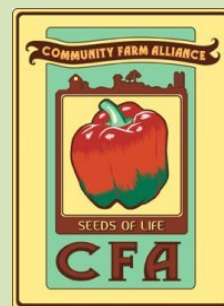


Making the Leap to West Louisville

EBT at Grasshoppers Distribution

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Summary and Purpose

This document is meant to serve as a guide for Grasshoppers, Community Farm Alliance, and potential community partners during EBT program development. It contains both qualitative and quantitative evidence that demonstrates the need for an EBT program at Grasshoppers. The document also explores the logistical considerations of such a program by examining case studies of existing CSA-type programs targeted to meet the needs of low-income communities. This document will hopefully serve as a best practices guide for Grasshoppers and other organizations interested in starting an EBT program that offers local food.

A significant portion of any EBT program offering local food is ensuring that the food is affordable. Thus, a large portion of this document is dedicated to developing and analyzing pricing strategies that make high-quality food affordable for EBT recipients. If the weekly box of produce is not affordable, then the program will simply not work. Outside funding in the form of a grant is one way to reduce the cost of a weekly share to EBT recipients. That said, this document contains a protocol on approaching corporate sponsorship and also provides a grant proposal for EBT at Grasshoppers. On the other hand, this document also presents a model for an EBT program that is not reliant on outside funding whatsoever and can be financially self-sustaining.

West Louisville's food needs must be assessed rather than prescribed. The task of asking the community what it wants must not be overlooked.

Community outreach is the most essential component of an EBT program at Grasshoppers. West Louisville's food needs must be assessed rather than prescribed. Every aspect of this documents stresses the importance of consulting the West Louisville community during program development. After all, residents of the neighborhood are the experts and will be able to provide information that will make an EBT program feasible. The task of asking the community what it wants must not be overlooked. Through the presentation of potential community partnerships, this document contains information that represents the beginning of a conversation between Grasshoppers and West Louisville.

This document contains nearly every piece of information concerning the progression of a Grasshoppers' EBT program from September 2009 to February 2010. This information will allow Grasshoppers, CFA, and other community partners to move forward with the EBT program. This document should serve as a springboard for a much-needed renewed commitment to food justice in Louisville.

The Case for Accepting EBT at Grasshoppers¹

Food justice is defined as a condition in which all community residents obtain a safe, culturally acceptable, nutritionally adequate diet through a local food system that maximizes community self-reliance and social justice.² The communities that make up West Louisville are food insecure, meaning that they do not have access to healthy food. High quality, fresh food enhances the quality of life, while processed, nutritionally deficient food negatively affects health. Thus, easy access to fresh fruits and vegetables is essential to the overall quality of life in any community. Considering the consequences that a lack of fresh foods can have on human health, the need to increase the availability of high quality foods in West Louisville becomes apparent:

- Eating fresh fruits and vegetables protects against cardiovascular disease, cancer, and Type II diabetes, while consumption of processed foods with high contents of fat, salt, and sugar may cause obesity and other health related problems.
- Four of the ten leading causes of death in the United States are chronic diseases for which diet is a major risk factor.³

Grasshoppers Distribution, a farmer-owned local food distribution company, is an oasis in the food desert of West Louisville, with truckloads of farm fresh food from local Kentucky family farmers arriving daily at 15th and Portland Avenue. However, the residents who live in the community where Grasshoppers' food distribution center is located have not been able to access the food due to affordability issues. One way to improve the food security of West Louisville is through an Electronic Benefits Transfer program (EBT) at Grasshoppers. The ability to accept EBT, formerly called food stamps, will allow low-income communities in West Louisville to purchase fresh food on a weekly basis. With EBT capabilities, Grasshoppers can work to ensure that farm fresh food is accessible for all people in Louisville.

The benefits of EBT at Grasshoppers are far-reaching and will benefit both Louisville eaters and Kentucky farmers:

- EBT users will be able to purchase farm fresh food from Grasshoppers, and local farmers will also benefit from increased revenue in EBT sales.
- Local money, spent on local food, will stay in the local economy to support local farmers.
- Grasshoppers will be able to serve the community in which it is located.

In the spring of 2010, Grasshoppers will make EBT available as a purchasing option for its CSA shares. In partnership with other organizations, Grasshoppers has an excellent opportunity to become a leader in the push to make fresh food available for all people.

