



ARCADIA
CENTER FOR SUSTAINABLE FOOD & AGRICULTURE

MOBILE MARKETS

APPLYING THE FOOD TRUCK MODEL TO FOOD ACCESS



A MOBILE MARKET "HOW TO" AND LESSONS LEARNED FROM ARCADIA'S PILOT SEASON

• PROJECT TEAM •

Benjamin Bartley, Arcadia Center for Sustainable Food & Agriculture, Alexandria, VA (Mobile Market Director)

Amy Best, Ph.D., George Mason University, Fairfax, VA (Associate Professor for the Department of Sociology and Anthropology and Center for Social Science Research)

The Mobile Market is a program of Arcadia Center for Sustainable Food & Agriculture, a nonprofit organization working to create a more equitable and sustainable local food system in the Washington, D.C. area. Arcadia’s mission is to improve the health of our community, the viability of local farmers, and preserve our environment for future generations by combining education about healthy food and its sources with better logistical connections between local farmers and the urban and suburban core of the region.

The Project Team wishes to thank Kaiser Permanente of the Mid-Atlantic States for their support of this pilot program, and for their commitment to bettering the health of low-income, low-food access residents of the National Capital Region.

• PROJECT STAKEHOLDERS •

Arcadia is grateful to the following sponsors and funders who supported this project and helped to make the Mobile Market possible:



• TABLE OF CONTENTS •

ABSTRACT.....	4
CHAPTER 1: THE CHALLENGE AND HEALTH IMPLICATIONS OF FOOD INSECURITY AND FOOD DESERTS.....	5
BACKGROUND.....	5
PURPOSE.....	6
CHAPTER 2: MOBILE SOLUTIONS TO FOOD DESERTS.....	7
CHAPTER 3: ARCADIA’S MOBILE MARKET: THE LAUNCHING AND LESSONS LEARNED.....	9
PROGRAM OVERVIEW.....	9
PAYMENT METHODS.....	9
LOCATIONS.....	10
MARKET VEHICLE.....	11
STAFFING.....	14
MARKET OPERATIONS.....	14
BUDGETS.....	17
CHAPTER 4: QUALITATIVE ASSESSMENT OF THE MARKET’S PILOT SEASON.....	22
CHAPTER 5: THE MARKET’S SECOND SEASON AND BEYOND: STEPS TO SUSTAINABILITY.....	34
INCREASING VOLUME.....	34
STREAMLINING OPERATIONS/SCALING UP.....	35
APPENDIX A: EXAMPLE OF MARKET FLYERS.....	36
APPENDIX B: PARTNER MARKETING MATERIALS.....	38
APPENDIX C: SAMPLE FOOD ASSISTANCE TRANSACTION LOG.....	39
APPENDIX D: MASTER SALES REPORT TEMPLATE.....	40

• ABSTRACT •

It is a common misconception that “food deserts” are a result of insufficient demand for healthy, unprocessed foods by the residents of these communities. To the contrary, Arcadia’s Mobile Market could hardly supply the demand for farm-fresh fruits, vegetables, milk, eggs, and meat in low-income, low-food access neighborhoods in the Washington, D.C. region.

Much depended, however, on effective program implementation and condition setting, such as a multi-leveled, sustained community outreach campaign; the reliable distribution of high-quality, unprocessed foods; and the cultivation of a track record through rapport building and excellent customer service. Partnerships with key stakeholders and a high utilization rate of food assistance benefits by customers were also crucial to the Mobile Market’s success.

This report will examine the pilot season of Arcadia’s Mobile Market through a quantitative analysis of its operations and sales, as well as a qualitative assessment of how well the program achieved its mission-driven goals.

• CHAPTER 1 •

THE CHALLENGE AND HEALTH IMPLICATIONS OF FOOD INSECURITY AND FOOD DESERTS

1. BACKGROUND

Cheap, convenient food tends to be low-quality food, and it's often the only option in low-income neighborhoods. This correlation between low incomes and limited access to fresh foods is gaining national attention, in large part due to the United States Department of Agriculture's (USDA) recognition of food insecurity, defined as "limited or uncertain availability of nutritionally adequate and safe foods, or limited or uncertain ability to acquire acceptable foods in socially acceptable ways."¹

Food insecurity is a result of the well-documented grocery gap, alternately called supermarket shortage, which can contribute to a sense of ambivalence and despair in market options by those afflicted.² USDA researchers have mapped out these "food desert" neighborhoods, defined as low-income census tracts where a substantial number or percentage of residents has low access to a supermarket or large grocery store. Low-income tracts must have "either a poverty rate of 20% or higher or a median family income at or below 80% of the census tract's median family income." A "low-access community" means that at least 500 people and/or no less than 33% of the tract population resides more than one mile from a large food retailer in urban areas, or more than ten miles in rural areas.³

The correlation of low incomes and limited access to healthy food is of particular importance because these two characteristics are strongly associated with higher rates of diet-related diseases. This is certainly the case in the National Capital Region, which is the geographic focus of this case study and where the Mobile Market operated in its pilot season. According to a report from DC Hunger Solutions, four of the poorest wards in Washington, D.C., have the lowest number of full-service grocery stores, and in turn have the highest percentages of overweight or obese residents and residents with diabetes.⁴

¹ <http://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-us/measurement.aspx#insecurity>

² <http://www.community-wealth.org/sites/clone.community-wealth.org/files/downloads/report-treuhaft-karpyn.pdf>

³ <http://www.ers.usda.gov/data-products/food-desert-locator/about-the-locator.aspx#Defined>

⁴ <http://www.dchunger.org/pdf/grocerygap.pdf>

D.C. has the ninth highest child obesity rate of all the states, and nearly a quarter of its residents are considered low-income. The District also has the highest food hardship rate in the nation for households with children, with more than 37% reporting having insufficient money to buy the food that they need for themselves or their family.⁵ In Washington D.C., 50% of children are at risk of hunger; 40% are obese or overweight; and 80% do not get the USDA-recommended daily servings of fruits and vegetables.

The combination of limited access to healthy food options, low incomes, and a prevalence of diet-related diseases is clearly taking its toll on the health of D.C. residents. These ailments, however, are not unique to our nation’s capital; many American cities, both urban and rural, are grappling with how to promote and advance affordable food access.

2. PURPOSE

This report will present a Mobile Market case study, detailing the development, implementation, and analysis (both quantitative and qualitative) of the pilot season of a nonprofit mobile farmers’ market. It will include the basic business plan, day-to-day operations, capital campaign and general operating budgets, and future plans for Arcadia’s Mobile Market.

It is our hope that this report helps to inform those seeking to start comparable Mobile Market projects in other low-income, food-insecure neighborhoods.

⁵ http://frac.org/pdf/aug2011_food_hardship_report_children.pdf

• CHAPTER 2 •

MOBILE SOLUTIONS TO FOOD DESERTS

Mobile markets have a long tradition, much of it defined by the horse and cart. Mobile fruit and vegetable vendors were once a common sight on American streets, where merchants with horse-drawn carts would drive around town with their buggies brimming with produce. By combining a storefront with the means for storage and distribution, vendors could significantly increase their market reach.

While this profession is now a rarity in its traditional sense, a raising awareness in “food deserts” has sparked efforts across the country to adopt and adapt the “Mobile Market” model as a means for addressing the inequities of the American food system.



Two examples of “Mobile Markets” in Baltimore, MD: a horse and buggy food entrepreneur on the left, and Real Food Farm’s Mobile Farmers’ Market on the right

The motorization of mobile markets first began to gain traction and national attention in 2003 with the People’s Grocery’s market truck. Since then, dozens of variations on the mobile market have been employed, ranging from MoGro’s refrigerated tractor-trailer to Fresh Move’s refurbished metro bus. Benefit corporations, LLC’s, and nonprofits alike are joining the mobile market movement, with each project being as unique in their design and operations as the communities they serve.



Mobile Groceries: MoGro in Santa Fe, NM on the left, and Fresh Moves in Chicago, IL on the right

Mobile markets leverage the same principles that fuel the Food Truck movement: the provision of a high-quality product to consumers in an otherwise untapped market. With lower overhead expenses and greater flexibility than bricks-and-mortar stores, mobile markets are an excellent means of addressing food access inequities where conventional markets have hitherto failed.

• CHAPTER 3 •

ARCADIA'S MOBILE MARKET LAUNCH AND LESSONS LEARNED

1. PROGRAM OVERVIEW

Arcadia's Mobile Market (the Market) is a nonprofit mobile farmers' market. In its 2012 pilot season, the Market operated from May 2nd to October 31st, with a total of eight stops a week during the peak of season. Arcadia Farm grew much of the Market's vegetable offerings. The Market also carried sustainably produced fruit, eggs, milk, and meats from a network of partner farms, all within 80 miles of Washington, D.C..



