

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

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2015 to September 29, 2017
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Recipient Organization Name:	Heart of the City Farmers Market
Project Title as Stated on Grant Agreement:	SNAP Outreach and Nutrition Education in San Francisco's Poorest Neighborhood
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15FMPPCA0135
Year Grant was Awarded:	2015
Project City/State:	San Francisco, CA
Total Awarded Budget:	\$100,000

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).

Summarize the community need for the grant work: San Francisco's Tenderloin neighborhood is a dense and extremely low-income community with over 5,000 SNAP recipients living in a ½ mile radius. Due to the extraordinarily high cost of living in San Francisco, this neighborhood is the only area in the city where many minimum wage workers, immigrant families, and low-income single parents can afford to live. The San Francisco Department of Public Health reports the average life expectancy for Tenderloin residents is 20 years lower than surrounding neighborhoods due primarily to preventable, diet-related diseases that reflect limited fresh food access, including heart disease and diabetes. Due to its crime rate, the Tenderloin is one of the only neighborhoods in San Francisco without a full service grocery store, making it a daily challenge to access nutritious fresh foods. Heart of the City Farmers Market (HOCFM) is a crucial and established resource for thousands of local residents. Due to this community's high need, HOCFM has accepted federal food assistance benefits as payment for produce since 1981 and today has the largest SNAP program of any California certified farmers' market.

1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by FMPP staff.

This project enabled Heart of the City Farmers Market (HOCFM) to increase awareness that SNAP may be used to purchase produce from our farmers by facilitating outreach across language barriers to low-income residents of San Francisco's poorest neighborhood. This project successfully:

- (1) Increased EBT purchases at HOCFM by 32.7%.
- (2) Attracted 3,881 new EBT customers to HOCFM.
- (3) Increased farmer revenue from EBT sales by approximately \$209,879.
- (4) Demonstrated HOCFM can impact healthy eating habits in low-income communities by focusing on nutrition education and new EBT customer outreach and orientation.

- i. Goal/Objective 1: Expand two current HOCFM jobs from part time to full time to provide 3,744 hours of SNAP outreach and nutrition education during the project period.
 - a. Progress Made: Two HOCFM educators provided 3,744 hours of SNAP outreach and nutrition education.

- b. Impact on Community: **This outreach helped increase EBT sales by 32.7%** and demonstrated we can impact healthy eating habits in low-income communities by focusing on nutrition education and new EBT customer outreach and orientation. Transitioning to full time allowed two HOCFM staff members to afford to continue to work in this community, where the cost of living is highest in the nation. This helped HOCFM retain two key staff members who are trained to provide excellent customer service and are well known and appreciated by our farmers and customers.
- ii. Goal/Objective 2: Add at least 15 new social service organization partners and distribute 5,000 fliers promoting the HOCFM SNAP program by the end of the project.
 - a. Progress Made: Demand for this program in our community was much higher than anticipated and we added far more new partners than originally projected. **HOCFM staff engaged with 58 social service organization partners** during this project and distributed over 5,000 fliers.
 - b. Impact on Community: More low-income residents have been connected with farmers and fresh food options through food assistance programs and nutrition education outreach. This has increased the amount of healthy food purchased from local farmers by SNAP recipients using EBT and boosted EBT sales at HOCFM. This increased farmer revenue during California's drought.
- iii. Goal/Objective 3: Translate fliers and education materials into six languages to increase access to HOCFM's SNAP program across language barriers (Cantonese, Spanish, Arabic, Russian, Tagalog, Vietnamese).
 - a. Progress Made: HOCFM staff produced fliers and education materials that have been translated into six languages. These fliers are available every market day at the market information tent. Staff also provided translated signage that is visible every market day. Translated fliers were also distributed to the surrounding community through organization partnerships.
 - b. Impact on Community: **Language barriers are being addressed to promote equal access to food assistance programs at HOCFM.** This has increased the amount of healthy food purchased from local farmers by non-English speaking SNAP recipients using EBT and boosted EBT sales at HOCFM, increasing farmer revenue.
- iv. Goal/Objective 4: Execute 20 Facebook ad campaigns promoting HOCFM's SNAP program by the end of the project.
 - a. Progress Made: HOCFM executed over 20 Facebook ad campaigns to promote HOCFM's SNAP program and outreach activities during this period.
 - b. Impact on Community: **HOCFM attracted over 1000 new followers on Facebook during this project.** That means more people are aware of the available services at HOCFM to connect low-income residents with healthy food. This has increased the amount of healthy food purchased from local farmers by SNAP recipients using EBT and boosted EBT sales at HOCFM, increasing farmer revenue.
- v. Goal/Objective 5: Hold 200 education events in partnership with local social service organizations to promote the HOCFM EBT program to over 1000 low-income participants by the end of the project.
 - a. Progress Made: To promote the HOCFM EBT program, **HOCFM staff executed 208 outreach events for 4,944 participants during this project.** 163 education workshops and events took place in partnership with local social service organizations and 45 market tours were given to local community groups and schools.
 - b. Impact on Community: More people are aware of the available services at HOCFM to connect low-income residents with healthy food, as well as strategies to prepare healthy