The Economic Case for Accepting EBT at Grasshoppers

Theoretical, moral, and ethical arguments asides, it really just makes economic sense to accept EBT at Grasshoppers. The following presents the case for accepting EBT in purely economic terms.

In the United States of America, 36 million people receive food stamps. The population of Canada is 33,875,000. That means that more people in the United States receive food stamps than the entire population of Canada- by over 2 million. One in eight Americans receives food stamps, while the ratio of American children receiving food stamps is even higher- one in four. All these numbers point to the increasing use of food stamps in the United States. With the food stamp program expanding to reach

nearly 20,000 new Americans everyday, the stigma once associated with federal food assistance benefits is fading quickly.⁴ There is no longer a prototypical food stamp recipient, if one ever existed in the first place. As the NY times points out, there is a range of American struggling to meet basic needs: "They include single mothers and married couples, the newly jobless and the chronically poor, longtime recipients of welfare checks and workers whose reduced hours or slender wages leave pantries bare."

In Louisville, Kentucky the situation is no different. Food stamp recipients can probably be found living in the Highlands, as well as in the West End. There are 31,235 households receiving food stamps in Jefferson County⁵ and 740,451 Kentuckians are receiving food stamps statewide.⁶ The average monthly food stamp benefits received by a Kentuckian was \$97.66 in fiscal year 2008, and the total amount of food stamp dollars spent in the state was \$742,037,605.⁷

The purchasing power of EBT users in Louisville is significant and can provide increased revenue for Kentucky farmers supplying Grasshoppers. The chart on the top of the next page provides the breakdown of EBT purchases in Jefferson County:

In 2008 the average monthly food stamp benefit received by a Kentuckian was \$97.66 and the total amount of food stamp dollars spent in the state was \$742,037,605. The purchasing power of EBT recipients in Louisville is significant and can provide increased revenue for Kentucky farmers supplying Grasshoppers.

Table 1: EBT Purchases in Jefferson County, KY for FY 2009

EBT PURCHASES FISCAL YEAR 2009 JEFFERSON COUNTY, KY				
Store Type		Total Stores	Total Purchases	Total Purchase Amount
BB	Specialty Food Store - Bakery/Bread	17	58,196	\$807,346.27
CO	Combination Grocery	140	448,839	\$4,379,795.61
CS	Convenience Store	209	1,164,435	\$7,274,839.08
DR	Delivery Route	4	9,761	\$1,261,375.30
FM	Multi-stall Farmers Market	3	190	\$5,571.71
LG	Large Grocery	7	127,434	\$2,660,851.15
ME	Specialty Food Store - Meat Products	11	13,134	\$340,473.23
MG	Medium Grocery	34	148,027	\$2,404,687.77
SG	Small Grocery	54	246,519	\$3,820,314.91
SM	Supermarket	49	2,267,953	\$79,093,864.48
SS	Super Store	47	1,491,360	\$60,378,264.92
	TOTAL	575	5,975,848	\$162,427,384.43

Data obtained from the USDA Office of Food and Nutrition Services, 2009.

By making food more affordable through corporate sponsorships or other pricing strategies, Grasshoppers, farmers markets, and other local food initiatives have the opportunity to capture a market share of the \$162,427,384 in food stamp dollars spent annually in Jefferson County. To adapt to the ever-increasing food stamp population, businesses must become EBT accessible. From purely an economic standpoint, accepting EBT just makes sound business sense.

In the age of economic stimulus strategies, food stamps might be one of the most effective ways to revitalize the economy. A study by the North Carolina Budget and Tax Center estimates that \$2.8 billion in economic activity has been generated in the state from \$1.6 billion in food assistance money.⁸ Additionally, the USDA estimates that every dollar of SNAP/Food Stamps spent generates \$1.84 in the economy.⁹ These EBT dollars cannot be captured if businesses are not EBT-ready.

The potential for increased revenue should be impetus enough for Grasshoppers or any other business to accept EBT. Clearly, local food businesses like Grasshoppers will have to make a more concerted effort to attract EBT customers than stores like Kroger or Walmart, but the numbers demonstrate that there are enough EBT dollars in Louisville to warrant an EBT program at Grasshoppers.