Arcadia's Mobile Market at LeDroit Park, Washington DC

2. PAYMENT METHODS

The Market accepted all forms of payments, including SNAP benefits (Supplemental Nutrition Assistance Program, formerly known as "food stamps"), WIC vouchers (Women, Infant and Children), and Senior FMNP vouchers (Farmers' Market Nutrition Program). In order to incentivize market utilization by food assistance beneficiaries, the Market offered a "Bonus Bucks" program, which doubled the purchasing power of SNAP, WIC, and Senior FMNP dollar-for-dollar for the first 10 dollars spent on fruits and vegetables (for example, \$10 spent with SNAP on fruits and vegetables would yield \$20 worth of produce for the beneficiary).

3. LOCATIONS

The Market made two- to three-hour stops at regular, weekly host sites in partnership with similarly mission-driven organizations, such as senior wellness centers, Medicare and Medicaid healthcare providers, SNAP offices and WIC clinics, as well as public gathering places like schools, churches, and city parks. The Market scheduled its stops in low-income, food-insecure neighborhoods, following its mission to increase access to healthy affordable food.



Arcadia's Mobile Market at The Overlook at Oxon Run, Washington DC

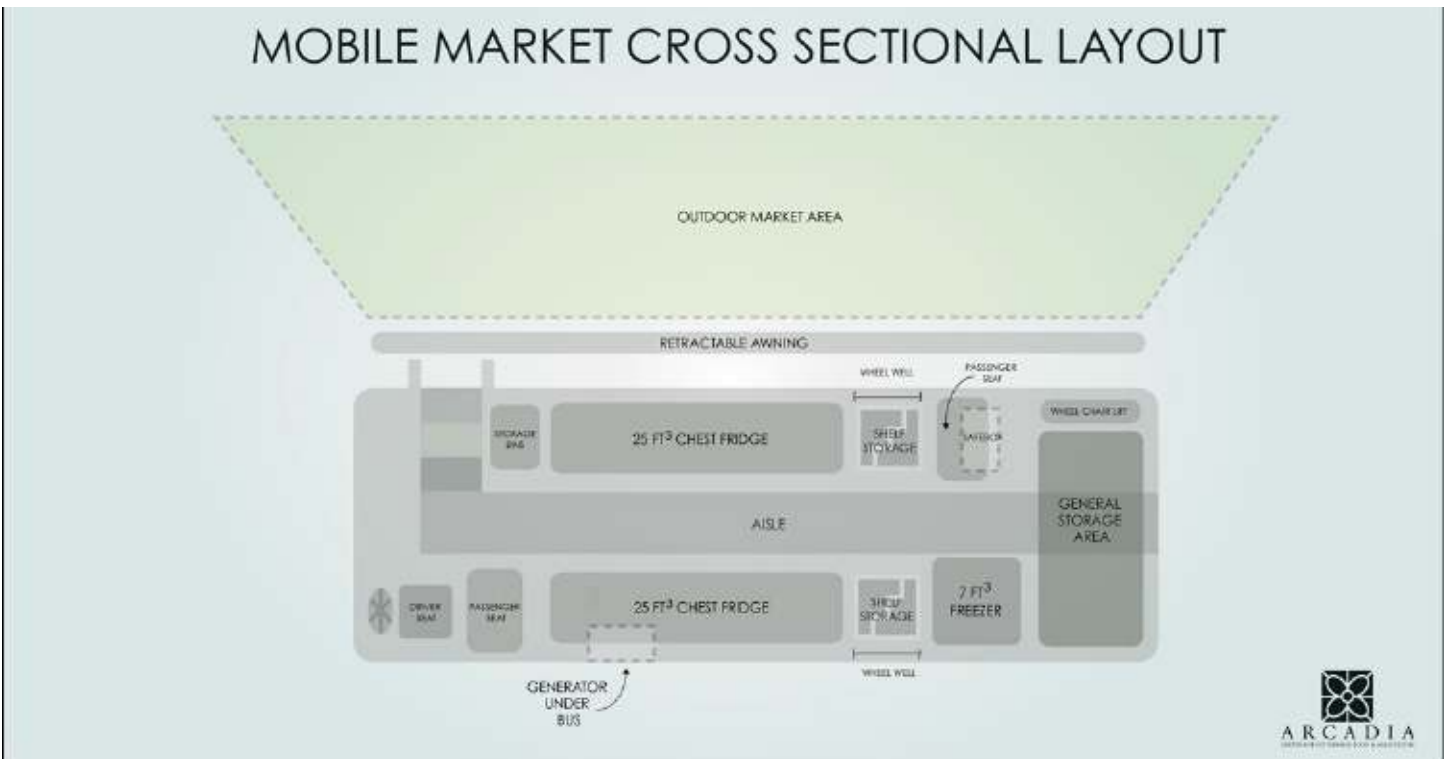
The Market also offered recipes, nutrition education, and cooking demonstrations during market stops. Other available resources included SNAP eligibility pre-screenings and assistance finding affordable food elsewhere in the National Capital Region.

4. MARKET VEHICLE

Interior and Exterior

The Market is a refurbished, 28-foot school bus, purchased secondhand from a used car dealer and retrofitted by an electrician and a team of metalworkers. The bus is painted a bright green with decorative and playful art featuring an assortment of colorful fruits and vegetables on both sides of the vehicle.

The bus operates as an open-air market from the passenger's side of the vehicle. In this way, the interior storage capacity is maximized, with space to accommodate two chest refrigerators and one chest freezer, as well as market supplies (tables, signs, educational materials, scale, register, cooking equipment, etc.), a safe box, back stock for inventory, and four passengers.



The exterior market display is mainly comprised of four metal shelving units that hold wooden produce crates. These shelving units are detachable and custom molded for compact storage inside the vehicle during transit. The shelves hang from brackets on the passenger side of the vehicle, and are capable of holding up to 24 fully stocked crates. Fruits and vegetables are attractively displayed in the crates, with labels for identification and pricing attached to each crate.

An expandable awning is located above the brackets so that the shelves, produce, and main shopping area can be shaded. During the summer, the awning is an important feature for both customer comfort and produce preservation.

Pricing of weekly food items is listed on a prominently placed large, white erase board. Various posters and placards promoting SNAP, WIC, and Senior FMNP use and eligibility are also displayed.



Example of a typical market setup, including the shelving display and point-of-sale table, all within a shaded shopping area

A table containing food assistance materials and recipes (both frequently available in English and Spanish), cooking demonstrations, taste tests, a produce scale, additional market offerings, and a till served as a centralized point-of-sale.

Power Sources

A generator is affixed underneath the chassis of the vehicle on the driver's side. The generator runs on an auxiliary gasoline fuel system, separate from the diesel system that fuels the bus engine. The generator is used to power the cold storage appliances, as needed (typically while in transit), and for cooking demonstrations during market stops.

When available, the Market’s cold storage can alternatively be powered by a standard 110V electrical outlet; the Market’s electrical system has been wired so that power can be drawn from either the generator or an outdoor outlet. For example, an extension cord can be run from a nearby building to a “male” electrical plug that is accessible from the exterior of the bus. This will power the bus’s cold storage units while the vehicle is parked for extended periods of time.

COLD STORAGE

The Market vehicle contains two 25-cubic-foot refrigerators and one 7-cubic-foot freezer. All of the cold storage units are top-loading, chest-style appliances. This allows for optimal energy efficiency, better utilization of the vehicle’s interior space, and greater vehicle and appliance stability due to their lower center of gravities. Metal brackets keep the units stationary, and a layer of Styrofoam between the bus floor and the cold storage units cushion the appliances from bumps in the road.

The wooden display crates can be stored in these units, stacked three to five deep, as can any other perishable items. The freezer contains the meat offerings and ice packs (in the event the refrigerators need to be kept cool without power).



Example of the interior cold storage units

At the time of this publication, chest refrigerators were either prohibitively expensive or simply not commercially available, so the Market used external thermostats to convert chest freezers into chest refrigerators. These temperature control gauges are most commonly marketed as home “Kegeerator” kits.

5. STAFFING

The program employed one full-time director and one part-time operator, with the assistance of a summer intern (paid for by the student's university), as well as volunteers, as needed. The director was present at all market stops, and was usually accompanied by either the part-time operator, intern, or volunteer. The director was responsible for all aspects of the program, including day-to-day market operations, sourcing and inventory management, fundraising, accounting and budgeting, business planning, program and staff evaluation, outreach, partnership and stakeholder cultivation, and social media. In addition to her regular market duties, the part-time operator was responsible for food assistance and nutrition education outreach.

