

6-7 SEASONAL ITEMS PER BAG



1 BUNCH KALE



2 EARS CORN



3 SUMMER SQUASH



4 HEIRLOOM TOMATOES



1 BUNCH CARROTS



4 PEACHES



1 PINT BERRIES

# FAMILY SHARE

8-9 SEASONAL ITEMS PER BAG



1 BUNCH CHARD



1 BUNCH KALE



4 EARS CORN



5-6 SUMMER SQUASH



5 HEIRLOOM TOMATOES



1 QUART EGGPLANT



2 BUNCH CARROTS



2 PINTS BERRIES



6 PEACHES



# JOIN THE MARKET SHARE

JUNE 17 - SEPT 30

**WHAT IS THE MARKET SHARE?** AN AGGREGATED CSA aka A WEEKLY BAG OF FRESH, SEASONAL, LOCAL PRODUCE SOURCED FROM ALL OF OUR BELOVED COHEIGHTS MARKET GROWERS. PACKED AND READY FOR YOU TO TAKE HOME.

**HOW DO I KNOW IF IT'S FOR ME?** DO YOU LOVE BERRIES? TOMATOES?! MELONS?! SIGN UP FOR THE MARKET SHARE AND YOU WON'T MISS A SINGLE SUMMER FAVORITE

**WHAT COMES IN EACH BAG?** A MIX OF READY-TO-EAT, OLD FAVORITES, AND NEW VARIETIES, ENOUGH TO LAST YOU ALL WEEK LONG.

**DOES THIS TAKE A LONG TIME?** SIGN UP ONLINE IN LESS THAN 5 MINUTES. PICK UP ONCE A WEEK JUST AS QUICKLY.

**WHAT IF I'M OUT OF TOWN?** YOU CAN SKIP WHENEVER NECESSARY!

[COMMUNITY-FOODWORKS.ORG/COHEIGHTS/MARKET-SHARE](https://community-foodworks.org/coheights/market-share)

# SPECIALLY PRICED // PRECIO ESPECIAL

FRUIT AND VEGGIE BAG // BOLSA DE FRUTAS Y VERDURAS  
FOR SNAP EBT USERS // PARA PERSONAS QUE TIENEN SNAP  
ONLY 30 SPOTS AVAILABLE // SOLAMENTE 30 ESPACIOS DISPONIBLES  
AVAILABLE JUNE - SEPTEMBER // DISPONIBLE JUNIO A SEPTIEMBRE

1



JUST \$8 PER WEEK  
(ORIGINAL PRICE \$33)  
SOLAMENTE \$8 POR SEMANA  
(PRECIO ORIGINAL \$33)

2



ENOUGH FOOD FOR 4 PEOPLE  
+GET \$8 EXTRA TO SPEND AT  
FARMERS MARKET  
SUFFICIENTE COMIDA  
PARA 4 PERSONAS  
+ RECIBE \$8 EN BONO  
PARA GASTAR EN EL MERCADO

3

SCHEDULE / CALENDARIO						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

PICK UP EVERY WEDNESDAY  
FOR 12 WEEKS

RECOGE CADA MIERCOLES  
POR 12 SEMANAS

LEARN MORE + SIGN UP // MAS INFORMACION + INSCRIPCIONES  
COLUMBIA HEIGHTS FARMERS MARKET // 14TH AND PARK ROAD

WEDNESDAY // MIERCOLES  
4-7:30PM - OR (862) 452-8759

# FRESH PRODUCE DELIVERED FRUTAS Y VERDURAS ENTREGADA



WE ARE FAMILY  
IS PARTNERING WITH THE  
COLUMBIA HEIGHTS FARMERS MARKET  
TO DELIVER FRESH, LOCAL PRODUCE!

WE ARE FAMILY  
EN COLABORACION CON  
EL MERCADO DE COLUMBIA HEIGHTS  
COMIENZA UN NUEVO PROGRAMA PARA  
DISTRIBUCIÓN DE FRUTAS Y VERDURAS!



FOR MORE INFORMATION OR TO SIGN UP  
CALL TULIN AT 202-423-3858

MAS INFORMACION E INSCRIPCIONES  
LLAMA TULIN 202-423-3858

# FRESH PRODUCE DELIVERED FRUTAS Y VERDURAS ENTREGADA

SPECIALLY PRICED - \$5 // PRECIO ESPECIAL - \$5

PAY WITH FRESH CHECKS // PAGA CON CHEQUES DEL MERCADO

HOME DELIVERY // ENTREGADO EN SU CASA

STARTS JULY 15 // COMIENZA EL 15 DE JULIO



SCHEDULE / CALENDARIO						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

1

USE YOUR FRESH  
CHECKS FROM HOME

USA TUS CHEQUES  
DESDE TU CASA

2

GET FARMERS MARKET  
FRUITS & VEGGIES

RECIBE FRUTAS Y  
VERDURAS DEL  
MERCADO

3

**DELIVERED**  
WEDNESDAY  
6:30-8PM

**ENTREGADO**  
CADA MIERCOLES  
6:30-8PM

# COLUMBIA HEIGHTS

FARMERS MARKET



## MARKET SHARE



### PICK UP SCHEDULE

WEDNESDAY / MIERCOLES / 5:30-7:30PM

JUNE	JULY	AUGUST	SEPTEMBER
	7-01	8-05	9-02
	7-08	8-12	9-09
6-17	7-15	8-19	9-16
6-24	7-22	8-26	9-23
	7-29		9-30



COLUMBIA HEIGHTS

FARMERS  MARKET

MARKET SHARE

[Request edit access](#)

# Market Share Survey

## Had you visited the Columbia Heights Farmers Market before this season?

- Yes, frequently
- Yes, but only a few times
- No, this is my first season going to the Columbia Heights Farmers Market
- No, and I only began going because of the CSA

## How has joining the Market Share changed your food shopping and / or eating habits?

Check any / all that apply

- It hasn't
- I / We eat more fruits and vegetables now
- I / We have tried new fruits and vegetables that I don't usually buy for myself / my household
- I / We come to the CHFM more often than I would otherwise
- I / We have been cooking more at home
- I / We throw away more food
- I / We care more about where my food comes from
- Other:

## Did you know that the Market Share offers reduced-price Family Shares for customers who receive food stamps?

- Yes
- No

## Does the market's provision of a program like this influence your decision to participate in a future Market Share?

- Yes, I'm more willing to support a CSA and market that provides such programs
- Yes, I am less likely to support a CSA and market that conducts such programs
- No, it probably won't influence my decision of which CSA to join

## Would you be willing to sponsor a share for a low-income family?

- Yes, at \$8 / week
- Yes, half a share at \$4 / week
- Not at this time

**What do you like most about the Market Share?**

**Would you be interested in a Fall CSA with CHFM? (2016)**

Sept-Nov

- Yes
- No

**Would you have preferred a longer or shorter CSA term?**

- Longer (June-November)
- Shorter (July-August)
- I liked June-September

**Any other suggestions?**

**Submit**

*Never submit passwords through Google Forms.*

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