meals using produce in their homes. This has increased the amount of healthy food purchased from local farmers by SNAP recipients using EBT and boosted EBT sales at HOCFM, increasing farmer revenue.

- vi. Goal/Objective 6: Hold 48 cooking demonstrations at HOCFM to promote healthy cooking with limited kitchen access in Single Resident Occupancy (SRO) housing units.
 - a. Progress Made: HOCFM staff held 41 cooking demonstrations at HOCFM to promote healthy cooking with limited kitchen access in SRO housing.
 - b. Impact on Community: On 9/21/16, over 450 recipe handouts were given away in one day to visitors at HOCFM's cooking demonstration. With so many customers passing and engaging with each demonstration at our busy market, we estimate as many as 10,000 total people were impacted during this project. That means more low-income residents are aware of strategies to prepare healthy meals using produce despite limited kitchen access in our community's SRO housing stock. This has helped to increase the amount of healthy food purchased from local farmers by SNAP recipients using EBT and boosted EBT sales at HOCFM, increasing farmer revenue.
2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2015). Include further explanation if necessary.
- i. Number of direct jobs created: 2 jobs expanded from part time to full time
 - ii. Number of jobs retained: 2
 - iii. Number of indirect jobs created: 50+ farmers market vendor jobs expanded through increased farmer revenue
 - iv. Number of markets expanded: 2
 - v. Number of new markets established: 0
 - vi. Market EBT sales increased by 32.7% with \$829,905 in total EBT sales during the project period. This project increased farmer revenue by approximately \$209,879.
 - a. Due to this project's impact, purchases made at HOCFM with an EBT card have increased to \$411,361 annually, measured October 2016 to September 2017.
 - b. Our baseline was \$310,013 in annual EBT sales during the 12 months prior to project implementation, from October 2014 to September 2015.
 - c. Annual EBT sales at HOCFM have increased 32.7% from this baseline. Total EBT sales were \$829,905 during the two-year project period.
 - d. As our baseline for EBT sales was \$310,013 annually, the projected total sales for the project period would have been \$620,026. Therefore this project generated up to \$209,879 in additional revenue for farmers and a small number of retail food vendors participating at HOCFM.
 - vii. Number of farmers/producers that have benefited from the project: 50 farmers/producers have benefitted from up to \$209,879 in additional revenue in the form of EBT sales.
3. 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?
- Yes, this project helped us draw more SNAP customers and increased EBT sales at HOCFM by 32.7%. There were 3,881 new EBT customers during the project period thanks to outreach funded by this project. This project also helped us reach out to low-income customers with language barriers through translated materials and services. We expanded our community

partnerships and engaged with 58 local social service organizations to reach new populations.

