



URBANGREENS

MARKET TOOLKIT

Leveraging mobile markets to increase access to affordable, locally-grown food



SLCgreen

PROJECT PARTNERS



Green Urban Lunch Box's mission is to empower people to engage in local food production by using the resources available in their community. GULB uses innovative techniques to find new and creative solutions to the age-old problem of hunger.



Neighborhood House provides quality, affordable day care and support services to children and adults, based on their ability to pay. Since opening their doors in 1894, Neighborhood House has been committed to providing care that will assist families in their efforts toward self-sufficiency and enhancement of their quality of life.



Real Food Rising brings together teens from diverse geographical, economic, cultural and racial backgrounds to grow healthy food for their community, engage in meaningful work and develop essential skills to succeed and thrive in the future, all while earning a stipend.



Salt Lake City School District is the oldest public school district in Utah and serves the general population of Salt Lake City. The district consists of 39 schools and operates several alternative programs, including community and adult education.



Sorenson Unity Center enhances lives through participation in visual and performing arts, education and community programs. The Sorenson Unity Center operates within the Youth and Family Division of the Salt Lake City Public Services Department.



University Neighborhood Partners brings together University and west side resources for reciprocal learning, action and benefit ... a community coming together. UNP builds university-community partnerships focused on resident-identified issues and opportunities.



Utah Community Action is committed to ending poverty by helping low-income families achieve self-sufficiency. Their holistic services include housing, education, nutrition and crisis services.



Utahns Against Hunger works to increase access to food through advocacy, outreach and education. Since 1979, UAH has worked to expand the reach of nutrition programs to the 1 in 8 households in Utah that struggle to afford enough food.



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Fresh. Affordable. Local.



PROJECT SUMMARY

In 2016, Salt Lake City, in partnership with Green Urban Lunch Box (GULB), Utah Community Action's Real Food Rising (RFR) program and Utahns Against Hunger (UAH), was awarded a Farmers Market Promotion Program grant from the U.S. Department of Agriculture to establish a mobile market and farm stand in the Glendale and Poplar Grove neighborhoods of Salt Lake City.

The project was developed in response to the presence of a significant food desert impacting an underserved Salt Lake City community. Food deserts are areas that lack access to fresh fruit, vegetables and other healthful whole foods, largely due to a lack of grocery stores, farmers' markets and health food providers. Food deserts are often found in low-income areas across the country. Locate food deserts: <https://www.ers.usda.gov/data-products/food-access-research-atlas>.

The Urban Greens Mobile Market (UGMM) aimed to expand direct producer-to-consumer market opportunities by creating eight points of sale that increase consumption of and access to locally-grown agricultural products for low-income, minority and refugee individuals. A mobile market with five points of sale and three farm stands addressed transportation barriers of underserved consumers, and barriers experienced by participating career farmers and youth farmers to efficiently access multiple points of sale. Local produce was sold through the expanded market opportunities to a high-need consumer base that is reliant on Supplemental Nutrition Assistance Program (SNAP) benefits to meet their food needs.

UGMM ran from June to November 2016 at five host sites with a total of eight markets within a 0.5-mile walking distance from the homes of low-income and low-access residents. Over those five months, UGMM served a total of 6,832 pounds of fresh produce to 946 customers. Sixty-nine percent of customers reported eating an increased amount of fruits and vegetables since shopping at the market. They also found the market more convenient and affordable than the typical grocery store. UGMM also expanded market opportunities for locally-produced agricultural products by increasing access to a consumer base previously unavailable to local farmers.

The Urban Greens Market Toolkit provides clear steps to implement your own mobile market/farm stand program to connect locally-grown produce with low-income and low-access residents in your community. As applicable, we share our lessons learned to help guide you through the process. While there are no one-size-fits-all solutions, we believe the UGMM pilot project can be replicated, in part or in whole, in communities across the country.



9 STEPS FOR SUCCESS

1. Set Goals and Objectives for Your Program

To lay the groundwork for a successful program, you first need to define your objectives for the project and set goals to help you measure your success. Not only will they be useful for assessment of the project afterwards, but outlining these goals ahead of time can also guide the program's development and execution and help you and your partners stay on the same page.

Objectives for UGMM

Objective 1:

Expand opportunities for local farmers to sell their fresh produce and goods on the open market through eight new points of sale via a mobile market and farm stands strategically located to function as food oases in an urban food desert.

Objective 2:

Increase the amount of locally produced agricultural products available to underserved individuals living in an urban food desert by establishing a 0.5-mile or less walking distance from residents' homes to food oases – mobile market and farm stand locations that accept SNAP benefits.