Two people were needed to effectively and comfortably operate a market stop. With two staff, the market could be set up or broken down within 15 minutes. While the market was open, one person would typically conduct outreach and facilitate transactions at the point-of-sale table, and the other person restocked items and maintained the appearance of the market. Both staff would assist customers and answer questions. Increasing market staff from two to three with a summer intern helped to manage the greater volume of customers during the peak of season.

6. MARKET OPERATIONS

SOURCING AND LOGISTICS

Sourcing considerations largely depend on the availability and accessibility of local farms and wholesale outlets. Transportation and inventory capacities will also influence how frequently, from whom, and by what means the mobile market acquires product.

As an agricultural nonprofit with a farm program, Arcadia was able to grow most of the Market's vegetable offerings. Nevertheless, the Market also sourced from a network of partner farms.

The following items were frequently available at the Market:

- Herbs (basil, chives, mint, oregano, rosemary, thyme)
- Meats and Poultry (ground beef, stew meat, whole chicken)
- Protein staples (milk from grass-fed dairy cattle, from pastured chickens eggs)
- Seasonal fruit (apples, blueberries, cherries, gooseberries, melons, nectarines, peaches, pears, plums, raspberries, strawberries)
- Seasonal vegetables (beans, beets, cucumbers, eggplant, garlic, greens [cooking and salad], okra, onions, peas, peppers, potatoes, squash, tomatoes)

Arcadia employed its market vehicle to pick up directly from its partner producers. In this way, the product was farm-fresh, oftentimes with a shelf life of several consecutive market days if properly stored. Picking up at the farm also relieved the farmer from distribution expenses, resulting in a savings that could be passed along to the Market's customers.

Arcadia limited its market offerings to local, sustainably grown farm products, which may not be the prerogative of all mobile markets, or even possible in all regions. Alternate sourcing options will play an important role in other mobile markets, particularly those that are more akin to a grocery than a farmers' market. In these cases, one should consider working with larger, more specialized farms that have wholesale accounts, or with a local produce auction. Most food systems also have third party aggregators and distributors, sourcing both local and international products. The latter offering is of particular importance to year-round mobile markets.

Regardless of where the food is sourced, a balance must be struck between the frequency of sourcing and the availability of cold storage and back stock. One advantage that many bricks-and-mortar stores have over mobile markets is their larger storage capacity. The Market had access to several cold storage units at Arcadia Farm, as well as the refrigerators and freezer on the vehicle itself. Nevertheless, it was a challenge to manage a perishable inventory from week to week; one must have a thorough understanding of the market's demand to effectively cycle through product, thereby minimizing waste.

Parking and transportation routes are important logistical variables. Parking options for commercial vehicles may be limited in urban areas, for instance, particularly if one needs daily access to an outdoor power outlet (as was the case for Arcadia).

Additional logistical considerations are outlined in the table below.

Challenges	Arcadia Approach
Secure a "Home Base" for back stock and market vehicle parking	Several locations were available for overnight parking in 2012; centrally located cold storage will be secured in 2013 for mid-day restocking
Coordinate sourcing activities to save time and resources	Sourcing was scheduled so that multiple farm pickups could be conducted in one trip, or that product could be picked up from a partner producer who was making a local CSA drop-off, restaurant delivery, or attending a D.C.-area Farmers' Market
Arrange the routes and transit times around periods of high traffic	Washington, D.C. traffic is largely inbound in the morning and outbound in the evening, so the Market's route and schedule were designed to always be going against the flow of traffic, and for the transit times between market stops to occur during lulls in traffic
Design the market schedule to minimize transit	The Market's schedule geographically bundled stops together, thereby minimizing the transit time between stops and maximizing the number of neighborhoods it could serve in one day
Time market stops to serve the needs of the community	The Market arranged its stops to accommodate the lifestyles and schedules of each stop's target customers. For example, Arcadia found that: <ul style="list-style-type: none"> • seniors often preferred morning markets • stops near office buildings and businesses caught the lunchtime crowd • catering to the dismissal times of daycares and schools allowed for families with young children to frequent the Market • conveniently located, weekday evening stops served those coming home from work

SITE SELECTION AND OUTREACH

A successful market stop must be well positioned within the community it serves, and leverage all available outreach mechanisms. In order to do this, one should conduct preliminary market research; have an intimate knowledge of the neighborhood and business landscape; and develop partnerships with existing community-based organizations, health service agencies, civic associations and neighborhood advisory committees. Working with partners who have a thorough knowledge of the neighborhood, can advise on the best market times, or help to canvass one's target customers is a great way to conduct market research.

Other important considerations for securing a high-impact market stop include:

- Visibility
- Accessibility
- Proximity to stakeholders
- Reliability of market vehicle parking

Arcadia coordinated its market stops in partnership with stakeholders who primarily served the same populations. The cross-fertilization of activities helped to both strengthen the host organizations' services as well as increase market utilization by food assistance beneficiaries and those suffering from diet-related diseases. For example, the Market visited a senior wellness center, a low-income housing site, a nonprofit healthcare provider, a city park, the shared parking lot for a church, school, and metro station, and a family services office where SNAP benefits were administered. The Market also attended special events, such as community health fairs and "WIC Appreciation Days."

Effective outreach is just as important as a strategically located market stop. Market outreach activities included an active e-mail campaign with local community organizations, other non-profits and various offices of political representatives and public health services, as well as on-the-ground flyering near market stops. One should give a flyer to every customer who frequents the market, as well as to stakeholders who can assist with the distribution.

The flyer should prominently display the market's schedule, accepted forms of payment (including food assistance benefits), any available incentive programs, and contact information (see Appendix A). Working with the agencies that administer the various food assistance programs is also important, as several agencies produce their own marketing materials, which list all of the locations where recipients can use their food assistance benefits (see Appendix B).

7. BUDGETS

CAPITAL CAMPAIGN

Arcadia conducted an individual donor campaign and solicited corporate contributions for the capital costs of its Mobile Market program. The following table details the total value of the costs for purchasing, retrofitting, and equipping a school bus for use as a mobile farmers' market.

The figures below and the discussion to follow should be used as general guidelines for starting comparable mobile market programs. The value of in-kind donations and services were included in the Total Capital Costs.

<u>Arcadia Mobile Market: Capital Costs</u>	
Expenses	
Vehicle	
Retired School Bus (1996 International Bluebird)	\$2,400.00
Engine Refurbish	\$2,223.00
New Tires (front wheels)	\$731.00
Total:	\$5,354.00
Retrofit	
Electrical Work	\$2,500.00
Base Coat Paint Job & Acrylics for Bus Mural	\$3,000.00
Custom Metal Work & Equipment Install	\$7,000.00
Total:	\$12,500.00
Equipment	
Cold Storage (two fridges, one freezer)	\$1,375.00
Supplies (crates, scale, signs, table, etc.)	\$1,650.00
Expandable Awning	\$2,557.00
Total:	\$5,582.00
Total Expenses:	\$23,436.00
In-Kind Donations	
Donations and Services	
Generator (salvaged from an RV)	\$2,500.00
Base Coat Paint Job (discount)	\$2,000.00
Total Value of In-Kind Donations:	\$4,500.00
Total Value of Capital Costs:	\$27,936.00

Depending on the operation, certain expenses may not be necessary (i.e. cold storage and an auxiliary power source; exterior paint job). Nevertheless, a budget of \$15,000 is a good baseline for budgeting the capital costs of a mobile market. There will also be additional administrative costs to account for, such as any necessary safety inspections, registration fees, business licenses, permits, taxes, etc.

Arcadia opted to purchase a retired school bus because the vehicle would also be used as an educational tool for the organization’s farm-to-school programming. This dual purpose may not align with the priorities of other mobile markets, so when choosing a vehicle one should weigh the benefits and drawbacks of each type as they pertain to the operations of the program. Vehicle characteristics to consider may include the following:

- Size and length of vehicle
- Interior storage capacity
- Fuel type and efficiency
- Potential cold storage needs
- Ease of setting up and breaking down
- Where market operations will be conducted on the vehicle
- How many stops per day, and for how long each stop will last
- Staffing needs (i.e., how many staff should be present to run the market; whether a Commercial Drivers’ License is required to operate the vehicle)

GENERAL OPERATING BUDGET FOR 2012

The following tables and discussion to follow will detail the Market’s annual budget and sales data for 2012. Produce sourced from Arcadia Farm is categorized as an expense to the Market along with the other Cost of Goods Sold, although the Farm and Mobile Market are housed within the same organization. The Incentive Programs include the Market’s Bonus Bucks and are categorized as a payment method alongside market sales, although these incentives were acquired before the market season through fundraising efforts.

The Market operated 90 days from May 2nd to October 31st, with an average of two stops a day. The average Sales per hour for the season were \$97.82 per hour, with averages between \$150-190 per hour at the higher-impact market stops.