The Basics of EBT at Grasshoppers

What other food desert in America has a local food distribution center located within its boundaries? With the nearly 30 family farmers located in Kentucky and southern Indiana that supply Grasshoppers, the infrastructure is in place to solve a significant portion of fresh food access problems in West Louisville.

The following frames Grasshopper's proposed plan to accept EBT within the larger community food security movement, while also documenting objectives and strategies of EBT at Grasshoppers.

What is community food security?¹⁰

A Grasshoppers EBT program will allow people on governmental food assistance to purchase fresh, local food. This program ties into the larger community food security movement by increasing access to healthy food. According to Mike Hamm and Anne Bellows, "community food security is a condition in which all community residents obtain a safe, culturally appropriate, nutritionally sound diet through an economically and environmentally sustainable food system that promotes community self-reliance and social justice."

Any community food security project, Grasshoppers EBT included, should seek to:

- Develop just, sustainable, and diverse food systems
- Meet the food needs of everyone, including people with low incomes
- Promote good nutrition and health
- Revitalize local communities and build self-reliance and collaboration
- Foster community economic development and strengthen local and regional food systems
- Link farmers and consumers, and support sustainable and family-scale farming
- Promote good working conditions and sustainable livelihoods for farmers and food system workers
- Change policies and institutions to support community food security goals
- Honor and celebrate diverse cultures and traditions
- Enhance the dignity and joy of growing, preparing, and eating food
- Build capacity for people to create change through education and empowerment

Community supported agriculture's role in community food security¹¹

Community Supported Agriculture (CSA) is a system that connects consumers and growers in a mutually beneficial relationship. Consumers purchase a share in a growers' harvest at the beginning of each season and then share in the risks and bounties of farming. Growers then provide a weekly harvest that is distributed to the CSAs shareholders. Consumers benefit by receiving fresh, high-quality products and learning about new and seasonal foods and sustainable agriculture. Farmers benefit from the secure market for their crops, and both parties benefit from having a more personal connection with each other. A CSA that wishes to strengthen community food security may include the following strategies:

- Provisions to make it more accessible to low-income shareholders, such as targeted outreach, sliding-scale fees, EBT acceptance, a donation process, working shares, and/or payment plans
- Educational programs on sustainable agriculture, nutrition, and/or food preparation
- Farm events and work days that create opportunities for community building and skill development
- Feedback loops to incorporate shareholders' ideas into the farm planning
- Donations of extra produce to programs that feed the hungry

Grasshoppers' CSA model¹²

Grasshoppers' has improvised the traditional CSA model, to offer a multi-farm, all-natural and organically grown program that provides beef, chicken, pork, milk, cheese, and eggs as well as produce. Many of Grasshopper's CSA farms also have their own CSAs and sell at farmers' markets or other outlets. Grasshoppers' program provides them with a stable market and fair prices for the additional crops they can produce, creating another stream of income on the farm. Grasshoppers' farmer-owned business is dedicated to building a local food economy on all levels.

Each share is individually priced so that the customer can design her own market basket. The customer can choose from a produce share, cheese share, milk share, egg share, protein share, or a combination of different shares. Produce is grown without the use of chemicals or pesticides, and all of the meat and dairy animals are raised out on pasture and are antibiotic, steroid and hormone-free. A weekly newsletter tells the customer what items are in her basket and the farms they came from. Additionally, the box contains recipes that use the particular food items from that week's share.

Objectives and Strategies¹³

Grasshoppers' EBT program has three overarching goals:

- Connect local farmers and healthy food with people on a limited income.
- Develop an entrepreneurial program to address West Louisville's food needs.
- Link the resources of communities, non-profit organizations, and businesses to develop a comprehensive local food system.

The following information provides a path forward for the development of a Grasshoppers' EBT program. Ultimately, a Grasshoppers' EBT program has the potential to develop a socially responsible food distribution network, to promote food justice for all people in Louisville, and also to support local family farmers in Kentucky. Below are the specific goals of a Grasshoppers' EBT program. Throughout the planning process, community involvement will be key if an EBT program is to be successful at Grasshoppers. To ensure that the program works with West Louisville, the EBT planning project should involve the community at every step of the planning process.