Objective 3:

Expand market opportunities and direct-sales connections between local farmers and consumers through bilingual marketing and promotional efforts using hard copy, electronic and text messaging strategies.

Objective 4:

Leverage local and statewide networks of the project team to disseminate project results through electronic publishing and distribution of a Mobile Market Toolkit and presentations by the project partners to stakeholders and interested parties.



Kyle Strayer 2016



Kyle Strayer 2016

2. Identify Partner Organization(s)

Selecting the right project partner (or partners) is crucial to the success of your program. We recommend working with a nonprofit partner that is experienced in growing food in your community, ideally one that also understands the process of training farmers.

Partner organizations can help the program by filling in gaps in experience, expanding the audience and providing additional avenues for outreach (see "Spread the Word"), and operational capacity.



9 STEPS FOR SUCCESS



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UGMM Project Partners

Green Urban Lunchbox:

GULB was responsible for recruiting participating farmers, coordinating sales of locally produced agricultural products via the mobile market, and coordination, management, and staffing of the mobile market and scheduling five of eight weekly stops in the target neighborhood.

Real Food Rising:

RFR was responsible for coordinating, managing and staffing the three of eight UGMM farm stands in the target neighborhoods and coordinated sales of locally produced agricultural products at the farm stands.

Utahns Against Hunger:

UAH was responsible for training market staff and helping them acquire Food and Nutrition Service (FNS) numbers to enable the mobile markets to accept SNAP and Double Up Food Bucks.

3. Identify Neighborhood(s) and Target Audience

Since one of the primary goals of UGMM was to increase access to healthy, local and affordable produce within Salt Lake City, the grant recipients determined to work within an area of the city classified by the U.S. Department of Agriculture (USDA) as a food desert.

Other factors taken into account included the percent of residents in the target neighborhood currently enrolled in SNAP, low fruit and vegetable consumption (as reported by the local health department) and a high rate of obesity. Salt Lake City's community food assessment identified a key challenge of the neighborhood was the lack of a full-service grocery store and an abundance of fast food outlets and convenience stores.

Census information was also used to understand the residents of the community, which is a designated refugee resettlement site. For example, 40% of households speak languages other than English.



9 STEPS FOR SUCCESS

4. Designate Point-of-Sale Locations

Since the goal of the mobile markets is to increase access to healthy, affordable food, choosing the right point-of-sale locations is integral to the success of the program. Take into account the following factors:

- Locations that will be **within 0.5 miles** of everyone in your target neighborhood.
- **High-traffic** locations that will increase your visibility, such as a pickup spot for a summer food program, or a community or senior center with activities throughout the day.
- **Proximity** to other common destinations – like schools, gas stations or retail stores – so residents only have to make a trip to one small area for multiple errands.
- **Accessibility** to the market site via sidewalks, safe crosswalks, free parking nearby (street or lot), etc.