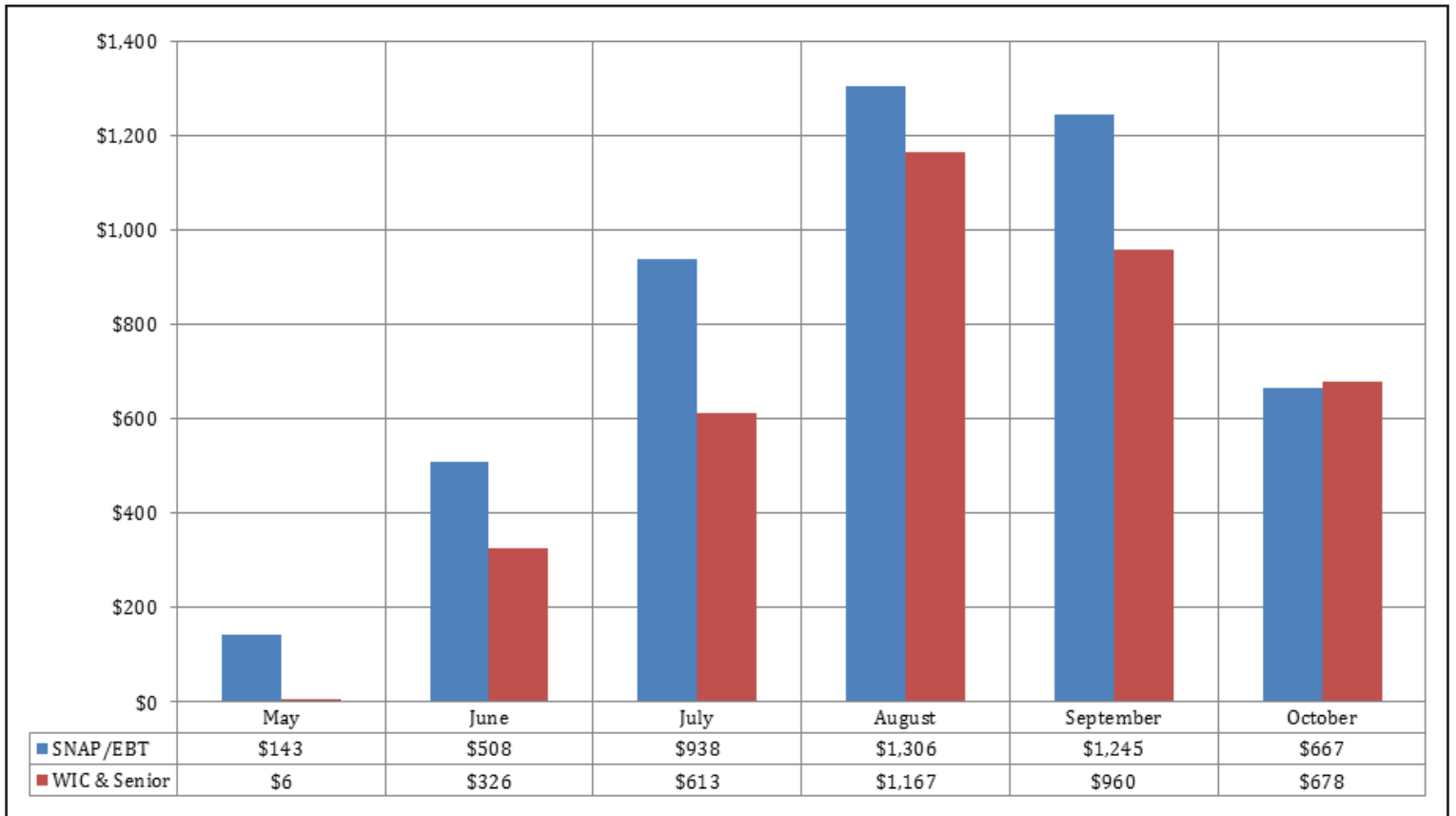
The Market’s gross sales were \$43,478 in 2012, with an average markup of 30%. More than 40% of sales were derived from SNAP, WIC, Senior FMNP, and matching incentives.

There were 1,014 SNAP, WIC, and Senior FMNP transactions, averaging \$8.44 per sale. Nearly 40% of the food assistance purchases were made by repeat customers.

Arcadia Mobile Market: General Operating 2012	
Revenue	
Market Income	
Sales	\$34,338.00
Incentive Programs	\$9,140.00
Total:	\$43,478.00
Other Income	
Grants	\$50,000.00
Corporate Donations	\$11,500.00
Special Event Fees	\$500.00
Total:	\$62,000.00
Total Revenue:	\$105,478.00
Expenses	
Market	
Cost of Goods Sold	\$32,990.00
Supplies (flyers, bags, etc.)	\$1,000.00
Total:	\$33,990.00
Vehicle	
Fuel	\$3,500.00
Maintenance	\$3,000.00
Insurance	\$1,440.00
Tickets/Towing	\$500.00
Property Tax	\$175.00
Safety Inspection	\$100.00
Total:	\$8,715.00
Business	
Permits/Licenses	\$690.00
POS Merchant Fees	\$650.00
Bank Fees	\$350.00
Total:	\$1,690.00
Labor	
F/T Manager (Year-Round)	\$40,000.00
P/T Operator (Seasonal)	\$10,000.00
Benefits	\$5,000.00
Total:	\$55,000.00
Total Expenses:	\$99,395.00

The chart on the following page depicts the monthly food assistance redemption.⁶

⁶ The peak of produce availability was late summer. Consequently, the number of weekly market stops was reduced from eight to six beginning in October. In 2012, the FMNP checks were distributed to WIC and Senior beneficiaries beginning in June. The Market also accepted WIC Vegetables and Fruit Cash-Value Checks (CVC), but redemption rates were much higher for the WIC FMNP checks.



2012 Food Assistance Redemption Rates at Arcadia's Mobile Market

Food assistance purchases and Bonus Bucks redemption were recorded on a transactional basis, which could later be compiled into a master spreadsheet for grant reporting purposes. The attached transaction log and sales reports can be used as sample templates (see Appendices C and D, respectively).

• CHAPTER 4 •

QUALITATIVE ASSESSMENT OF THE MARKET'S PILOT SEASON

1. PROGRAM EVALUATION OVERVIEW

Arcadia partnered with Dr. Amy Best at George Mason University's Center for Social Science Research and Department of Sociology and Anthropology to create and implement an evaluation program for the Market.

Specific program goals for the Market were identified as follows:

Access: a) Increased distribution of local foods in food-insecure communities; b) Low-income residents consume local foods; c) Customers use federal food assistance at the Market, d) Establish partnerships with food access stakeholders.

Education: a) Increased knowledge of farm, food, and health issues by market participants; b) Increased knowledge of market stops via collaborative outreach with community partners; c) Dissemination of information about federal food assistance programs and eligibility.

The following program evaluation provides a portrait of community members' appreciation and consumption of food sold at the Market as well as gains in understanding of food origins and food preparation as measures of program effectiveness and food assistance use.

2. METHODOLOGY

Evaluation procedures involved three key research activities:

- 1) Systematic observation of program activities
- 2) Writing field-notes of observation
- 3) Coding and analysis of field notes to identify emergent themes and attitudinal and behavioral patterns in the collected data.

Observation was selected as the primary measurement and evaluation strategy on pragmatic grounds. Though often more labor intensive than other evaluation research strategies, observation provides the greatest opportunity to capture social action and interaction as it unfolds in real time, at the same time providing opportunity to probe participants' understandings as they develop organically.

For this program evaluation, close jottings (note-taking) were recorded in the field in a small notebook by two researchers, Mr. J. L. Johnson and Dr. Best. After leaving the field, jottings were developed into field notes by Mr. Johnson and Dr. Best and were later coded for emergent themes. Every site, with the exception of the Southwest Waterfront site, was visited three to five times by either Mr. Johnson or Dr. Best, at least once at the beginning of selling season, once at the height of selling season, and then again at its end.

Researchers walked around, moving between and among groups and individuals, recording small group conversation and customer interaction with market staff as customers surveyed and selected food offerings. The use of quotation marks in the recorded observations presented in this report designates passages stated directly by the participants. To ensure participant confidentiality, names have been withheld, with the exception of market staff.

3. RESEARCH LIMITATIONS

All studies have limitations. Identifying limitations is important to the integrity of the research process, requiring the researcher to ask what a study can answer and what a study cannot answer.

In this case study, it is difficult to parse out whether behavioral or attitudinal changes are an outcome of the educational outreach undertaken during market stops, other community and educational outreach activities by other programs, or a larger cultural shift in our thinking about healthy local foods, sustainable farming, and environmental impact of food production and consumption.

While this study does not track changes in behavior over time or their specific cause, what it does record is actual, concrete behavior that occurs in real time and in context as program indicators and outcomes.