Objectives

- Involve residents in all phases of the planning project to ensure that the program works for the community.
- Conduct a community food assessment to determine how to develop linkages between Grasshoppers, local farmers, and residents to improve access to high quality, affordable produce.
- Become an EBT authorized retailer.
- Subsidize the sale of locally grown produce through a partnership with one of Grasshoppers corporate institutional buyers, through a grant, or through the creation of a basic box that contains inexpensive, basic food items.
- Target a specific neighborhood and a specific number of shares for that neighborhood for the first year of the program.
- Determine how to deliver produce to shareholders, keeping in mind that many low-income communities may not have easy access to a vehicle or public transit.

After the completion of the community assessment, Grasshoppers EBT program will:

- Clearly define the needs of West Louisville residents and demonstrate how Grasshoppers can design an EBT program to meet the needs of the community.
- Provide a clear path forward on how to create self-reliance within Louisville's food system by linking farmers to West Louisville.
- Provide a community outreach plan that mutually benefits farmers and the West Louisville community.

Activities to achieve objectives

1. Assess the food system: Determine strengths, deficiencies and need.
 - Interview low-income people, food pantries and other NGOs specializing in food security/community nutrition to determine how to encourage low-income involvement in the program. Interview farmers to determine how to profitably connect locally grown produce to EBT recipients.
 - Attend neighborhood meetings to discuss fresh food access generally and Grasshoppers' EBT program more specifically.
 - Administer a Fresh Food Access survey to community members.
2. Gather community feedback on logistical considerations of an EBT program.
 - Design pricing structure for shares.
 - Determine feasibility of home delivery service.
 - Determine appropriate pick-up locations for Grasshoppers' EBT by forming partnerships with churches and other community organizations.
3. Become EBT authorized retailer and develop infrastructure.
 - Submit EBT application to the USDA office of Food And Nutrition Services.
 - Research and purchase a Point-of-Sale machine that accepts EBT.
4. Explore options to make EBT shares affordable.
 - Connect with potential corporate sponsors such Brown-Foreman to discuss financial sponsorship.
 - Explore grant opportunities through the USDA and other organizations that fund community food security projects.
 - Explore options to achieve income-sensitive prices for EBT shares.
5. Research successful EBT CSA models in Kentucky and throughout the country.¹⁴
 - Compile already existing low-income CSA models in Kentucky, including Fresh Stops Lexington and Fresh Stops Louisville.
 - Compile exemplary low-income CSA models from throughout the country.
 - Analyze the strengths and weaknesses of each model to determine which strategies can best be incorporated into Grasshoppers' model.

Building Community Partnerships

The phrase “if you build it they will come” does not necessarily apply to EBT recipients. Just because Grasshoppers has a Point-of-Sale machine to accept EBT cards does not mean that EBT recipients will flock to purchase Grasshoppers’ food. Since the transition from traditional paper food stamps to Electronic Benefits Transfer (EBT), most EBT users have been isolated and unable to redeem their food assistance benefits at CSAs and farmers markets due to technological difficulties. Thus, EBT users have been disconnected from these sources of farm fresh, local food for quite awhile.

In most cases, people with low-incomes prefer to eat fresh food, the problem is that they have no access to it. For Grasshoppers or any other business implementing EBT, the question becomes: does the availability of healthy, fresh, and local food affect consumption of such food, given that the food is affordable for people on a limited income? In other words, if healthy food were available in food deserts, would residents take advantage of such food options?

Low-income residents living in food deserts have scant food options so they must take advantage of whatever calories are physically and financially accessible. Ultimately, it is important to keep in mind that income level influences consumption of fresh food, not necessarily preference for fresh food. Money does not chemically alter your taste buds, but it does control what they can taste.

A study by Morland (2002) measured the relationship between physical availability of fresh, healthy food sources and people’s adherence to health authorities recommendations for a healthy diet. The study, “The Contextual Effect of the Local Food Environment on Resident’s Diets: The Atherosclerosis Risk in Communities Study,” found that even after controlling for education and income level, a higher proportion of African Americans living in areas with at least one supermarket reported meeting dietary guidelines for

fruits and vegetables than did African-Americans living in areas with no supermarkets.¹⁵ Additionally, African-Americans reported an increased intake of fresh fruits and vegetables when there was on supermarket in their community, and a larger increase when there were two or more supermarkets, which corresponds to an average increase of 32% in the consumption of fresh fruits and vegetables for each additional supermarket.¹⁶ The Morland study clearly demonstrates that if fresh, healthy food is made available to communities living in food deserts, residents would be inclined to take advantage of such food.

