



Heart of the City Farmers Market
1182 Market Street, Suite 412
San Francisco, CA 94102

FINAL REPORT

PROJECT TITLE:

**Enable Existing EBT Program to Increase
Access to Farm-Grown Produce for
San Francisco's Poorest Neighborhood**

GRANT NUMBER: 12-25-G-1529

PROJECT DURATION: October 1, 2012 – October 1, 2013

PROJECT LOCATION: San Francisco, CA

TOTAL AWARDED BUDGET: \$93,778

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Narrative Summary of Project:

Heart of the City Farmers Market is an independent, farmer-operated 501c4 non-profit farmers market located in San Francisco's poorest neighborhood, an extremely low-income community with over 4,729 SNAP/CalFresh recipients within a ½ mile radius. Our neighborhood's high rate crime rate has prevented a supermarket from opening within a one mile radius, which significantly impairs access to affordable fresh food for this low-income community. The City and County of San Francisco reports the average life span for residents of this neighborhood is 20 years lower than surrounding neighborhoods due primarily to preventable diseases related to poor diet, including heart disease and diabetes.

Our primary goal of this project was to increase the amount of EBT benefits used by SNAP/CalFresh recipients to purchase nutritious produce from farmers at Heart of the City Farmers Markets by 30% between October 1, 2012 and September 31, 2013 (compared to the previous 12 months) by:

- 1) Increasing weekly availability of affordable, healthy food that can be purchased with EBT benefits in a low access community by adding one additional year-round weekly farmers market day on Fridays.
- 2) Addressing a staffing shortage at our market information tent to meet the demands of a rapidly growing EBT program and assist in new customer orientation and outreach.
- 3) Increasing awareness among neighborhood residents that they may use their EBT benefits to purchase healthy fresh food three days a week through promotion and outreach efforts.

Strategies Used:

Our primary project goal was to increase the amount of EBT benefits used at Heart of the City Farmers Market by 30% between October 1, 2012, and October 1, 2013. During the previous 12 months (October 1, 2011, to October 1, 2012) the total EBT benefits used by customers at our farmers market was \$171,336.50. During our project period, total EBT benefits used at our market increased to \$217,437.30. This illustrated a 27% increase over the previous year as a result of our project activities and \$46,000 of increased revenue that directly benefitted our farmers' small businesses. We are proud of this accomplishment.

Our scope of work included the following three strategies, which proved to be successful to increase available fresh produce options for SNAP/CalFresh participants, increase participation by raising awareness that low-income residents can use their EBT benefits to buy healthy produce at our farmers market, and adequately address our staffing shortage for more efficient EBT processing.

ACTIVITY 1. Additional Market Day: We chose to add one additional weekly, year-round farmers market day on Fridays to increase access to fresh produce for SNAP/CalFresh participants and promote use of EBT benefits at farmers markets. We chose to incorporate this new Friday market day into our already existing Wednesday and Sunday market schedule at the same location at San Francisco's United Nations Plaza, as this enabled us to utilize the same resources already in place for our other two market days, reducing the start-up and maintenance costs for a new farmers market. This new market day added over 312

additional hours of produce availability per year for EBT recipients in San Francisco's poorest neighborhood and provided more comprehensive week-round access to fresh foods for low-income residents.

ACTIVITY 2. Meet EBT Program Demand: We added a new staff member to meet the demands of a growing EBT Program and to conduct EBT outreach to increase awareness of the program. This staff member provided 24 hours of EBT processing and outreach each week from October 1, 2012, to October 1, 2013.

ACTIVITY 3. Increase EBT Awareness: To increase awareness that SNAP/CalFresh participants may use their benefits to purchase healthy food at Heart of the City Farmers Market, a three-part EBT awareness campaign was initiated:

- 1) EBT Advertising Campaign: Ad space was purchased, including ads inside and outside San Francisco's MUNI buses on lines that customers use to travel to the market, inside our local Civic Center BART train station, and on the cover and in the Food section of the San Francisco Examiner. We also advertised on Facebook to increase our number of followers. These targeted ad campaigns resulted in over 12 million impressions.
- 2) EBT Flier and Poster Campaign: To increase program participation, we posted over 500 EBT posters and distribute over 3000 EBT fliers in English, Spanish, and Cantonese explaining how to use EBT benefits at the market. These materials were designed by our Executive Director Kate Creps.
- 3) Community Presentations/Tabling: We conducted over 30 nutrition education and EBT presentations and tabling activities at community events held by partnering social service organizations from October 1, 2012 to October 1, 2013.