4. Discuss your community partnerships.

- i. Who are your community partners? The demand for HOCFM's outreach has enabled us to far exceed our goal for new community partners. This project enabled HOCFM to engage with 58 local social service organizations:

Access SFUSD – The Arc
American Academy of English
Bayview Senior Services - Rosa Parks Senior Center, Dr. Davis Senior Center,
Western Addition Senior Center
California Institute of Integral Studies
Center for Urban Education about Sustainable Agriculture (CUESA) –
Schoolyard to Market Program
Community Housing Partnership - Arnett Watson Apartments
Conard House
Cooking Matters – 18 Reasons
Crescent City Farmers Market
Curry Senior Center
Delivering Innovation in Supportive Housing (DISH) – Le Nain, Pacific Bay Inn,
Star Hotel, Windsor
Drew School
Episcopal Community Services – CHEFS Program
GLIDE
Hamilton Families (formerly Hamilton Family Center)
Horizons
JustFood Seminar
Larkin Street Youth Services
Lava Mae
Leah's Pantry
Mercy Housing – Leland Polk Senior Community
Minerva Schools at KGI
Oasis for Girls
PlayMoolah
Project Open Hand
Richmond Area Multi-Services, Inc.
Samuel Merritt University School of Nursing
San Francisco City Impact
San Francisco County Nutrition Action Partnership (CNAP)
San Francisco Department of Public Health – Feeling Good Project
San Francisco Department of Public Health – Food Security Task Force
San Francisco General Hospital
San Francisco Human Services Agency
San Francisco Public Library – Biblio Bistro, The Mix
San Francisco Unified School District – RL Stevenson School, Bryant
Elementary, Tenderloin Elementary School, Mission High School, O'Connell
High School etc.
Senior Brown Bag Resource Day

SF Beautiful
 SF-Marin Food Bank – CalFresh in a Day
 Shih Yu-Lang YMCA
 Sonoma County Health Center
 St. Anthony’s Foundation
 St. Brigid School
 Sunday Streets SF
 Swords to Plowshares
 Tenderloin Healthy Corner Store Coalition
 Tenderloin Housing Clinic
 Tenderloin Neighborhood Development Corporation (TNDC)
 Tenderloin Solidarity Community Meeting
 The Cooking Project
 The International Culinary School at the Art institute of California
 Tom Waddell Urban Health Clinic
 U.S. Department of Housing and Urban Development-VA Supportive Housing (HUD-VASH) Program
 University of California San Francisco – Community Outreach Student Alliance
 University of San Francisco
 USDA Food and Nutrition Services
 Vietnamese Youth Development Center
 Y.U.M. Chefs (Young Urban Modern)
 Zuckerberg San Francisco General Hospital – Community Wellness and Health Advocates Program

- ii. How have they contributed to the overall results of the FMPP project?
 Our community partners help us reach out to low-income residents of San Francisco, specifically SNAP recipients, to promote HOCFM’s food assistance programs. They distribute fliers in six languages, post fliers in public areas, invite HOCFM educators to events, workshops, and meetings, facilitate participation in HOCFM’s workshops or market tours, provide space for workshops, promote workshops, and help encourage participants to make healthy choices by shopping for produce from small farmers at HOCFM.
- iii. How will they continue to contribute to your project’s future activities, beyond the performance period of this FMPP grant? Each of our community partnerships will continue into the future, as HOCFM provides training to social workers and community leaders to continue impacting customers beyond the project period. These partners will continue reaching out to low-income SNAP participants and encourage healthy choices for years to come, which will continue to impact EBT sales at HOCFM and farmer revenue into the future. HOCFM has a new partnership with SFDPH HIV Program to execute 48 education workshops or tours in the year following this project, utilizing all materials generated by it.

5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project? No.

6. Have you publicized any results yet?*

- i. If yes, how did you publicize the results? We published FMPP program success as reflected in total EBT sales at HOFCM and increased farmer revenue in the 2016 Annual Report, generated monthly reports for the California Market Match Consortium, presented at the California Market Match Consortium Face to Face Meeting, California Nutrition Action Partnership meeting, SF Food Security Task Force meeting, and announced results at a San Francisco Farmers Market Managers Meeting held by the San Francisco Department of Public Health. We also shared the results with San Francisco Department of Public Health HIV Program, to facilitate a new partnership beginning October 2017 to tailor our educational outreach for San Franciscans living with HIV/AIDS.
 - ii. To whom did you publicize the results? All HOFCM farmers and Board of Directors, our California Market Match Consortium partners and the Ecology Center, San Francisco farmers market managers, San Francisco Department of Public Health and CDFA Farmers Market Program officials, members of the California Nutrition Action Partnership and SF Food Security Task Force, including many key government and social organization community members in San Francisco.
 - iii. How many stakeholders (i.e. people, entities) did you reach? Over 1000.
7. Have you collected any feedback from your community and additional stakeholders about your work?
- i. If so, how did you collect the information? Farmer and customer feedback is collected every market day at the market information tent. Feedback from our community partners including social service organizations is collected after workshops and market tours to assess our impact. Participants are asked to share their experiences at these events with our staff team. HOFCM Board of Directors are solicited for feedback on a monthly basis.
 - ii. What feedback was relayed (specific comments)? We've had overwhelmingly positive feedback from all facets of our outreach. Farmers have reported increased revenue due to program activity. After tabling at social organizations, CalFresh customers tell us they came to the market after talking to us and learning they can use their EBT card and also receive free fruit and vegetable tokens. After each cooking demonstration, we see many customers buying the ingredients to make that recipe. Comments from our partners include:

"We've seen more customers who pay with EBT tokens this year. The extra sales really help our farm." - Bruce Smith, Hooverville Orchards, HOFCM Farmer Board Member

"Thank you SO MUCH for coming in this morning to teach us more about the farmers market and where our food comes from! I thought the students had great insight and questions, and we look forward to the continuing conversations around these topics! Personally, I know it has re-inspired me to be more intentional about getting to the farmers market each week, so thanks! We especially enjoyed the delicious dates!! Hope we can invite you back again next year, but until then, see you at the market!! "

*Best,
Jen, Heidi, and the SFUSD Access crew*

"Thanks again Madelyn! I appreciate you taking the time to speak with us, and for having [farmer] Tony come over to join us as well. The students (and I) had a fabulous time, and so appreciated [the] wonderful introduction and the worksheet you prepared for us. Thank you for all that you do." -CUESA Education Program Coordinator

"Thank you so much for presenting to the FSTF today! It was a great presentation, and I'm so happy to see all that you're doing at the market to improve food security and increasing healthy eating." –SF Food Security Task Force member

"Thank you so much! I was able to better prepare my students with the information you gave me. I am happy to have these resources and incorporate them into my lesson more the next time my class is on its farming unit. We had a great time at the farmers market yesterday as well!" – Sonya Pall, American Academy of English

"I ordered 300 spinach brochures, so that means that we passed out 300 spinach brochures and 118 chard brochures, and for those who didn't receive or take one, that means we reached out to around 450 people yesterday!!! Can you believe that???" – Lia Hillman, SF Public Library, 9/21/2016 cooking demo partnership feedback

"THANK YOU!!!

- 1. We reached out to people who didn't know what chard was and what to do with it.*
- 2. We taught people how easy it is to prepare.*
- 3. We dazzled their taste buds!*
- 4. We inspired people to cook chard!*
- 5. We helped shine the light on our local farmers' beautiful produce!*
- 6. We learned that our efforts are welcome by all (and we need to have our handouts translated into other languages)." – Lia Hillman, SF Public Library, cooking demo partnership feedback*

"I am writing to express my appreciation for your presentation today to our veterans. Our vets were truly engaged and excited to learn more about the history of the Heart of the City Farmers' Market and the local farmers that have made this district a central meeting hub in wake of a neighborhood food desert. Thank you for highlighting the best approaches when utilizing the farmers market such as shopping for what's in season, utilizing EBT cards, respecting our local farmers for their hard work, honoring their contribution and continuing to patronize fresh food on a daily basis. We need increased opportunities and specialization in food justice. Your presentation was sorely needed and you explained this need quite thoroughly. Overall, the veterans were enriched by your illustrative personal disclosure and program overview. Again, many thanks! – Martine, Senior Social Worker, Veteran Affairs

"You were great with the group, so many thanks for the details and great introduction to the market!" - Minerva Schools

"Our residents greatly enjoyed your market presentation! The information was very helpful, useful, and concise. We hope to work with you again at a later date. Thanks!" – DISH Le Nain building

"Thanks for taking the time to give us a wonderful presentation about the Farmer's Market this morning! Everyone seemed to have a good time learning more about the history of and benefits of farmer's markets, particularly the HOC farmer's market. If you could forward me some of the informational handouts you had mentioned, including a copy of the "Bay Area Seasonal Foods Chart," we would really appreciate it. We welcome this ongoing collaboration and partnership to

help bring our communities together to promote overall wellness.” – Gina Li, Peer Wellness Group - RAMS Inc.