4. FIELD-NOTE EXCERPTS AND ANALYSIS

There is significant evidence of market impact in terms of improving access to healthy, locally-sourced fruits and vegetables for residents in Washington D.C.'s Ward 1 and Ward 8, and Fairfax County, Virginia's Route 1 corridor. These are settings where poverty concentration is high and access to healthy, minimally processed food, low. There is also robust evidence of the Market serving as an effective educational tool, and having run an effective community outreach campaign that helped solidify partnerships with community stakeholders and generated community demand for Market offerings.

Recorded observation suggests that respectful treatment of customers by market staff was enormously important to market success and demand generation. The following assessment by a frequent customer captures this point perfectly.

I stand observing the woman. Appearing to be in her 60s with curlers in her hair, she asks me if I'm a reporter. I tell her no, I am observing to see how well the mobile market is doing and she replies unequivocally, "Excellent." I ask, "What makes it excellent?" and with a small pile of food items in her hand she says: "How they treat you. They're friendly and nice and they tell you stuff." Putting some of the items down on the table to be weighed, "They introduce themselves. They help you. They tell you what's coming next." "A+, A+, A+," she adds. (The Overlook at Oxon Run, June 25, 2012)

There was ample evidence of rapport building and assistance with actual shopping with many instances of staff helping to select items, bag items, and keeping track of total money spent and balance on food assistance vouchers.

Improved food access was combined with sharing of food knowledge. Countless instances were recorded of staff providing concrete information about healthy food preparation.

A large woman, appearing to be in her late 60s, approaches the market. "Good morning," she offers with a warm and welcoming smile. She and Benjamin chitchat about the market as she inspects the items. "Your collard greens look pretty." She points to a crate of beans and asks how to prepare them. Benjamin begins to suggest that she can steam them or boil them before she asks, "can you do them like string beans?" and Benjamin nods his head. "I go to the grocery store but I don't know how to fix them," she confides. "Can I mix these squash (pointing to the yellow squash) with these (pointing to the green squash) and Benjamin replies in the affirmative. She asks him how to cook the squash and he tells her he sautés them over medium heat with oil and garlic. The trick, he tells her, is to let them sit in the pan undisturbed so that they will brown because they have "a lot of natural sugars." "Steam?" she asks, and he describes the sautéing as "almost like frying" but very little oil and she nods her head looking through the items of display. (Congress Heights Senior Wellness Center, June 25, 2012)

Staff often encouraged those browsing to sample the items. Usually small samples were placed on the service table for customers to try freely. This combined with cooking demonstrations served as important tools in not only building market demand, but also in effective educational outreach as the following examples testify.

Another woman, wearing glasses, is with two young girls, maybe 11 or 12, also standing at the table. She looks down and sees the sliced tomato on the table and asks about it. Juju tells her it is an heirloom tomato. "What's it taste like?" she asks as she crinkles her nose. "Why don't you try it?" Juju says encouragingly and she takes a piece and puts it in her mouth, swallowing to indicate it is okay. She notices the tomato jam and tries that. "That's really goooood," she says, sounding a bit surprised. She tries some more, asking Juju how long they'll be there today. (Anacostia Metro Station, July 16, 2012)

A middle-aged man with long, dreadlocked hair walks up to the crates, eyeing what is available. He wears a blue suit jacket over darker blue jeans. He glances at the stovetop, asking us what we made. I tell him that Juju fixed a sauté with shitake mushrooms and eggplant, explaining that she started with the mushrooms until they shrunk down. He says, "And then you add the eggplant when ... ?" Juju says when the mushrooms are just starting to shrink. Trying the sample, the man picks up some mushrooms and eggplant, paying cash. Juju shares the market schedule with him, saying that we will be back next Wednesday. "Ok, good, I'm a neighbor." (Ledroit Park, September 18, 2012)

Cooking demonstrations were particularly effective in promoting healthy eating habits, and introducing customers to new foods, with noted impact on customers' perception and appreciation of unfamiliar foods, as is well captured in the following example.

Juju is sautéing eggplant ... one of the women asks about the eggplant. I stand beside them as they chitchat for a minute, and the woman tells me, "I'm gonna try it." The other woman remarks on how good it smells, "I want to try to make it at home." She asks if the oil has to be a specific brand and Juju says no, but that she uses olive oil because it is "heart healthy." There is a small line forming and Benjamin assists the other people with their purchases, weighing their items. A woman with a little girl buys plums and I can hear Benjamin talk about EBT eligibility. Juju puts the eggplant in small cups for people to sample ... Meanwhile the two women try the sample. I watch as one of the women holds up the cup to her nose. "Smells like Chinese food," she tells me. She tries it, remarking that it is good. The other woman has eaten hers and placed the cup in the trash. I ask her what she thought and she says okay, but then a minute later asks if she can have another. Juju says yes and after having this one, says with some surprise that it is good. The two women talk about the sample eggplant and seem genuinely surprised by how much they like it. One of them asks Juju how to make it and she explains how, and then asks if she had Internet. She says no but her friend does, pointing to the other woman, and Juju tells her she can also find the recipe on Arcadia's blog. "Now I know how to make it," she remarks excitedly and asks if she can have another. The other woman asks for a third. Another woman has returned to try a sample.

She eats it, smiles, and asks if she can take a second with her and Juju happily obliges. "I fell in love with it. I forgot about my peach," the woman remarks, picking up her peach from the table where she had placed it when she tried the sample. "That's good," she continues. "When I first had it, I said okay, but that's good." She nods. "A new taste, I like that," she continues. The other woman offers, "Opens up new taste buds and that's good," nodding in agreement with her friend. (South County Government Center, August 16, 2012)

The Market successfully established itself as an information hub. As a result, customers freely and frequently asked questions about food preparations.

An old woman approaches and greets Alex, but her eyes are on the boxes of vegetables and fruit. "Russian Kale?!" Ben says, "Yep," and explains that it's similar to collard greens, asking if she ever fixes that. She answers that she does, and likes to dip it in boiling water. "I learned that from Rachel Ray." Ben says great, noting that that style of cooking is called blanching. She says she's going to try these new greens, picking up the kale. Ben suggests that the kale is also good sautéed, or she could make a salad with it. (The Overlook at Oxon Run, June 18, 2012)

An old woman with high purple socks pays cash for a tomato and soup bones. She begins walking away, stops, and then comes back. "You have some recipes?" Ben says, "Yea, what're you looking for?" "I know onions and red peppers." Juju hands her a piece of paper: "Here's one for yellow squash." Juju tells her about the recipe and hands her another. "Here's one for pasta and corn soup." The woman asks incredulously, "Pasta in the soup? What kind of pasta do you use?" Juju tells her she used whole wheat for extra protein. She continues to explain the pasta corn soup, which seems very interesting to the woman. Juju says she has a great gumbo recipe too, but that she'll have to bring it with her next time. The woman thanks her, says she'll be back next week, and turns back towards the parking lot. As she's walking, she says over her shoulder, "Ok now, gumbo recipe! Don't forget!" (United Medical Center, August 16, 2012)

Without a doubt, the rapport-building efforts of market staff, combined with food sampling and cooking demonstrations created an effective environment of learning. The ability to ask questions that allowed for dialogue and a meaningful exchange of information appeared frequently in the field notes.

The recorded exchanges below provide examples of the opportunity customers had to explore links and build awareness about health and food.

A woman hands Alex her EBT card while eyeing Ben, who is sitting in the driver's seat, opening up a packet of crackers, and pulling off the plastic lid over a container of hummus. She says, "I see you're eating healthy, that's good! What do you got?" Ben tells her, "Hummus." "Ok, did you make that?" Ben answers, "I wish I had the time!" She says, "Ok, but is it healthy?" Ben says yes, then offers her some. Another woman asks, "What is it?" Ben repeats, "Hummus." She nods, "Bring some of that stuff next time." Ben says ok, that maybe he'll make some. If he doesn't, she can find it at Trader Joes. She rejects this idea, saying that food tastes better when someone brings it to you and you don't know what it is. She then says, "And you're drinking water! He's a sweetheart. All y'all are sweethearts." Beginning to walk down the sidewalk, she calls over her right shoulder, "Don't forget my stuff!" (The Overlook at Oxon Run, July 30, 2012)

An old woman approaches the bus from the south wearing a black dress with subtle white circles. She is using a black cane with her left hand and holding a red cloth tote bag in her right hand ... She peruses the potatoes and apples and then asks Ben, "What are these?" Ben responds, "That's Swiss chard." She nods. "I'm trying to eat healthy." She comments that she has not eaten well in her life, that she had some bad habits in her twenties and thirties. She says that as you get older, your health begins deteriorating naturally, so she has to switch her diet up. Her phone rings and she answers, talks for a moment, and then says, "Let me go. I'm at my local farmer's market. I'm buying fresh and buying local!" (Ledroit Park, September 18, 2012)

As much as questions were asked by customers, there was also space for sharing and the reciprocal exchange of information. Market customers offered information about their cooking practices and previous encounters with the food items for sale. Market staff welcomed these exchanges as normal part of their routine work, well captured in the following excerpt.