Sadly, studies like Morland’s, which prove empirically that people *do* like to eat fresh food, are necessary to demonstrate that providing such food to low-income communities is a worthwhile endeavor. People on a limited income do not have some inherent predilection for Slim Jims, Doritos, and Pepsi. Rather, low-income residents living in food deserts have scant food options so they must take advantage of whatever calories are physically and financially accessible. Ultimately, it is important to keep in mind that income level

influences *consumption* of fresh food, not necessarily *preference* for fresh food. Money does not chemically alter your taste buds, but it does control what they can taste.

It is also important to recognize that a Grasshoppers' EBT program should not seek to micromanage the eating habits of West Louisville residents. Regardless of income, race, religion, or musical preference, there will always be people who *choose* not to eat healthy, fresh, local food. The important point is that people have a *choice* to eat healthy if they wanted to. Right now, people in West Louisville do not have a choice to eat healthy because fresh food is not financially or physically accessible to them. An EBT program at Grasshoppers will provide West Louisville residents with an additional food choice. Some residents may decide not to eat fresh food, even if Grasshoppers makes it easily accessible to them. This choice must be respected, as to not infringe upon human agency.

Only after respecting the power of human agency can Grasshoppers and Community Farm Alliance embark upon an effective community outreach campaign. Overcoming misconceptions about the eating habits of those with limited income is vital to the success of the community outreach campaign- the most important component of Grasshoppers' EBT program.

Why is community outreach important?

Just as Grasshoppers has recruited customers in the past by building relationships with institutions, corporations, and individuals, so must it too develop relationships with West Louisville in an effort to promote its EBT program. The community outreach component of the EBT program is particularly important because so many West Louisville residents have been marginalized in the food system and have unequal access to fresh, high quality food. Grasshoppers must demonstrate a renewed commitment to serving West Louisville by building community partnerships in a concerted effort to make its food available to all people.

Who will be doing the community outreaching?

Before a community outreach plan can be implemented, the most pressing issue facing the Grasshoppers' EBT program is who can take responsibility for coordinating the outreach efforts. Presently, Grasshoppers does not have the staff or resources to dedicate to implementing a community outreach plan. Moving the food from the farm to the eater consumes all the staff's time at Grasshoppers. Unless a new position at Grasshoppers is created specifically for a community outreach coordinator, it is unrealistic to expect Grasshoppers to undertake a community outreach campaign. That is not to say that Grasshoppers should not have the responsibility of identifying another organization that has the capacity to undertake such an effort.

Community Farm Alliance would seem to be the logical community partner for Grasshoppers' EBT program, given that CFA's mission fits squarely with the mission of Grasshoppers' EBT program- to provide fresh food to underserved urban populations, while also generating additionally revenue for Kentucky family farmers. However, there

are organizational concerns that stand in the way of this partnership. First, CFA, a non-profit, feels hesitation serving as the fiscal agent for a for-profit business. Rather than viewing Grasshoppers as the specific entity standing to benefit from an EBT program, CFA should look deeper to see how the program will benefit food insecure residents of West Louisville, while also providing additional revenue for the Kentucky farmers that supply Grasshoppers. Additionally, if Grasshoppers can support the program without a grant, then CFA will not have to accept a grant on behalf of Grasshoppers.

Structure of community outreach

Ideally, there will not just be one community partner, but several community partners. The community partners might be structured around drop-off locations for EBT shares. Each different neighborhood may have a community organization that can serve as a “host” organization for the Grasshoppers’ EBT program. The organization will enter into a partnership with Grasshoppers to help promote the EBT program and fresh food access in general. This type of model works well for City Fresh, a food justice organization in Cleveland run by Maurice Smalls. City Fresh’s Fresh Stop program is managed like a week-to-week EBT CSA.¹⁷

As outlined above, Grasshoppers should partner with several organizations to best serve the EBT population. However, in the first year of the EBT program, Grasshoppers should target a specific neighborhood, a specific community organization in that neighborhood, and a specific number of shares for that neighborhood. For example, Grasshoppers could decide to target the Portland community and attempt to recruit 50 shares within that neighborhood. With this smaller-scale, more targeted approach, Grasshoppers will be better able to take the specific community’s needs into consideration, and will also be able to gather community feedback more effectively. In summary, Grasshoppers should narrow its community outreach plan and EBT shares to a specific community for the first year of the program. This approach will hopefully provide a model that can be replicated in other neighborhoods as Grasshoppers seeks to expand the EBT program.