Project Results and Outcomes Achieved:

ACTIVITY 1. Additional Market Day: We increased availability of fresh produce for EBT users by the addition of a Friday market day to our current schedule for three total market days per week.

BASELINE: There is limited access to fresh produce for SNAP/CalFresh participants in the Tenderloin and SOMA neighborhoods. The closest affordable full-service supermarket is 1.1 miles on foot from the center of the Tenderloin neighborhood. Prior to this project period, our farmers market provided approximately 20.5 hours per week of accessible healthy produce for EBT participants on two days, Wednesday and Sunday. If a shopper missed either market day, other sources of available fresh produce in the area was extremely limited.

OUTPUT	OUTCOME	PERFORMANCE MEASURE
<p>48 Friday market days were held between 11/2/12 and 9/27/13 which added a total of 288 additional hours of fresh produce availability for a low-access low-income urban neighborhood.</p>	<p><u>Short-term</u> 1. Increased Access to Healthy Options by providing EBT participants with a place to purchase a wide selection of seasonal, nutritious produce with EBT benefits in a low-income urban neighborhood that lacks a supermarket.</p> <p><u>Long-term</u> 2. Facilitated Healthy Eating and cooking habits among EBT participants by increasing nutritious local food options and week-round availability. 3. Increased Revenue for Farmers: 15 farmers participated regularly in this Friday market day during the project duration and benefitted from the additional revenue generated. This project directly supported small-scale farming.</p>	<p>Outcome 1. Increased Access to Healthy Options: We successfully increased availability of farm-picked produce at the United Nations Plaza for EBT participants by 29% (from 20.5 hours a week to 26.5 hours) by September 25, 2013, for a total of 288 additional hours of fresh food availability over the previous 12 months.</p> <p>Outcome 2. Facilitate Healthy Eating: The EBT benefits used to purchase tokens at Friday market days averaged \$176.75 a day during September 2013.</p> <p>Outcome 3. Increase Revenue for Farmers: The number of vendors selling at the Friday market on 9/27/2013 was greater than 15.</p>

ACTIVITY 2. Meet EBT Program Demand: We hired an additional staff member to meet demands of growing EBT program and to conduct EBT program promotional activities.

BASELINE: Prior to this project, there was only one full time staff member and two part time staff members to manage all of Heart of the City Farmers Market's operations for 82 vendors during two 10-hour market days each week. Growing demand for EBT purchasing and orientation at the market information tent was taking staff time away from general market duties and additional staff support was desperately needed. During the 12 months prior to this project period (between October 1, 2011, and October 1, 2012) the total EBT benefits used by customers at Heart of the City Farmers Market was \$171,336.50.