Browsing the items are two other men, both heavy set, one wears an orange t-shirt and they are with a woman with a bow in her hair. I can hear them talk about the tomatoes. "I'm just gonna get okra," one man says. "I never liked okra," the one in orange replies. They walk over to the table. "May I?" one of them asks Alex, indicating the tomatoes. Alex nods and the man picks up a piece of tomato and pops it in his mouth. "Yea, that's the one," he says with a deep and slow nod of his head appreciatively. The fellow in the orange shirt picks up a pint of blueberries, "For my (milk)shakes," he explains. The other man looks over the beans, "Reminds me of the beans we use to have to shell." The total comes to \$12.75 and the man in the orange shirt pays. I listen as the two talk about food, one referencing "country chicken" and "driving to North Carolina" for eggs, beans, and tomatoes. One of the men spots the sign for bones, which the market is selling for soup. He asks for a bone "for my mother." And Juju asks if he wants one that is "mostly marrow?" "With a little meat," he replies. She returns a minute later with a frozen bone and he inspects it. They exchange friendly banter about the bone and cooking. (Ledroit Park, August 8, 2012)

Customers shared stories, memories, and knowledge they had. Like the example above, there were many noted references to a not-so-distant agricultural past. These exchanges reflect a broader effort by market staff to create relationships of mutual respect.

The following, taken from recorded observations, provide example of the innumerable interactional moments where connections were forged that helped ensure customer's return.

A young woman walks up and greets us, "How y'all doing!" Juju says, "Hey Nicole!" Nicole picks up a bag of lettuce and a fruit snack pack. "Can I get some milk please? And I brought my bottle back!" She sets the glass jar down on the table. Alex takes it and brings back a fresh bottle. He says, "That adds up to seven-fifty." (Ledroit Park, June 13, 2012)

An older woman has a small handful of change in her hand, which she opens up for Ben, who leans his head down and counts out the change as it rests in her palm. She is short of money and Benjamin tells her, "If you get a smaller tomato, I can do it." And she turns to select a smaller tomato. I ask him later about the transaction and he explained that she had forgot her EBT card and that he had agreed to front her and honor the double dollars if she promised to return the next week. (South County Government Center, August 16, 2012)

"Can I have some chocolate milk?" a girl asks Ben, quickly adding, "Excuse me, is the cow OK?" Ben says, "Yep, it's at pasture and still alive." He continues talking about the cow eating grass when an older woman wearing a red sweater over a white button-up gently interrupts. She is holding a bottle of milk. "Excuse me, is it ok if I get you next time? I forgot my money." Ben says that's fine, noting that the milk costs three dollars but that there is a two-dollar deposit fee for the glass. He concludes, "So you can just bring me five dollars tomorrow, or three dollars and the bottle next time, and we'll just switch the bottles." (Ledroit Park, October 10, 2012)

The above-recorded observations highlight a theme that was common across many site visits. Market staff successfully built relationships of trust. As the last two examples also illustrate, important to building trust was a willingness on the part of market staff to be trusting of their customers.

Education about food benefit eligibility and utilization for market offerings was another important part of the educational mission of the Market. Genuine access to healthy, affordable, local foods for low-income residents must be accompanied by educational services, including resources for acquiring food assistance benefits. Under these conditions residents are more likely to consume healthy foods and establish healthy and sustainable eating habits. Thus, market staff communicated information about payment options directly and effectively.

“I saw you,” she tells Benjamin, referring to the bus, “but I didn’t have any money. Then I saw the EBT and WIC sign. Bless you,” she offers, nodding her head ... Ben asks her to sign the ledger after he collects her check, explains that the double dollars can’t be used for the meat, only the vegetables and fruit. Meanwhile, another woman has approached the table, “I got EBT,” she tells one of the interns, “Can I see what you’ve got?” she asks. (United Medical Center, June 6, 2012)

Not surprisingly, concerns about money, food cost, and payments by customers emerged across the recorded observations.

A woman collects peaches, plums, cherries, and tomatoes and places them on the table to be weighed. Juju helps to weigh them, and the customer pays using her WIC checks. She has a small balance of less than three dollars and Alex tries to find something to add so she doesn’t forfeit those funds on her check. Juju later tells me the woman had carefully calculated how much she had to spend with the checks. She rejects the garlic and eventually they settle on a few more peaches. (Anacostia Metro Station, July 16, 2012)

Because of the precarious financial position of a large number of market customers, federal food assistance programs are important to the Market’s economic viability. That there is a need for food assistance for the Market’s customer base is without a doubt. Evidence of need for food assistance was robust. Inquiries about SNAP, WIC, and Senior FMNP use emerged at every weekly stop.

A young woman is pushing a stroller. She wears an unzipped hooded sweatshirt over a blue and white striped shirt. Juju steps over toward her as the woman stops to peruse the crates. A young man in a baggy white tee shirt with thinly framed blue glasses steps under the awning, joining the woman and unknowingly interrupts Juju. Holding out a sheet of WIC checks, he asks Juju, “You take these, right?” The young woman laughs. “I just asked the same thing!” Juju answers enthusiastically, “Yes!” She goes on to explain that they also get “double dollars” if they use the farmers’ market checks. The guy asks Juju if they are usually around. She says they are at Anacostia on Mondays from three to five. She then tells them both about the produce available, adding a way they might cook it. “You can get some spinach and Swiss Chard, some garlic and fresh tomato, put it all together and sauté it down.” She also says the apples are very good, adding that she uses the tart ones in her applesauce. (Anacostia Metro Station, October 1, 2012)

New customers occasionally expressed expectation of prohibitive cost. For instance, a man playfully asked Benjamin, “What’ll this cost me, \$15.00?” (Congress Heights Senior Wellness Center, July 30, 2012), as he selected two peaches.

It remains unclear if expectation of high cost is because of community perception of farmers' markets; because the featured foods were locally sourced and sustainably grown; because fresh food is thought to be more expensive than processed food; or because of some combination of the above. Another likely explanation can also be found in the large body of research that has shown that low-income people are often subject to increased costs for food items, and thus have a reasonable and healthy suspicion of price gouging. While there were recorded instances of customer objection to the price of food items at the Market, many more customers reported the pricing of the food to be fair and reasonable.

Returning customers regularly provided positive feedback to staff about the items previously purchased. Customers often bordered on exuberant about the improved access to healthy foods the market provided. Consider the following excerpts representative of a much larger pool of recorded observations:

(A woman) inspects the items, moving her eyes over the various offerings. "I've been hearing a lot about arugula," she offers contemplatively. "I like my stuff in season." Benjamin tells her arugula is not currently in season, but that they have ground beef and that the beef has been raised without any hormones or antibiotics and had been grass-fed. She asks for some of the beef, grabs herself a quart of strawberries and three bags of kale. "I like a local, fresh anything," adding excitedly, "My WIC check just came. I wish my name was Aruba," emphasizing the A, "I'd get my check on the first." Her hand on her hip, she leans over at the waist, laughing. "Oh I wish I could work on a farm." (United Medical Center, June 6, 2012)

A middle-aged woman walks southbound past our bus. "What are y'all doing?" Alex says, "We're a farmers' market." He continues by explaining that Arcadia is a local farm in Alexandria and that the bus goes around the city bringing their food to places that can't easily access fresh fruits and vegetables. Alex continues, "And we accept all forms of payment including SNAP/EBT and vouchers." She says: "That's what's up. That is WHAT'S up." She looks at me, saying, "I am happy inside." She explains how she's been hearing on the radio about pesticides and antibiotics being present in a lot of the food we eat. "And we need this, and I'm just so happy." Tears lightly well up in her eyes, and Alex and I both say thank you. (Anacostia Metro Station, July 9, 2012)

Importantly, appreciation and gratitude by customers spurred word-of-mouth community outreach efforts of different types. Consider the following as illustrative of the outreach activities customers themselves were willing to undertake to promote the Market. These examples are representative of a larger pool of recorded observations.