The entire community outreach campaign should be driven by what City Fresh calls “affinity-based marketing.” This type of strategy is based on the belief that “people are most likely to respond favorably to a program if they have friends or people in their community that they trust who recommend it.” This word of mouth approach might be most effective over time and it cost nothing in terms of money. Affinity-based marketing should drive Grasshoppers’ EBT community outreach strategy if it is to succeed. West Louisville residents are more likely to respond to a Grasshoppers’ EBT program if a respected community leader like a pastor tells them about it, rather than a person working for Grasshoppers or CFA. Given this fact, buy-in from West Louisville leaders is absolutely critical, assuming that the West Louisville community wants the EBT program in the first place.

Current status of the community outreach plan

After initiating conversations with Lindsey Gibbs and Jim Early of Grasshoppers about submitting an EBT application, Erica Dolinky (CFA organizer) and I began to do community outreach work for the EBT program. Gathering community feedback is essential to the success of the EBT program, so Erica and I designed a survey seeking to gather information about interest in an EBT program, how much residents would be willing to pay, and also what types of food residents want to see in the box.

We first contacted Marshall Gazaway, CFA member, vice president of the CFA board, and long time West Louisville resident, to help us connect with neighborhood organization that might be receptive to the EBT program. We wanted to speak at neighborhood meetings and also be able to implement the survey. He made several connections for us, among them the following:

New Directions Housing Corporation

Lindsey Gibbs, Erica Dolinky, and I attended a New Directions Community Roundtable meeting to discuss the EBT program. The New Directions Housing Corporation “develops and maintains affordable housing and vital communities in partnership with neighborhoods and other stakeholders.”¹⁸ The theme of the meeting was the “green agenda” and we made up part of the panel on food access issues in Louisville. Lindsey brought a sample box of food from Grasshoppers and most of the attendees seemed genuinely interested in the program. However, the meeting was not well attended, which explained the small amount of surveys that were returned. While the New Directions Housing Corporation seemed receptive to the EBT program and invited us to be on the panel, no deeper connection was formed. That is not to say that a partnership cannot be explored in the future. My main contact with New Directions was Kelly Spratte-Lennington, an AmeriCorps member that works to set up the Roundtables:

The Making Connections Network

The second community event at which I discussed Grasshoppers EBT program was at a Making Connections “Network Nite.” The Making Connections Network is “a community movement, powered by people making change in four Louisville neighborhoods: California, Phoenix Hill, Shelby Park and Smoketown, where 2,600 network members live, work or worship.” “Network Nite” is a monthly event that is always well attended, and the night I attended was no different. I was able to gather 26 surveys that night. I spoke about food access issues and discussed the Grasshoppers’ EBT program. Grasshoppers also provided me with a box of food to raffle off.

Making Connections should serve as an invaluable resource in the future, as it is well grounded and respected in the West Louisville community. While Making Connections probably is not suited to serve as a community partner for Grasshoppers, it represents a wide arrange of community organizations in West Louisville, some of which may be suitable community partners. For example, if Grasshoppers needs to know where to set-up

a drop-off location in Shelby Park, Making Connections can probably tell them whom to contact to set one up. Making Connections can help Grasshoppers by sharing its wealth of knowledge about the West Louisville community, and Grasshoppers can help Making Connections by providing more food to the West Louisville community.

The main contact at Making Connections is Anthony Smith. Anthony is tremendously helpful and well informed about the Grasshoppers' EBT program. He is an excellent resource for Grasshoppers to use during EBT program development:

Bon Air Neighborhood Association

I also attended the Bon Air Community Meeting to discuss Grasshoppers' EBT program. Cynthia Cooke and Patrick Carrico are on the board of the neighborhood association and contacted me concerning the possibility of implementing an EBT program at Bon Air's proposed farmers market. The community is also interested in Grasshoppers' EBT program and food access issues in general. Both Cynthia and Patrick will be solid community contacts as the program moves forward.