OUTPUT	OUTCOME	PERFORMANCE MEASURE
<p>Hiring an EBT Program Manager resulted in 16 additional staff hours per week of EBT transaction processing at our market information tent between 10/1/12 and 9/31/13 (for a total of 832 hours). This provided adequate EBT machine coverage to meet participation demand. Additionally, the EBT Program Manager provided 8 hours per week of EBT outreach activities over our project duration.</p>	<p><u>Short-term</u></p> <p>1. More Efficient EBT Processing: Adequate coverage for EBT processing shortened lines for EBT customers. Adequate staff support also enabled our market to provide detailed and thorough orientation for new EBT participants. This improved customer awareness, comfort, and relationships with staff.</p> <p><u>Long-term</u></p> <p>2. EBT Participation Increased: The additional staff time devoted to weekly EBT outreach activities resulted in increased EBT participation by low-income residents. This increased access to fresh produce and encouraged healthy diets for low-income residents.</p> <p>3. Market Operations Efficiency: Additional staff coverage for our market information tent freed up other staff members to attend to market operations more efficiently, resulting in better oversight and service for our farmers and vendors.</p>	<p>Outcome 1. EBT Processing Efficiency: A survey of 38 EBT customers at the market information tent indicated overall satisfaction with EBT process and wait time. The average score for the quality of service received at our information tent was 4.92 out of 5. The average score for the wait time at our market information tent was 4.76 out of 5.</p> <p>Outcome 2. EBT Participation Increase: Total EBT benefits used at the farmers market increases by 27% from 10/1/2012 to 9/31/2013, measured based on sum of EBT machine end-of-day batch reports. This resulted in over \$46,000 in additional purchases of fresh food by low-income residents in this community and over \$46,000 in increased revenue for our farmers.</p> <p>Outcome 3. Market Operations Efficiency: Our Board of Directors (made up of 5 farmer vendors and 2 community members) assessed market operations at the October 2013 board meeting to measure the impact of this project on the efficiency of non-EBT market operations. All attending Board Members agreed unanimously that the market is operating more efficiently and that vendor approval of our market operations is at an all-time high. Board President Laura Brainin-Rodriguez rated the performance of our staff team at 10 out of 10.</p>

ACTIVITY 3. EBT Awareness Campaign: We conducted a three-part EBT Awareness Campaign to increase EBT participation at Heart of the City Farmers Market, including advertising, promotional materials, and educational outreach.

BASELINE: There is limited access to fresh produce for SNAP/CalFresh participants in the Tenderloin and SOMA neighborhoods. The closest affordable full-service supermarket is 1.1 miles on foot from the center of the Tenderloin neighborhood. Many SNAP/CalFresh participants in these neighborhoods don't know they can use their EBT benefits to buy healthy food from farmers at the nearby Heart of the City Farmers Market. During the 12 months prior to this project period (between October 1, 2011, and October 1, 2012) the total EBT benefits used by customers at Heart of the City Farmers Market was \$171,336.50. However there are over 4,729 EBT participants living within a ½ mile radius of the market, which is an average of less than \$40 a year per EBT participant.

OUTPUT	OUTCOME	PERFORMANCE MEASURE
<p>During this project, 200 ads ran on the inside and outside of local Muni bus lines, 3 ads were placed in our local BART station entrances, a Facebook ad campaign resulted in over 700 new Facebook followers, and advertisements were placed in the SF Examiner on the front page and in the Food section for a total of 4 months. We distributed over 3000 EBT fliers and posted over 500 EBT posters in the surrounding neighborhood. Over 30 community presentations were held educating residents about our EBT program.</p>	<p>Short-term 1. Increased EBT Program Awareness: Total EBT benefits used illustrates that more SNAP/ CalFresh participants know they can use EBT benefits to purchase healthy, locally-sourced produce. Long-term 2. EBT Participation Increased: More EBT benefits were used over the project duration to purchase nutrition-packed freshly-picked produce; 3. We encouraged Healthy Eating in a low access community through nutrition education outreach activities; 4. We directly Supported Small Farming by increasing the amount of EBT benefits used to purchase produce from local farmers.</p>	<p>Outcome 1. EBT Program Awareness & 3. Encouraging Healthy Eating: A survey was conducted with our partner organizations to measure our EBT outreach activities' impact on awareness of EBT program among neighborhood residents. Survey results indicated partner organizations recognized a positive impact on the community (see attached survey results.) Outcome 2. EBT Participation Increase & 4. Directly Supporting Small Farming: Total EBT benefits used at our market increased by 27% from 10/1/2012 to 10/1/2013 compared to previous 12 months, measured based on sum of EBT machine end-of-day batch reports, which resulted in over \$46,000 in increased revenue for farmers.</p>

Project Beneficiaries:

- 1) **Farmer vendors:** Our 60 farmer vendors directly benefitted from this project because by increasing access to fresh produce, awareness of our EBT program, and program accessibility for SNAP/CalFresh users, we increased EBT purchases at our market by 27%. This resulted in over \$46,000 in increased revenue for farmers. We were pleased to discover during an assessment with 5 farmer Board Members in October that farmer revenue increased not only through our EBT program, but also through our credit card processing program as an indirect result of increased staff coverage at our market information tent. In addition to processing EBT transactions at our information tent, we also process credit card transactions for customers who forget to bring cash to the market. Our farmer Board Members reported that farmer revenue has significantly increased and that more credit card tokens are being used to purchase produce than ever before, doubling our project's impact on farmer revenue. Farmers also reported a benefit from more efficient market operations because additional staff support at the market information tent freed up other staff members to provide better oversight and service for our vendors.
- 2) **Low-income neighborhood residents:** Increasing access to and awareness of our EBT program benefitted low-income neighborhood residents, most of whom live more than 1 mile on foot from the closest full-service grocery store. Their options for purchasing healthy, freshly-picked produce increased with the addition of a weekly year-round farmers market day and the customer service and wait time at our market information tent improved considerably. We measured customer satisfaction by surveying 38 EBT customers and our scores averaged 4.92 out of 5 for quality of service received during EBT transactions and orientations and 4.76 out of 5 for EBT processing wait time. We partnered with more than 25 social service providers in the neighborhood and a partner survey indicated our nutrition education outreach efforts made a strong impact on local residents. We saw a 27% increase in purchases of fresh produce with an EBT card during our project period, which resulted in an additional \$46,000 of fresh food being incorporated into healthy meal plans.
- 3) **Farmers market staff:** The unusually long market hours we maintain at our Wednesday and Sunday markets (7am to 5:30pm) and a nearly 30% increase in EBT participation each year for the past 3 years resulted in significant staff time required to be devoted to processing EBT transactions, which detracted from other market management duties (compliance monitoring, vendor grievances, customer service, security, safety checks etc) for a large market of over 80 vendors with more than 120 stalls. Incorporating a new staff member dedicated to serving our EBT customers reduced the burden on other staff members and allowed us to improve our services in this area. The incorporation of a new Friday market day expanded three existing jobs with more paid hours, resulting in much-appreciated increased revenue for these part-time staff members during a recession.

Lessons Learned:

Value of in-house graphic design skills: As we are a farmer-operated non-profit market operating on a shoe-string budget, we have not traditionally devoted funds to advertising and outreach. This project taught us how extremely expensive it is to advertise in San Francisco and the huge value it is to have a staff member on our team who possesses graphic design skills. Without our ability to do graphic design in-house at no cost, we would have drastically reduced our advertising impact. We strongly encourage other farmers market to invest in graphic design skills for a member of their staff team.

Reduced stall fees are crucial for new markets in high crime areas: After opening the new Friday market day, we recognized that it would be more difficult than we anticipated to incubate a new market in the middle of a recession in an extremely low-income community. The high crime rate in the area meant that foot traffic was much lighter than we assumed on days we did not hold our Wednesday and Sunday market (those markets draw 10,000 customers each day to the United Nations Plaza) and we had our work cut out for us enticing customers to visit our plaza on Fridays. We also faced a crime problem as we carved out a space for our new market in a high crime area, making our security coverage absolutely crucial to the survival of this new market. While we began our Friday market with over 40 farmer vendors, we quickly realized that the customer traffic could not support this number of participants and that farmers were having trouble meeting their operating costs to attend the additional market day (including gas, staffing, and unsold produce). Since we received funding from this program to cover our staffing costs and because we are a non-profit with a mission to support small farmers first and foremost, we chose to charge no stall fees to farmers to encourage their participation in this new effort without losing revenue for their small businesses. This helped us retain vendors in spite of lower than expected initial sales. We used proceeds from our established Wednesday and Sunday farmers markets to invest in the survival of our new Friday market day, which enabled us to charge zero stall fees to farmers during the entire project duration.