One of the last customers for the night is a middle-aged man with short hair. He wears shorts and a button down, a large gold cross around his neck. Benjamin asks if he lives in the neighborhood as the fellow looks at the items; he replies that he does, just across the street. I stand close by and he

remarks to me on the cheap prices of the food and asks me if it is organic? I tell him it is not certified but that the food is grown without chemical pesticides and he responds “a sustainable farm” and I nod. He asks me about the mint and I point to it. He asks if the other is also mint and I grab a small bunch and ask Juju. She says one is peppermint, the other spearmint. He decides to get both. He helps himself, selecting maybe 20 potatoes, a few peppers, and some squash and brings his bags to the table. He offers to take some flyers to hang in his building, remarking the food is fresh, cheap, and “made by God.” He pays the \$16 and tells us he had totally changed his eating habits and that he had diabetes but since changing what he eats, swearing off sugar, which he tells us “will kill you,” he has lost 30 pounds. He expounds about obesity, the millions of Americans who have it, his grandson who is 12 and already overweight, and his daughter, too. That he’s got them on a diet of eating healthy, without pills, and they are losing weight. By the end of the year, he says he will be off all his pills for high blood pressure, diabetes ... He tells us he thinks what the market is doing is a great thing and promises to return. Benjamin thanks him for hanging the flyer and he assures us he’s happy to help, grabs his bag and tells us good bye. (SW Waterfront, June 28, 2012)

A young man with a thick beard and a short haircut walks further ahead of another young man, clean shaven with shoulder-length braids. The clean shaven man is wearing a swaddle, carrying a baby girl facing his chest. The guy with the beard approaches Alex while the man with the baby engages Ben. “What kind of herbs do you have?” he asks Ben, and Ben describes them, each for one dollar. Meanwhile, the bearded guy asks Alex how long we’ve been coming here. Alex answers a few weeks. The bearded guy nods ... he asks for a jar of milk, and steps back towards Ben, picking out a container of cherries. Returning from inside the bus with his milk, Alex bags the cherries and accepts the man’s cash. “Can I take some of your flyers? I want to put them on our listserv.” He explains that he lives in a community not far from here and that they have a neighborhood email list. He offers to scan the flyer and send it out. Alex says that’s great and explains that the flyer lists site visits and times for stops all around the city. (Anacostia Metro Station, June 18, 2012)

Market staff treated customers as community stakeholders, welcoming their offers of help and their community participation. With a vested interest in their own communities and the Market’s success, customers often left the bus not simply with food, but flyers to post at the their churches, community centers, and apartment buildings. One woman returned weekly with a donation of small grocery bags as is recorded in the following excerpt.

The nurse whom I recognize from my last visit has exited her car, which is parked on the street beside us, and with a large armful of empty plastic grocery bags comes over and greets us. Handing Benjamin the bags, he smiles and thanks her (she had similarly donated these bags last week) and the two talk with each other ...about her church and her hope that the church, which is just across the street, will host a health fair. (Congress Heights Senior Wellness Center, July 30, 2012)

Community members who frequented the Market often drew comparisons between the food Arcadia sold and the inferior food available in their neighborhood. Many remarked on and expressed genuine concern about the health and wellbeing of other community members. Others drew links between the food system and compromised food access and health.

Awareness of the larger food environment in the form of limited grocery stores and the poor quality of produce in conventional grocery stores was expressed by many. Remarks such as, “Your food taste better than a grocery store” (Congress Heights Senior Wellness Center, June 25, 2012) were common.

Consider the following examples:

A woman stands talking, putting a few blueberries into her mouth. She talks about the fruit and the Market being a good idea, and then starts to lament obesity and youth, telling Alex that they “just eat junk” and the schools have made it worse by taking away recess and gym class. She says kids don’t like fruit because the way it is grown, it has no taste, it’s “not ripe,” but that kids need to eat more healthy fruits and vegetables at home and in schools. Alex nods, remarking that he didn’t realize recess and gym classes have declined, and she nods emphatically telling him how when she was in school, they had recess and gym every day. She tells Alex she has to go, says goodbye, and turns and walks down the street with her blueberries in hand. (Anacostia Metro Station, July 16, 2012)

(A woman) pulls out her SNAP/EBT card to pay. Alex asks her if she lives in the neighborhood and she replies, “We live down the street,” and that she had “seen you” and had “passed by” but now is like, “Okay, now I know you all.” She goes on explaining that from now on she is going to get her produce from the Market and tells a story of strawberries bought from (a large grocery chain) having gone bad -- “Even my collards went bad ... I’m done with (the grocery store).” (Congress Heights Senior Wellness Center, July 30, 2012)

5. PROGRAM EVALUATION FINDINGS

Given the goals of the assessment, the focus for this evaluation has been on documenting evidence of community and educational outreach and impact. There is ample evidence of program goals being realized. The Market’s staff actively worked to craft conditions necessary for identified program outcomes to be realized. A comprehensive community outreach campaign before the launch of the Market and throughout the selling season was an essential part of condition setting. A fair amount of community outreach was also embedded in the casual exchange of talk that was a defining feature of the Market.

It is also clear that continued success of the program at a scale experienced during the 2012 selling season will depend on sustained partnerships and community outreach work, as well as continued support in the form of SNAP, WIC and Senior FMNP checks, and Bonus Bucks incentives, as well as other programs to improve access and opportunity to purchase healthy, fresh foods. There was some support in the data that customer visits to the Market, for at least a portion of customers, depended on their having received food assistance benefits.

Statements asking market staff, “You come this way the first of the month? I got my check on Friday,” (The Overlook at Oxon Run, June 25, 2012) suggest that planning for food provisioning by residents is structured by the availability of resources. Thus, promotion of food assistance eligibility—when combined with continued community outreach—should help to ensure market viability over the long term.

Based on the observation data collected for this evaluation there is substantial support for the claim that when low-income, food-insecure consumers have access to healthy, affordable, local foods—in conjunction with resources for acquiring federal food assistance, nutritional information, cost-effective recipes and cooking demonstrations—they are more likely to consume those foods and establish healthy and sustainable eating habits. Education and awareness, when combined with access to healthy, affordable, local foods will provide increased opportunity to change eating habits.

• CHAPTER 5 •

THE MARKET'S 2ND SEASON & BEYOND: STEPS TO SUSTAINABILITY

Arcadia will use the lessons learned from its pilot season to fine-tune the Market's operations to both better serve its clients as well as widen the reach of its services. Moreover, these activities will be sought after within the longer-term goal of program sustainability.

As the 2012 general operating budget illustrated, grants and donations comprised a significant share of the program's income. While it is unlikely that the program can derive enough earned income through market sales alone to support itself, it is still an organizational goal for Arcadia to reduce the Market's reliance on external funding. There are a number of opportunities for reducing this reliance, all of which maintain the Market's mission of providing access to healthy, affordable, sustainably grown, local food for low-income, food-insecure residents in the National Capital Region.

1. INCREASING VOLUME

The Market would often sell its entire inventory for many of its offerings before the conclusion of market operations, which limited potential sales for that day. In future seasons, Arcadia will structure the Market's schedule to accommodate a mid-day restocking, allowing for a full inventory at every market stop. In this way, the Market will increase the volume of its sales without increasing the price of its products.

Arcadia also anticipates an increase in sales through the continuation of the highest-impact market stops from its pilot season. The lull in market utilization experienced in the first month of operations will be lessened in future seasons because the Market will be building on an existing customer base. Arcadia will also be working to better raise community awareness of its market stops by conducting outreach a few weeks earlier, and with the assistance of an expanded network of partners and stakeholders.

Lastly, Arcadia is working to more consistently carry some of the more popular items from the Market's pilot season. Fortunately, Arcadia Farm will have an additional acre under production in 2013. The Market also has a growing list of partner producers from which to source. In addition to carrying the best-selling fruits and vegetables from its pilot season (i.e. blueberries, cabbage, cantaloupe, chard, collard greens, cucumbers, garlic, kale, Mesclun salad mix, mustard greens, nectarines, okra, onions, peaches, peppers, plums, spinach, squash, strawberries, tomatoes, watermelon) the Market will be heeding its customers' requests for more cuts of beef and pork, as well as grain staples.

As an outdoor, open-air operation, the Market is limited to the climate and length of the growing season in the National Capital Region. As such, there is a limit to the number of stops that the Market can make in one year. This is partially a self-imposed limitation, however, based on Arcadia’s missions of both increasing food access and supporting local, sustainable agriculture. As such, it should be noted that other mobile markets could increase their potential sales volumes by operating year-round and providing internationally grown products.

2. STREAMLINING OPERATIONS/SCALING UP

Another means for achieving Arcadia’s missions would be through the larger scale distribution of local food via a Food Hub, which is one of Arcadia’s longer-term projects. The coordination of an Arcadia Food Hub operation with those of its Mobile Market would help to both reduce the Market’s program costs as well as increase the volume of its sales. For example, delegating the Market director’s sourcing responsibilities to those of a Food Hub director would allow the Market’s part-time operator to work full-time (and more cost effectively than its current staffing structure). Outsourcing the farm pickups and supplemental product acquisition to the Food Hub would also free up the market vehicle to make an additional day of market stops.