Expressions of You Coffee Shop

Expressions of You is a coffee shop located in West Louisville at 1800 West Muhammad Ali Boulevard. The shop is particularly rooted in the West Louisville community and hosts many spoken word events. James Linton, the owner of the shop, is active in the community and allowed us to leave surveys to be filled out, although none have been returned. There has been initial conversation with James concerning the Grasshoppers' EBT program. He mentioned that he might be interested in hosting an event to promote the Grasshoppers' program and healthy food in general. Following up with James and Expressions of You is a definite must.

Presbyterian Community Center (PCC)

The Presbyterian Church is particularly active in the West Louisville community with anti-hunger efforts. A meeting was set up with Lawrence Wilbon at PCC to discuss a possible community partnership with Grasshoppers' EBT program. Lawrence was receptive to the idea and mentioned we might be able to survey people who use PCC's food pantry concerning their ideas about an EBT program. Reconnecting with PCC would definitely be worthwhile.

Fresh food access survey

As mentioned previously, a survey tool was created to assess fresh food access in West Louisville and interest in a Grasshoppers' EBT program. The survey was implemented at various community events detailed above, but there was no targeted approach. If we heard about a community meeting, then we tried to attend to discuss fresh food and the Grasshoppers EBT program. All in all, 38 surveys were collected: 8 from the Bon Air Community Meeting, 4 from the New Directions Community Roundtable, and 26 from

Making Connections “Network Nite.” The collected surveys do not necessarily represent a specific enough or large enough sample to provide meaningful data.¹⁹ A survey targeted specifically to one neighborhood will provide more useful information than a smattering of surveys from whichever community organization’s meeting we were able to attend. The survey can, and should, definitely be used in the future.

Concerns about the community outreach plan

The community outreach plan is predicated upon the fact that Grasshoppers will have the capabilities to accept EBT. The community outreach portion of the program was embarked upon in October of 2009 with the understanding that Grasshoppers was going to submit the EBT application to the USDA to initiate the process. The application has still not been submitted when this report was printed in February 2010. The fact that Grasshoppers has not taken the steps to initiate the EBT process undermines the effectiveness of the community outreach strategy.

It does not make sense to continue speaking at community meetings and surveying community residents about Grasshoppers’ EBT program if Grasshoppers has not taken the proper steps to implement the program. Until Grasshoppers is serious about taking the necessary steps to become an authorized EBT retailer and submits the EBT application, the community outreach portion of the program should not proceed any further. Grasshoppers needs to identify the number of shares they want to recruit, and also determine the price and content of the box. In this way, there is a potential product to present to the community. There needs to be some sort of tangible commitment on the part of Grasshoppers before community residents are asked for their commitment to a Grasshoppers’ EBT program.

Pricing Options for EBT Shares

Ensuring that EBT shares are affordable for West Louisville residents is absolutely critical to the overall success of the proposed program. At every community meeting I have spoken at about Grasshoppers’ EBT, one of the first questions people ask is, “How much is it going to cost?” The ultimate goal of the pricing strategies outlined below is to make EBT shares affordable for West Louisville residents.

<i>The basic box model offers a pricing option that reduces the dependence on outside funding. The box would only include the most affordable and most nutrient-dense food items.</i>	<i>Basic box model</i> The basic box model ²⁰ offers a pricing option that reduces the dependence on outside funding. The box would only include the most affordable and most nutrient-dense food items. This method creates a ‘basic box’ that would be more affordable for those with limited income. With the basic box model,
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Grasshoppers would not have to rely as heavily on an outside source to subsidize the shares, assuming that the creation of a basic box would reduce each share to the \$15/week price range that is the norm for low-income CSAs across the United States.

If the basic box model does not make the price affordable enough for the residents of West Louisville, and Grasshoppers decides that outside funding is still needed, the amount of outside funding still would be greatly reduced, given that a basic box would cost less than a traditional Grasshoppers box. For example, assuming a basic box costs \$15 but Grasshoppers only wanted to charge limited income customers \$12, a subsidy from an outside organization would only have to cover \$3 of each share. Conversely, without the basic box model, the share might cost \$22, and a subsidy would have to cover \$10 per share to reduce the price to \$12 for the EBT recipient. Ultimately, the main benefit of the basic box model is that it ensures greater sustainability of the EBT program by making Grasshoppers less reliant on outside sources for funding.