Protect your existing farmers from competition: We initially anticipated that at least 30 farmers would participate in our new Friday farmers market for the duration of the project, which we anticipated would require adding up to 10 additional farmers from our wait list. However we chose not to open the Friday farmers market to new farmer vendors who do not already sell with us on Wednesday and Sunday in an effort to protect our current farmer members from added competition during a recession. As we are a farmer-operated non-profit farmers market, our mission is to support and sustain small growers. We realized that it was more important to protect our current participating farmers, rather than opening up the opportunity for new farmers to sell with us. Limiting our new Friday farmers market to only existing farmer vendors was possible only because we are a large farmers market and have nearly 60 growers already in our membership. We have been able to retain 15 farmers at our Friday farmers market and steward the new market through its difficult incubation period because we have protected our participating farmers from competition.

Other Relevant Project Information and Deliverables:

Appendix 1: EBT Purchases at HOCFM

Appendix 2: EBT Customer Survey Results

Appendix 3: Partner Organization Surveys

Appendix 4: Project Partner List

Appendix 5: Project Graphic Files (Including EBT Fliers – English, Spanish, and Cantonese, New Market Day Signage, and EBT Ads)

Appendix 1: EBT Purchases at Heart of the City Farmers Market

EBT Purchases at Heart of the City Farmers Market

	<u>2011</u>	<u>2012</u>	<u>2013</u>
January		\$10,351.00	\$14,128.00
February		\$11,726.00	\$16,899.30
March		\$12,595.00	\$16,904.00
April		\$13,510.00	\$19,262.00
May		\$14,351.00	\$18,222.00
June		\$14,028.00	\$18,282.00
July		\$15,316.00	\$20,570.00
August		\$19,034.00	\$22,795.00
September		\$17,723.00	\$21,713.00
October	\$16,491.50	\$19,152.00	
November	\$13,957.00	\$16,153.00	
December	\$12,254.00	\$13,357.00	
Total EBT Purchases Oct. 2011 – Sept. 2012		\$171,336.50	
Total EBT Purchases Oct. 2012 – Sept. 2013		\$217,437.30	27% increase

Appendix 2: EBT Customer Survey Results

	How would you rate the quality of service at our information tent?	How would you rate the wait time at our information tent?	Additional Comments Written on Survey
Customer #1	5	5	Lots of positive energy!
Customer #2	5	5	
Customer #3	5	5	
Customer #4	5	5	There was no wait at all.
Customer #5	5	5	
Customer #6	5	5	
Customer #7	5	4	Very short wait.
Customer #8	5	5	
Customer #9	5	4	
Customer #10	5	5	
Customer #11	4	4	
Customer #12	5	4	
Customer #13	5	5	
Customer #14	5	5	
Customer #15	5	5	
Customer #16	5	5	
Customer #17	5	5	
Customer #18	5	5	
Customer #19	5	5	Smiley face
Customer #20	5	5	
Customer #21	5	5	
Customer #22	5	5	
Customer #23	5	5	
Customer #24	5	5	
Customer #25	5	5	
Customer #26	5	4	
Customer #27	5	5	
Customer #28	5	5	
Customer #29	5	5	Great!
Customer #30	5	5	
Customer #31	5	4	
Customer #32	5	4	
Customer #33	5	5	
Customer #34	5	4	
Customer #35	4	5	
Customer #36	5	5	
Customer #37	4	5	
Customer #38	5	4	Great
Total:	187	181	
Average Score:	4.92	4.76	

Appendix 3: Partner Organization Surveys

Tracy McGillis, AAIMS Project - Housing and Urban Health Clinic

(2/27/13 - Market Tour for 16 people and 8/14/13 - Market Tour for 18 people)

Did our outreach efforts impact your participants in a beneficial way? Please explain.

Yes, our group participants enjoyed the farmer's market tour and experience. Several of them would shop more regularly at the market after the tour. Almost everyone got more exposure to fresh produce, tried new foods and was able to articulate how they experienced these fresh, seasonal foods in a positive way.

On a scale of 1 to 10, how would you rate the quality of the outreach efforts we provided to your participants? Please explain.

The only outreach experience we had was with the market tour. Would rate it an "8". Our guide was responsive and worked well with our big group. We work with a population that sometimes has challenges in public spaces, and with staying focused during activities. He was patient and accommodating.