UGMM Locations

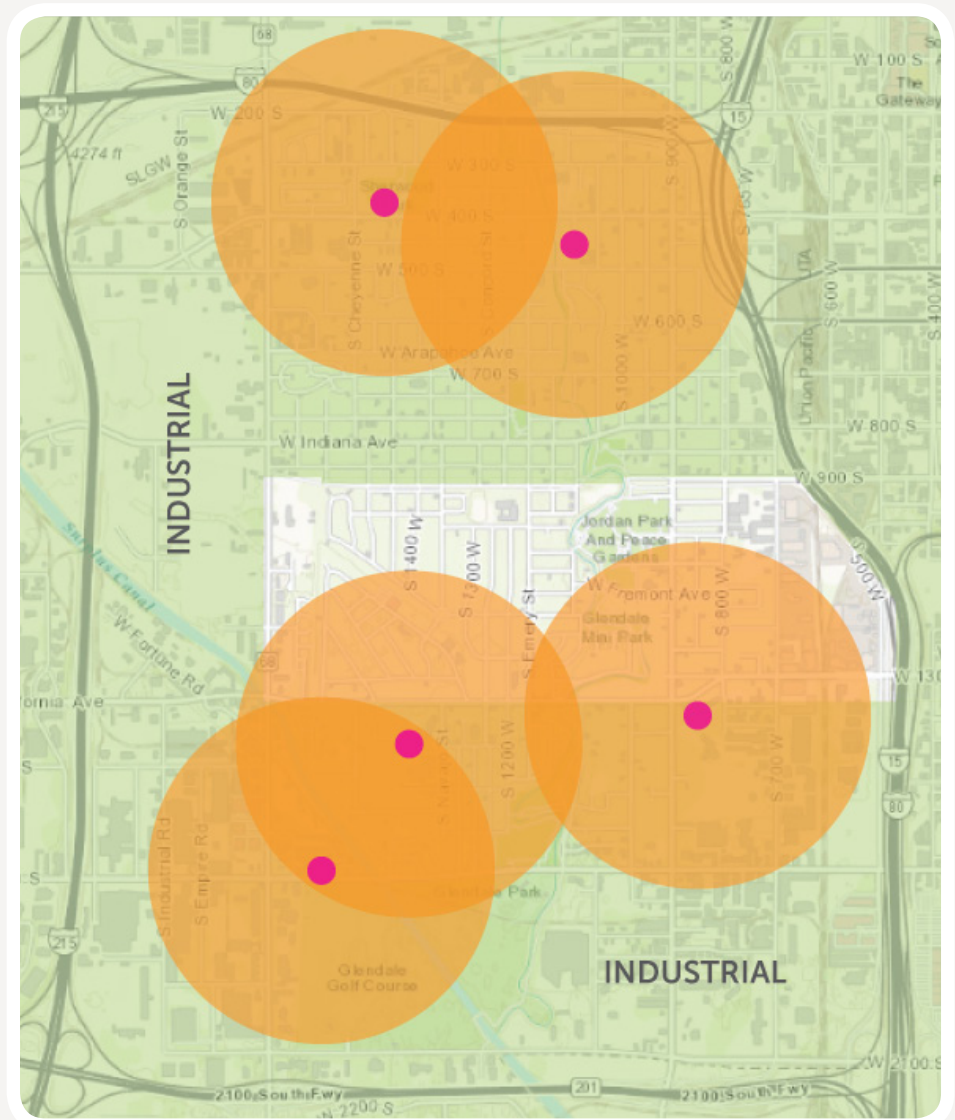
Map of UGMM target neighborhoods of Glendale and Poplar Grove in Salt Lake City.

The **green layer** indicates the area designated as a food desert by the U.S. Department of Agriculture.

The **pink dots** mark the sites of the five market locations.

The **orange circles** represent the 0.5-mile radius surrounding each of the five market locations.

Note that several areas in the food desert are industrial, not residential.



9 STEPS FOR SUCCESS

5. Listen to the Community

It is vital that you engage with the community before putting together a concrete plan for next steps. Consider surveying and/or conducting focus groups to learn more about your target audience – the consumers-to-be at your new market. Talk to community leaders to gain insight.

Some things to consider:

- Ask what sorts of **fruits and vegetables** they would like to purchase at your market. Consider planting culturally-appropriate foods that can then be sold.
- Ask them about your proposed **market locations** to determine traffic patterns and convenience.
- Gauge residents' **priorities** in purchasing produce – price, location, quality or type of produce, etc.
- Determine how much people would be **willing to pay** for quality, local produce.
- Find out how they get their **news** and/or learn about new programs or community amenities.
- Identify additional **barriers to accessing** the mobile markets, such as transporting produce home or lack of knowledge about preparation and cooking. This information can then be used to determine further incentives that could be offered, such as reusable bags or trolleys and weekly recipe ideas to accompany market produce selection.

Lesson Learned: Seasonality

Many UGMM customers did not understand seasonal availability of produce, requiring staff to educate customers about the limited produce options early in the market season. We recommend addressing seasonality during any pre-season focus groups and/or surveys that take place, to educate potential customers and ease these concerns upfront.



6. Develop an Operations Plan

Launching a mobile market and/or farm stand is no easy task. But with a little planning and careful thought, you will set yourself up for a smoother harvest operation.

Elements to include in your operations plan include: planting, cultivating, harvesting, transportation, storage of produce and what to do with excess produce (donate or compost).

Your plan will provide a solid foundation for your market operations, but keep in mind that you will need to make adjustments throughout the season.



9 STEPS FOR SUCCESS

Lesson Learned: Produce Storage

Tips for Produce Storage

A centrally-located walk-in cooler provides a day or two of flexibility by preserving produce. Label the produce bins as “keep” and “donate” to help with organization in the cooler.

Herbs: Donate your extra herbs. They wilt quickly once harvested; however, they grow back quickly, so it won't be long before you get another fresh harvest.

Kale/Chard: Stand the greens right-side up and fill the bottom of the bin with water for the stems, and then place in the walk-in cooler. If this doesn't help keep the greens crisp, donate your greens with the same urgency as herbs.