“Thank you so much for coming out today to give your presentation. I thought it was a good presentation. I really enjoyed the dates :) I believe the sheets letting the residents know what is in season was very helpful and also learning about other special programs that Farmers Market has was helpful for me personally to follow up on for my residents. The presentation had good quality, I definitely would love to bring the presentation back again for more to hear about and learn from. Just notifying us of all the programs that are available at the Farmers Market are helpful. The residents all are aware of the market but may not know all that is available to them there.” – Amber Saucedo - Resident Services Coordinator, Mercy Housing

“We very much enjoyed your presentation. I wish we could have had more residents attend! We hope to have you join us again in the future.” – Denise Riggins, DISH SF

8. 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? No
 - a. If yes, how much was generated and how was it used to further the objectives of the award?
N/A

9. Lessons Learned:

- i. Summarize any lessons learned. They should draw on 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).

Our outreach was most impactful when it was tailored to fit into an already existing service structure. The Tenderloin has an active safety net of social service organizations and many cooking programs are already operating successfully on the ground, however without a farmers market focus. Our main strategy became providing farmers market education components to include within existing cooking workshops series or events.

We learned it is best to leave flexibility within our outreach program to meet the needs of partners with short notice and be creative to utilize opportunities for outreach as they arise. For example, in many cases we found it more impactful to table near the front entrance of a building or at a general assistance center rather than provide a workshop, as it enabled us to reach more clients and have one-on-one engagement and reduced the amount of time required for coordination.

We emphasized training partner social workers to be able to distribute information to future clients and devoted more time than anticipated to social worker engagement. Engaging and coordinating with overburdened social workers was the most labor-intensive part of the project for our educators. HOCFM staff often needed to visit sites in person to coordinate events after phone calls and emails went unanswered.

HOCFM educators preferred market tours and workshops in close proximity to the farmers market day to offsite workshops, as they allowed new EBT customers to see the market, practice shopping, and create new habits and relationships. We engaged with the public library across the street from our market to hold workshops in their community spaces.

Participation in our outreach activities increased dramatically when it was paired with incentives like market samples and tokens to practice shopping. Based on lessons learned, HOCFM's future outreach will focus on onsite tours that encourage participants to practice shopping for produce using incentive tokens (free market dollars). Additionally, HOCFM is currently executing a FINI grant to distribute Market Match incentives to customers that shop with an EBT card. The promise of these incentives helped our educators draw 3,881 new EBT customers to the market during this period.

- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:

We were not able to execute all anticipated cooking demonstrations because the grant award was not announced until after the deadline to obtain a health permit for the first quarter of the project. We anticipated beginning workshops immediately but learned to expect a delay for permitting.

We did not anticipate the time intensive coordination process for each workshop and initially overestimated the number of workshops our team could execute in the project period. We tailored our focus to partner training and tours as a result. In future outreach projects, we will measure impact by the number of hours of engagement with partners rather than the number of events in order to allow ample time for coordination and training with project partners.

- 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:

We encourage building in time for staff to become familiar with the community and its social service network prior to program execution, so they may gauge how best to streamline their efforts to fit into an existing framework of services.

We also preferred minimizing printing and design costs by training staff to design simple fliers using an affordable program like Adobe Photoshop Elements. Our strategy was to produce high contrast and impactful fliers in black and white using a simple branding theme that could be printed and copied in house as needed on 8.5x11 copy paper, then cut in house into quarters using a guillotine paper cutter. This devoted our project resources to staff payroll rather than production costs. This also gave our fliers a personal, home-made touch, which helped them stand out and appeal to low-income participants.

10. 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.

HOCFM will be utilizing the partnerships and materials generated in this project to continue providing outreach events for people living with HIV/AIDS in San Francisco. Our new partnership with SFDPH HIV Program funds workshops, tours, and incentives in the form of market tokens to encourage shopping for healthy produce at farmers markets.

- 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?

We need to continually engage with our network of social service providers to keep the lines of communication open in a constantly changing environment. Due to the high turnover in a low-paying field in a city with the highest cost of living in the nation, our partnerships require ongoing engagement so that new staff can be trained. We will continue to devote staff time to maintaining these partnerships as we move beyond this project.