What feedback can you provide to help us improve our effort to encourage residents of our community to incorporate more fresh produce into their diet?

A couple of our group members could use EBT at the market. It might be helpful during a tour with our group to demonstrate the process for them (do a hands-on demo so that they feel more comfortable with the transaction), rather than just referring them to the tent. I'll be doing intake with the new participants for next round, so will have a better sense of whether this is relevant (if everyone is SSI, then it may not be).

Denise Deslonde, The Salvation Army

(8/22/13 – On site presentation at Railton Place supportive housing building to staff and residents)

Did our outreach efforts impact your participants in a beneficial way? Please explain.

I do feel that the outreach efforts made a great impact on the residents and staff at Railton Place. Steve has a really good understanding of food and he did a good job of explaining it to the group. I feel everyone who attended the workshop got something out of it. Some of them that did shop at the market received a better understanding of the market and how it worked. Participants that didn't go to the market and don't eat a lot of fresh produce walked away understanding fresh food is right down the street.

On a scale of 1 to 10, how would you rate the quality of the outreach efforts we provided to your participants? Please explain.

I feel the outreach was a 10 for sure. I like that Steve had a power point presentation and handouts.

What feedback can you provide to help us improve our effort to encourage residents of our community to incorporate more fresh produce into their diet?

I would definitely have another workshop and have Steve do a presentation.

Phoebe Sanders, Chef and Culinary Training Instructor, CHEFS Program, Episcopal Community Services of San Francisco

(8/9 - Gave Presentation to 10 future chefs...9/20 - Presentation to 25 future chefs)

Did our outreach efforts impact your participants in a beneficial way? Please explain.

Yes! Our students attend the HOTC Market on a weekly basis, but the history of the market and information about local seasonal produce reinforced what they see at the market and has made students in our program feel more welcome. The CHEFS program is a job training program for homeless individuals, and knowing that their closest market offers the most affordable produce and gladly welcomes food stamps has served as an impetus for my students to make healthier choices with their limited income. As future chefs, it is very important for the students to build relationships with purveyors and vendors and farmers and this helps them both see this importance and begin to forge said relationships.

On a scale of 1 to 10, how would you rate the quality of the outreach efforts we provided to your participants? Please explain.

The slide show and handouts on seasonal items and food storage are helpful and excite the students. It is so wonderful that you are able to bring a projector, especially to my class that has no multimedia available. 8/10

What feedback can you provide to help us improve our effort to encourage residents of our community to incorporate more fresh, local produce into their diet?

I think it may be beneficial to hand out samples of dishes, along with recipes, to have people taste the foods in a variety of different cooking methods and flavor pairings.

A rewards program! For instance- a punch card for every \$20 dollars spent receive \$1 in produce or a HOTC Market shopping bag. The vendors could punch the cards, and people could pick up their 'bonus bag' at the HOTC Market tent.

My Tu Duong, RD Dietitian/Program Coordinator, Leah's Pantry, Inc

(2/12/13 – Gave presentation to 10 people at Curran House. 2/13/13 – Gave presentation to 10 people at Rose Hotel. 8/9/13 - Gave Presentation to 6 people at Iroquois Hotel.)

Steve has graciously been to many of our site to do the presentation. I would be more than happy to do the survey and hope that funding will continue! All our participants

love Steve as they have found him to be pleasant, passionate, and informative. Below are my answers:

Did our outreach efforts impact your participants in a beneficial way? Please explain.

Yes, they have impact our participants positively. Many were hesitant about going to the farmer's market as they have heard that it is expensive, and it was a fad. Steve's presentation demystified some of the false claims as well as informing them about the importance of supporting local farmers and benefits of shopping at farmer's market. After the presentation, they felt more supportive, comfortable and confident shopping at the farmer's market. The tokens that Steve passed out are nice incentives to encourage our SRO participants in shopping at the HOC farmer's markets. The participants thoroughly enjoyed and appreciated the presentation.

On a scale of 1 to 10, how would you rate the quality of the outreach efforts we provided to your participants? Please explain.