Carrots: Store carrots in bags or portable coolers inside the walk-in cooler. It helps them retain moisture, thus keeping them firm and crisp.

Zucchini/Squash: They store well, but bruise and scratch easily. Avoid touching/transporting them, as much as possible.

Tomatoes: Storing tomatoes in regular harvest bins is fine, but some bins are very deep so do not fill up the harvest bins to the top – this results in squashed tomatoes in the bottom of the bin.

Ask yourself if you would buy the produce in its current state; if it is questionable, donate it. If you wouldn't eat it in its current state, compost it. No one wants to eat rotten food.

Harvesting Tip

If you can, harvest produce first thing in the morning, when the weather is cool, and place directly into cold storage. If you must harvest during the heat of the day, put greens immediately into an ice water bath.



Kyle Strayer 2016



9 STEPS FOR SUCCESS

7. Develop a Marketing Promotions Plan

What's the point of a mobile market if no one knows about it? Developing a comprehensive (and creative) marketing promotions plan for your offering is a crucial step.

Get started on your marketing plan early, and bring your partners into the conversation. Some things to consider include:

- **Media outreach** – print, television and radio
- **Social media engagement** – Instagram, Twitter, etc.
- **Subscriber engagement** – text messaging, market newsletter
- **Community engagement** – schools, community meetings, door-to-door, etc.
- **Stakeholder engagement** – maximizing partner networks

In addition to outlining avenues to spread the word, include key messages and audiences in your marketing plan. It will be important to ensure all communications are consistent across platforms, and that your messages are designed to resonate with your key audiences.

Spread the Word

Explore the building blocks to a strong marketing plan in the "Spread the Word" section of the toolkit on page 12.



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9 STEPS FOR SUCCESS

8. Set Up Your Operation

Once your planning is underway and the wheels are in motion, the time will come to execute your plans and to set up your operation!

Steps within this process will include buying seeds, assembling market materials (tent, bins, displays), training staff and volunteers, and going through the administrative process to accept SNAP and Double Up Food Bucks.

Lesson Learned: SNAP & Double Up Food Bucks

UGMM experienced unexpected delays in getting set up to accept SNAP benefits, including delays in receiving FNS numbers and EBT machines. As a result, the mobile market was unable to accept SNAP benefits for the first six weeks of the market. We recommend starting the process to acquire an FNS number as soon as possible after you set your market schedule, and to have a backup plan (such as gift certificates or SNAP vouchers) in case you end up in a similar situation.

9. Begin Your Promotions and Outreach

Start your market promotions and outreach early, at least two months in advance.



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SPREAD THE WORD

The success of your market hinges on your ability to get the word out and ensure your target audience is aware of your offering. Going a step further, you not only want to make your audience aware of the market – you want them to be motivated to shift their habits and give the market a try.

If your target audience is bilingual, make sure all of your communications are available in both languages (such as English and Spanish).

There are no one-size-fits-all solutions here. That's why it is crucial to utilize a wide variety of marketing and engagement strategies.

Website: Make sure information on your market is easily located online, including market locations, produce offerings and schedule.

Social Media: Identify the social media platform(s) that can help you connect with your target audience, whether that's Instagram, Twitter, Facebook or Snapchat. Each platform caters to a slightly different demographic and prioritizes unique, visual and shareable content in different forms. UGMM utilized Instagram, Twitter and Facebook. The partners energized engagement on these platforms through an Instagram photo contest and tote bag giveaway on Facebook to encourage post sharing.

Outreach Materials: Develop a variety of materials to support your engagement efforts, including flyers, posters and business cards. Shoot for engaging, graphic pieces and make sure they are tailored to your target audience (language and education level). Post market signage (such as a banner) at point-of-sale locations as soon as possible to attract neighborhood attention and build awareness.

Mobile Engagement: Consider utilizing a text-to-customer service to enable on-the-go notification of upcoming markets, produce that will be available, etc. During the course of UGMM, 9,102 text notifications were sent.

Email Newsletter: Include photos of the markets and produce, short profiles on some of the farmers or testimonials from residents who benefit from the markets, upcoming dates/events/locations, any changes in produce offerings (seasonality, etc.), FAQs, links to easy recipes that use the produce/ingredients offered at the markets, etc.

Earned Media: Host a media kick-off event and send out a media advisory to a targeted list of local print, television and radio stations. Or pitch a specific story to a reporter, perhaps an inside look at the volunteers who harvest and sell the produce, or a profile of a market patron who has been positively impacted by increased access to fresh, affordable and convenient produce.