In the absence of a Food Hub, a mobile market could partner with a grocer, food co-op, farmers’ market management entity, or wholesale distributor to achieve a comparable end. Such an arrangement would afford the mobile market a similar opportunity to leverage its partners’ networks and resources, helping to secure the longer-term sustainability of the program.

APPENDIX A

Use your SNAP/EBT card and WIC/Senior check at Arcadia's Mobile Market!

Arcadia's Mobile Market is a farmers' market on wheels. We'll have **local vegetables, fruits, eggs, milk, and meat** at Mobile Market stops throughout DC.

The Mobile Market matches SNAP/EBT, WIC, and Senior checks up to \$10. **For example**, \$10 in SNAP/EBT, WIC, or Senior checks buys \$20 in food!

The Mobile Market
is open from:

MAY

2

through

OCTOBER

31

Mondays:

9:00-11:00am

Congress Heights Senior Wellness Center
3500 MLK Jr. Avenue SE, DC

12:00-2:00pm

The Overlook at Oxon Run
3700 9th Street SE, DC

3:00-5:00pm

Anacostia Metro/Thurgood Marshall PCS
2427 MLK Jr. Avenue SE, DC

Wednesdays:

12:00-3:00pm

United Medical Center
1310 Southern Avenue SE, DC

4:00-7:00pm

Ledroit Park/Common Good City Farm
Corner of Elm and 3rd Street NW, DC

Thursdays:

6:00-8:00pm

Southwest Waterfront/The Wharf
Corner of 7th & Water Street SW, DC



The Mobile Market also provides **cooking demos, recipes,
and resources for finding healthy, affordable food
elsewhere in the District.**

In the event of rain, the Mobile Market will resume its regular market schedule the following week.

For more information, please contact info@arcadiafood.org or call 571-384-8845.

APPENDIX A

Utilice su tarjeta SNAP / EBT en el Mercado Móvil de Arcadia!

El Mercado Móvil Arcadia es un mercado de agricultores. Traemos verduras de la zona, frutas, huevos, leche y carnes. El mercado Móvil hace paradas en el área de Alexandria, VA.

El Mercado Móvil le dobla la cantidad de beneficios SNAP que gaste en el mercado hasta un máximo de \$10.
¡Por ejemplo, \$ 10 en SNAP se le convierten en \$ 20 en comida!

El mercado en
rueda esta
abierto de



hasta



Jueves:

1:00-4:00pm

South County Center
8350 Richmond Highway
Alexandria, VA 22309

Sabados:

10:00-1:00pm

Arcadia Farm @ Woodlawn
9000 Richmond Highway
Alexandria, VA 22309

El Mercado Móvil también le provee demostraciones de cocina, recetas, y recursos para encontrar comidas saludables y económicas.



A R C A D I A
CENTER FOR SUSTAINABLE FOOD & AGRICULTURE



En caso de lluvia, el Mercado Móvil regresara la próxima semana a la misma hora.
Para más información, por favor comuníquese info@arcadiafood.org o llame 571-384-8845

APPENDIX B

 = EBT/Food Stamps welcome

****All markets accept WIC & Senior Farmers Market Nutrition Program "Get Fresh" Checks unless otherwise noted****

Get more for your dollar!



For more information and a complete list of markets, visit:
www.dcfarmersmarkets.org

Created by the D.C. Farmers Market Collaborative
2012

www.dcfarmersmarkets.org

You can use




AND



to buy fresh fruits and vegetables!

Visit a farmers market in your neighborhood!


NORTHEAST

Brookland Tuesday Market 
10th & Otis Street NE
Tuesday 4 p.m. – 7 p.m.

H St NE FRESHFARM Market 
13th & H Street NE
Saturday 9 a.m. – 12 p.m.


The MarketPlace in Woodridge
3001 Bladensburg Road NE, Rear Patio
Wednesday 10 a.m. – 2 p.m.
Saturday 8 a.m. – 2 p.m.


NoMa Farmers Market
NoMa Metro Entrance at N Street/Marriott
1325 Second Street, NE
Wednesday 3 p.m. – 7 p.m.


RFK Stadium Open Air 
2700 Benning Road NE
Thursday & Saturday 7 a.m. – 4 p.m.

Union Market
1309 5th Street, NE
Tuesday through Sunday
8:00 a.m. – 5:00 p.m.

NORTHWEST

14 & U Farmers Market 
14th & U Street NW
Saturday 9 a.m. – 1 p.m.

Adams Morgan 
1800 Columbia Road NW
Saturday 8 a.m. – 2 p.m.

Bloomingdale Farmers Market 
First & R Street NW
Sunday 9 a.m. to 1 p.m.

Capital Harvest on the Plaza Farm Market
1300 Pennsylvania Ave. NW
Friday 11 a.m. – 3 p.m.

Chevy Chase/ Forest Hill
Everett Street NW
Saturday 10:00 a.m. – 1:00 p.m.

Cleveland Park
Macomb Street & Connecticut Ave. NW
Saturday 10:00 a.m. – 1:00 p.m.


Columbia Heights Community Marketplace 
Civic Plaza at 14th Street and Park Road NW
Saturday 9 a.m. – 1 p.m.

Dupont Circle FRESHFARM Market 
1500 20th Street NW
Sunday 8:30 a.m. – 1 p.m.
(March – December),
Sunday 10 a.m. – 1 p.m.
(January – March)


FRESHFARM Market, by the White House 
810 Vermont Ave. NW
Thursday 11 a.m. – 2:30 p.m.


Foggy Bottom FRESHFARM Market 
2400 I Street NW
(between 24th Street & New Hampshire Ave.)
Wednesday 3 p.m. – 7 p.m.

Georgetown/Rose Park
26th & O Street NW
Wednesday 3 p.m. – 7 p.m.


Glover Park – Burleith 
Wisconsin Ave. & 34th Street NW
(Hardy Middle School parking lot)
Saturday 9 a.m. – 1 p.m.

Mount Pleasant Farmers Market 
Lamont Plaza
(Mt. Pleasant Street & Lamont Street NW)
Saturday 9 a.m. – 1 p.m.

Penn Quarter FRESHFARM Market 
8th St and D St NW
Thursday 3 p.m. – 7 p.m.

Petworth Community Market 
9th Street NW
(between Georgia Ave. and Upshur Street)
Friday 4 p.m. – 8 p.m.

Sheridan School Yard
3600 Alton Place NW
Tuesday 4:00 p.m. – 8:00 p.m.
Saturday 8:00 a.m. – 1:00 p.m.


University of the District of Columbia (UDC) Farmers Market 
4200 Connecticut Ave. NW
Saturday 8 a.m. – 2 p.m.


SOUTHEAST

AYA Community Markets 
(SNAP only)
3000 Pennsylvania Ave. SE
1st and 3rd Saturdays
11 a.m. – 3 p.m.


DC Chew Farm Market
Good Hope Road and Alabama Ave at Naylor Road SE
Saturday 10 a.m. – 2 p.m.


Eastern Market
225 7th Street SE
Saturdays & Sundays,
7 a.m. – 4 p.m.

U.S. Department of Transportation 
3rd & M Street SE
Tuesday 10 a.m. – 2 p.m.

Ward 8 Farmers Market 
THEARC, 1901 Mississippi Ave. SE
Saturday 9 a.m. – 2 p.m.

SOUTHWEST

U.S. Department of Agriculture 
12th Street & Independence Ave. SW
Friday 10 a.m. – 2 p.m.

Wharf/ Maine Ave. Fish Market 
1100 Maine Ave. SW
Thursday through Sunday
9 a.m. – 6 p.m.

Arcadia's Mobile Market 
See schedule and locations below:

Congress Heights Senior Wellness Center
3500 MLK Jr Ave. SE
Monday 9 a.m. – 11 a.m.

The Overlook at Oxon Run
3700 9th Street SE
Monday 12 p.m. – 2 p.m.

Anacostia Metro/Thurgood Marshall Academy
2427 MLK Jr Ave. SE
Monday 3 p.m. – 5 p.m.

United Medical Center
1310 Southern Ave SE
Wednesday 12 p.m. – 3 p.m.

Ledroit Park/Common Good City Farm
Corner of 3rd & Elm Street NW
Wednesday 4 p.m. – 7 p.m.

7th Street and Maine Ave. SW
Thursdays, 5 p.m.-7 p.m.

 = EBT/Food Stamps welcome

APPENDIX C

Food Assistance Benefit (SNAP, WIC, Senior) and Bonus Bucks Transaction Log

Market: _____ Market Date: ____/____/____

SNAP (record last 4 digits), WIC or Senior? (record state)	1 st time at market? (Y or N)	Benefit Amount Redeemed (\$)	Bonus Bucks Amount (<10\$)

TOTALS FOR # of TRANSACTIONS, FIRST TIME VISITORS, AND \$\$\$ AMOUNTS

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