10! Steve has done several outreaching efforts at multiple sites, and we have only heard positive feedbacks from our participants. They all enjoyed his energy, honesty, and enthusiasm.

What feedback can you provide to help us improve our effort to encourage residents of our community to incorporate more fresh, local produce into their diet?

Adrienne might discuss with you about putting HOC Farmer's Market on our website: EatFresh.org. We also thought of promoting EatFresh.org by handing out recipe cards that pertains to the produce that were in season. Otherwise, coming to our workshop and informing the SRO residents have been very effective! Thank you for all that you do.

Daniel Mendez, Jr., Community Housing Partnership

(5/21/13 – Gave presentation to 20 people at Iroquois Hotel.)

Did our outreach efforts impact your participants in a beneficial way? Please explain.

Yes the tenants didn't know that they can purchase fruits and vegetables at a good price or that some items were given away.

On a scale of 1 to 10, how would you rate the quality of the outreach efforts we provided to your participants? Please explain.

9. Steve was very helpful and his follow thru was excellent in helping the tenants get around the Market.

What feedback can you provide to help us improve our effort to encourage residents of our community to incorporate more fresh, local produce into their diet?

Maybe pass out more information on the benefits of eating healthy.

Nasrin Aboudamous, B.S., Community Wellness Program Coordinator, San Francisco General Hospital & Trauma Center

(4/26/13 - Tabled at SpringFest Event, outreach to 100 people)

Did our outreach efforts impact your participants in a beneficial way? Please explain.

Yes! Given the population we serve, we are always looking for affordable, fresh and healthy foods that our participants can enjoy. Given that many of our participants live near your farmers market, many learned that they can come and use EBT at your market.

On a scale of 1 to 10, how would you rate the quality of the outreach efforts we provided to your participants? Please explain.

9- I think Steven did a great job with outreach. Providing visuals that participants can feel, taste, smell made the market's produce more exciting! By using multiple senses you are able to have more effective outreach. The only reason why this number is short of a 10 is because we ran out of material earlier on and were not able to provide outreach throughout the entire event. I also encourage Steven to be more vocal while promoting HOC farmers market. Some of our patients need the vendor to be the first one to approach them rather than them approaching the booth.

What feedback can you provide to help us improve our effort to encourage residents of our community to incorporate more fresh, local produce into their diet?

Education is the key! Your team is doing a great job meeting the community where they are. Keep going to community fairs, the streets of SF, and so forth to promote shopping at a farmers market. What I have heard from many patients is they fear farmers market's will be too expensive. Educating the community that farmers markets are fairly inexpensive will get people to keep coming.

Appendix 4: Partner Organization List

The following is a list of the project partners who we have worked with for this project and whose participants have benefitted from our EBT and related nutrition education outreach efforts:

1. Tenderloin Neighborhood Development Corporation
2. Leah's Pantry
3. Catholic Charities CYO
4. SF General Hospital
5. Shi-Yi Lang YMCA
6. DeMarrillac Academy
7. Lutheran Social Services
8. Glide FYCC
9. St. Anthony Foundation
10. Episcopal Community Services of San Francisco
11. Central City Hospitality House
12. General Assistance Advocacy Project
13. AAIMS Project - Housing and Urban Health Clinic
14. Community Food and Justice Coalition
15. Tenderloin Self Help Center
16. Abraham Lincoln High School
17. Project Open Hand
18. City Team Ministries
19. Community Housing Partnership
20. Salvation Army
21. Tenderloin Community and Sutro Elementary School
22. Abraham Lincoln High School
23. United States Federal Government General Services Administration
24. Local low-income SRO (single resident occupancy) supportive housing buildings: City Center Inn, Rodeway Inn, The Good Hotel, Renoir Hotel, Civic Center Residence, Edith Witt Senior Community, Curran House, Rose Hotel, Iroquois Hotel, Railton Place, Empress Hotel

Appendix 5: Project Graphic Files

(Including EBT Fliers – English, Spanish, and Cantonese, New Market Day Signage, and EBT Ads for buses, train stations, and the San Francisco Examiner)