Advertising/PSAs: Consider drafting and recording a short 30-second PSA to submit to local radio stations. Some stations prefer a script, while others prefer that you submit a recording, so it is great to have both options at your fingertips. You may also submit the market details to community calendars.

Community Engagement: Leverage community partners and their networks to help get the word out, whether it is distributing flyers, presenting information at a meeting, emailing their subscriber list or posting on social media. Consider community meetings, local school outreach, neighborhood canvassing (door-to-door), after-school programs, council meetings and PTA meetings. The UGMM team attended 28 community events in 2016 to help promote the program.



EVALUATION

It is crucial for pilot programs to be properly evaluated to gauge their effectiveness in meeting project goals, and to determine ways to improve upon the mobile market model for each unique community.

Focus groups were used in the planning stages of the UGMM pilot project and in-person surveys were utilized as the market came to a close in the fall.

UGMM conducted 77 surveys at five market locations between October 17 and November 4, 2016, towards the end of the market season. The purpose of the survey was to assess how well the markets satisfied the produce needs of the community, and to provide additional feedback to the project partners about successes and areas of improvement.

The UGMM survey revealed that most consumers shopped for produce weekly (52%) or every other day (27%), with 69% reporting that they bought their produce from a combination of the mobile markets and grocery stores. This indicated to project partners that perhaps an additional assessment was required to determine what produce was desired by consumers in the community that was not currently provided by the mobile markets.

Sixty-seven percent of market consumers reported that the market was less than two miles from their home, a win for convenience. Sixty-nine percent reported eating more fruits and vegetables as a result of shopping at the mobile market, another very promising result.

A full 75% of consumers surveyed revealed that shopping for produce at the mobile market was less expensive than shopping elsewhere, a positive result for UGMM's goal of providing affordable produce to a low-income area of the city.

When asked about where they heard about the mobile market, 45% reported hearing about UGMM through the schools, 35% walked or drove by it and 9% received a poster or flyer. These results show the strength of community engagement efforts.

Figure 1. Has shopping here been less expensive than shopping elsewhere?

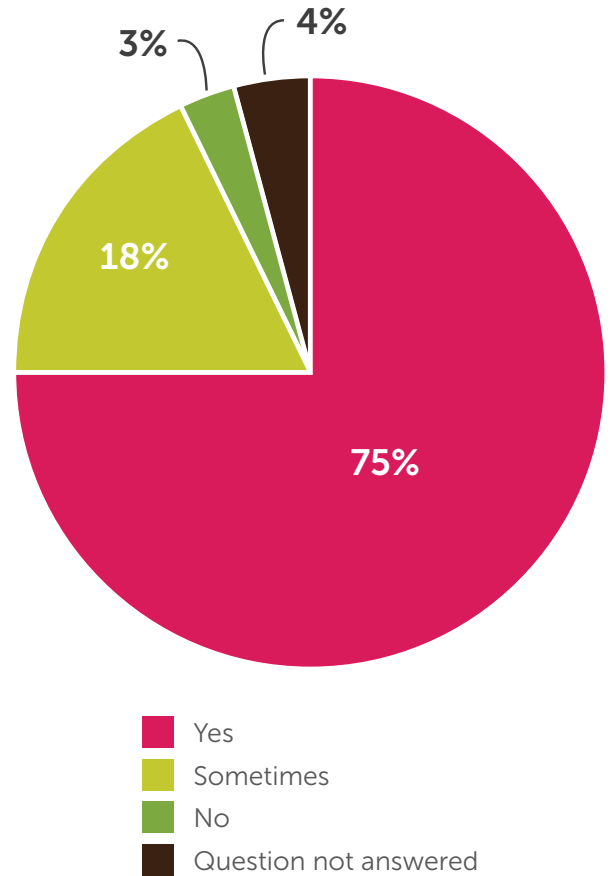
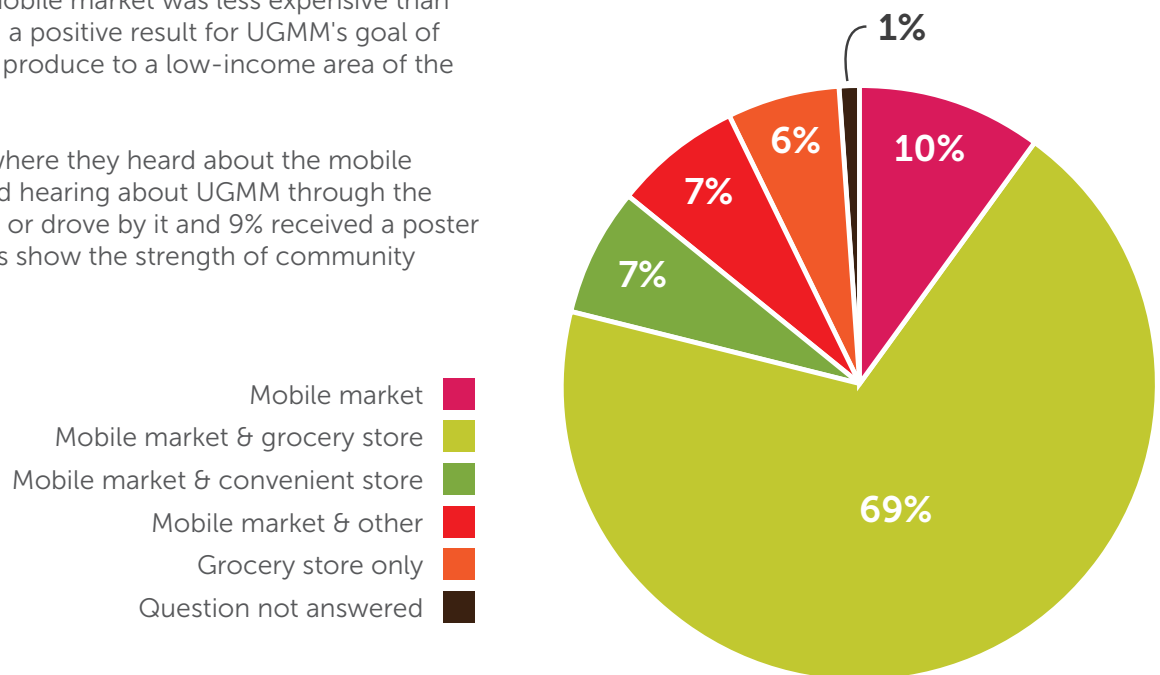


Figure 2. Where do you buy your fruits and vegetables?



APPENDIX

- A1 Survey Questions
- A2 Sample Implementation Timeline
- A3 Sample Flyer
- A4 UGMM Media Coverage



A1 SURVEY QUESTIONS

Urban Greens Mobile Market Survey 2016

1. If we sold fruits/vegetables at a farm stand at the following places, where would you buy them?

- a. Sherwood Park (1400 W 400 South)
 - b. Neighborhood House (1050 500 S)
 - c. Mountain View Community Learning Center (1380 Navajo)
 - d. Sorenson Unity Center (1383 S 900 W)
 - e. UNP Heartland Center (1617 Secret Garden Pl)
- If no, why not? _____

2. What days/times would you buy fruits/vegetables?

Monday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)
Tuesday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)
Wednesday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)
Thursday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)
Friday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)
Saturday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)
Sunday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)

3. What keeps you from buying fresh fruits and vegetables (what are the barriers)?

- a. Cost
- b. Transportation
- c. Time
- d. Cooking skills/knowledge
- e. Other: _____

4. Please list the top 5 fruits and vegetables you eat most often:

Fruits

Vegetables

5. Do you receive Food Stamps (SNAP benefits)? Yes No
If no, are you eligible for benefits? Yes No

6. Are you interested in receiving texts about a fruit/vegetable market here this year? Yes No

Name _____
Phone (for texts) _____
Email _____



A2 SAMPLE TIMELINE

UGMM Sample Implementation Timeline

<i>List and describe each planned activity (scope of work) including how it relates to the project objectives:</i>	<i>Anticipated date of completion:</i>	<i>Resources required to complete each activity:</i>	<i>Milestones assessing progress and success of each activity:</i>	<i>Who will do the work (include collaborative arrangements or subcontractors)?</i>
1.0. Project management meetings [OBJs 1, 2, 3, and 4]	Monthly	<ul style="list-style-type: none"> Schedule of meeting dates 	Milestone 1.1: Define collaboration and implementation strategies and address barriers	Project Manager (PM), Co-PMs
2.0. Conduct focus groups [OBJ 1 & OBJ 2]	January/February 2016	<ul style="list-style-type: none"> Meeting space Laptop 	Milestone 2.1: Complete five focus groups. Milestone 2.2: Analysis of community input.	PM, Co-PMs
3.0. Order seeds and plan farming plots [OBJ 1]	2016	<ul style="list-style-type: none"> Focus group results Reputable seed distributor(s) 	Milestone 3.1: Receive seeds for culturally appropriate food. Milestone 3.2: Finalize layout of farming plots	RFR Farm Manager, GULB Farm Manager
4.0. Recruit youth crew workers and mobile market staff [OBJ 2]	March 2016	<ul style="list-style-type: none"> Recruitment flyers Tabling supplies Application forms 	Milestone 4.1: Complete 30 recruiting presentations/ tabling events. Milestone 4.2: Receive 15 seasonal staff applications and 75 youth crew works application	Co-PMs, RFR Youth Coordinator
5.0. Conduct farmers' market training [OBJ 1]	March 2016	<ul style="list-style-type: none"> Training materials and activities 	Milestone 5.1: Secure instructor and finalize learning objectives. Milestone 5.2: Train farmers in produce market best practices.	GULB Co-PM, GULB Farm Manager
6.0. Interview, hire, and train farm stand staff [OBJ 2]	March 2016	<ul style="list-style-type: none"> Training materials and activities 	Milestone 6.1: Hire 4 staff. Milestone 6.2: Conduct three training sessions and week-long pre-season training.	RFR Co-PM, RFR Youth Coordinator and Farm Manager
7.0. Conduct food safety training [OBJ 1]	April 2016	<ul style="list-style-type: none"> Training materials and activities 	Milestone 7.1: Secure instructor and finalize learning objectives. Milestone 7.2: Train farmers in food safety and handling	GULB Farm Manager
8.0. Orientation meetings with five host sites [OBJ 2]	April 2016	<ul style="list-style-type: none"> Draft marketing plan List of host-site responsibilities 	Milestone 8.1: Conduct marketing coordination meetings with host-sites. Milestone 8.2: Confirm marketing plan and timeline.	Co-PMs, RFR Marketing Coordinator, Host Sites
9.0. Staff youth crews [OBJ 2]	May 2016	<ul style="list-style-type: none"> Job advertisement 	Milestone 9.0: Hire 24 youth for RFR summer youth program.	RFR Youth Coordinator



A2 SAMPLE TIMELINE

<i>List and describe each planned activity (scope of work) including how it relates to the project objectives:</i>	<i>Anticipated date of completion:</i>	<i>Resources required to complete each activity:</i>	<i>Milestones assessing progress and success of each activity:</i>	<i>Who will do the work (include collaborative arrangements or subcontractors)?</i>
10.0. Retro-fit school bus for Mobile Market [OBJ 1]	May 2016	<ul style="list-style-type: none"> • Contractor • Special purpose items • Covered storage facility 	Milestone 10.1: Secure contractor and approve final plans Milestone 10.2: Order and install fold-out doors, fridge, shelving, awning, and stairs Milestone 10.3: Sign lease contract.	GULB Co-PM
11.0. Create promotional/ outreach materials [OBJ 3]	May 2016	<ul style="list-style-type: none"> • Graphic design/ print service agency 	Milestone 11.1: Hire design firm Milestone 11.2: Approve final designs Milestone 11.3: Print banners and flyers	PM, Co-PMS
12.0. Purchase materials and supplies [OBJ 1]	May 2016	<ul style="list-style-type: none"> • Bags, crates, display boxes, EBT machines, receipt books, scales, tents 	Milestone 12.1: Outfit farm stands and mobile market with materials and supplies	GULB Co-PM, RFR Co-PM
13.0. Rent cold storage [OBJ 1]	May 2016	<ul style="list-style-type: none"> • Reputable local rental facility 	Milestone 13.1: Sign lease contract	GULB Co-PM
14.0. Training in Market and Food Safety [OBJ 1]	June 2016	<ul style="list-style-type: none"> • Training materials 	Milestone 14.1 Train 24 youth crew workers	RFR Marketing Coordinator, RFR Farm Manager
15.0. Begin market season [OBJ 1]	June 2016	<ul style="list-style-type: none"> • Agreement to host event 	Milestone 15.1. Conduct kick-off event with target neighborhood	PM, Co-PMs
16.0. Sell produce at farm stands and mobile market [OBJ 1 and OBJ 2]	October 2016	<ul style="list-style-type: none"> • Produce • Staffing • Retro-fitted school bus • Eight points-of-sale 	Milestone 16.1: Schedule for produce collection and delivery. Milestone 16.2. 40 consumers at each point-of-sale each week. Milestone 16.3: Sell 5,000 lbs of produce totaling \$9,000 in sales at three farm stands. Milestone 16.4: Sell 10,000 lbs of produce totaling \$22,000 in sales at five mobile markets stops.	GULB Mobile Market Coordinator, GULB Mobile Market Staff, RFR Youth Coordinator
17.0. Deploy marketing and promo strategies [OBJ 3]	October 2016	<ul style="list-style-type: none"> • English/Spanish message content • Subscription to texting platform 	Milestone 17.1: Subscribe to Mobile Cause Milestone 17.2: Distribute 5,000 flyers	PM, RFR Marketing Coordinator



A2 SAMPLE TIMELINE

<i>List and describe each planned activity (scope of work) including how it relates to the project objectives:</i>	<i>Anticipated date of completion:</i>	<i>Resources required to complete each activity:</i>	<i>Milestones assessing progress and success of each activity:</i>	<i>Who will do the work (include collaborative arrangements or subcontractors)?</i>
18.0. Collect project data [OBJ 1 and OBJ 2]	October 2016	<ul style="list-style-type: none"> • Farm production • Produce sales and weight • SNAP transactions • Consumer surveys 	Milestone 18.1: Finalize data collection and survey tools. Milestone 18.2: Tally and report weekly/monthly data counts. Milestone 18.3: 50% return rate on consumer surveys.	PM, Co-PMs, GULB Mobile Market Coordinator, RFR Youth Coordinator, RFR Farm Manager; SLC Green Intern
19.0. Conduct end of market surveys and focus groups [OBJ 4]	November 2016	<ul style="list-style-type: none"> • Consumer, farmer, project partner surveys • Meeting space • Laptop 	Milestone 19.1: Complete five focus groups. Milestone 19.2: 50% return rate on consumer surveys and 90% return rate on participant surveys. Milestone 19.3: Analyze focus group and survey results	PM, Co-PMs, SLC Green Intern



A3 SAMPLE FLYER



URBAN GREENS MARKET
 Jun 17-Nov 14
 Text "MARKET" to 51555 for more info and updates!

Buy your fresh, local produce at the locations below!

Glendale/Mountain View Community Learning Center* 1388 S Navajo St. 84104	Mondays & Thursdays 2 pm - 4 pm
Hartland Partnership Center* 1578 W. 1700 S. 84104	Mondays & Thursdays 5 pm - 7 pm
Sorenson Unity Center* 855 California Ave 84104	Mondays 11 am - 1 pm
Neighborhood House* 1050 W. 500 S. 84104	Mondays & Fridays 4 pm - 6:30 pm
Sherwood Park* 1400 W 400 South 84104	Fridays 12 pm - 2 pm

*Accepts Food Stamp EBT and participates in the Double Up Food Bucks program.



www.slcgreen.com/urbangreens



¡Envía un mensaje de texto con "MARKET" a 51555 para más información!

¡Compre su frutas y vegetales locales en estos lugares!

Glendale/Mountain View Community Learning Center* 1388 S Navajo St. 84104	Lunes y Jueves 2 pm - 4 pm
Hartland Partnership Center* 1578 W. 1700 S. 84104	Lunes y Jueves 5 pm - 7 pm
Sorenson Unity Center* 855 California Ave 84104	Lunes 11 am - 1 pm
Neighborhood House* 1050 W. 500 S. 84104	Lunes y Viernes 4 pm - 6:30 pm
Sherwood Park* 1400 W 400 South 84104	Viernes 12 pm - 2 pm

*Acepta cupone de alimento EBT y participa en la programa dólares de alimentos double up.



www.slcgreen.com/urbangreens



A4 MEDIA COVERAGE

Urban Greens Mobile Market 2016 Media Coverage

June

<http://fox13now.com/2016/06/27/mobile-farmers-market-rolls-into-west-side-salt-lake-city-neighborhoods>

<http://www.good4utah.com/news/local-news/slcs-new-mobile-farmers-market-the-first-of-its-kind>

<http://utahpolicy.com/index.php/features/featured-articles/9943-mayor-biskupski-to-launch-a-new-mobile-farmers-market-in-glendale-and-poplar-grove-neighborhoods>

<http://www.deseretnews.com/article/865656996/Mobile-farmers-market-to-serve-food-desert-communities-in-west-SL.html?pg=all>

<http://www.sltrib.com/news/4045177-155/mobile-farmers-market-to-bring-fresh>

<http://www.sltrib.com/opinion/4068267-155/editorial-slcs-food-deserts-need-a>

<http://upr.org/post/new-food-truck-slc-provides-produce-residents-living-urban-food-desert>

July

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