Table 2: Potential Items to be Included in a Grasshoppers Basic Box

Item	Quantity	Price
Green beans	1 lb	1.25
Beets	1 bunch (24-28 oz.)	1.75
Broccoli	1 lb	1.50
Carrots	1 bunch (22-26 oz.)	2.00
Cucumbers	1 lb	0.60
Eggplant	1 lb	1.00
Beet greens	1 bunch (12-14 oz.)	1.40
Cabbage	1 head	1.00
Lettuce	1 head	1.00
Mustard greens	1 bunch (12-14 oz.)	1.25
Green peppers	1 lb	0.80
Green tomatoes	1 lb	0.75
Red tomatoes	1 lb	1.25
Turnips	1 bunch (24-28 oz.)	1.50
Winter squash	1 lb	0.75
Onions	1 lb	1.25
Potatoes	1 lb	0.80
Sweet Potatoes	1 lb	1.15
Kale	1 bunch (12-14 oz.)	1.25
Spinach	1 bunch (12-14 oz.)	1.50

Possible drawbacks of the basic box model

The basic box model is an efficient way for Grasshoppers to self-sustain an EBT program. However, the basic box must not become the “food stamp box” or the “poor people’s box.” To prevent this stigma from occurring, Grasshoppers must make the basic box option available to everybody, not just to those who receive food stamps. This way everyone will have the option to buy the box, not just those on food stamps. Additionally, there may be more work involved to decide who is eligible for a basic box if the option is not offered to everyone. Grasshoppers would have to ask for food stamp verification or set an income requirement to determine who is eligible to purchase the basic box.

<i>The basic box is an efficient way for Grasshoppers to self-sustain an EBT program. However, the basic box must not become the “food stamp box” or the “poor people’s box.” To prevent this stigma from occurring, Grasshoppers must make the basic box option available to everybody, not just to those who receive food stamps.</i>	The contents of the basic box model will be limited by cost, as only the most affordable and nutrient-dense items will be included. Therefore, the basic box will be less varied than a traditional box, which infringes a bit upon consumer choice. However, an inherent characteristic of any CSA model is the lack of consumer choice. CSA subscribers freely cede their ability to go to a grocery store to choose from an array of produce, for the ability to support local food, local farmers, and the local economy. In this way, CSA subscribers are choosing to support local farmers over the industrial food system.
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But there are surely people out there who absolutely crave onions during every waking moment, but can’t stand the sight of a turnip, much less the taste. So what happens when the conditions of the growing season are conducive to growing turnips, but terrible for onions? Well, what happens is that the onion-lover and turnip-hater will not be happy with her CSA share.

The above example illustrates the tension between consumer choice and the traditional CSA model. Ultimately, a CSA program will never be successful if the shareholder does not like to eat what is in her weekly box. After all, the point of a CSA is to feed people. However, there must be a concerted effort on the part of the eater to try new and different foods that come in the weekly share. The farmer, or whatever entity happens to be managing the CSA, must also make an honest effort to incorporate foods that the specific community in question happens to prefer. Grasshoppers must consult the West Louisville community to determine what kinds of food they would like to see in their boxes, but the West Louisville community must also be willing to try new foods.

Grant Model

Obtaining a grant is another option to help make EBT shares more affordable. Here is how it would work: A weekly share normally costs around \$22. After determining an affordable price for low-income shares based on community feedback, the grant would be used to subsidize the weekly shares to reach the desired price. Assuming the share is \$22 and an affordable share is determined to be \$12, then the grant would cover the \$10 difference in price, so that the farmer and Grasshoppers are both still receiving the full price for the weekly share. Depending on the amount of the grant, Grasshoppers would have to determine how many shares it would be able to subsidize, and recruit that number of shares accordingly.

Grasshoppers has institutional buyers and therefore already has working relationships with corporations in Louisville, particularly Brown-Foreman. Humana, a health insurance provider, is also another funding source to explore, considering that Grasshoppers EBT program will promote healthy eating.

Drawbacks of the Grant Model

The main drawback of a corporate subsidy is its uncertainty and unreliability. A grant may last for only a couple of years and then Grasshoppers would have to find an additional source of funding. Financially supporting the program internally provides a more efficient business model and also demonstrates that for-profit corporations can successfully serve at risk populations without having to receive outside funding through the formation of a 501c(3) non-profit side.

Additionally, identifying a fiscal agent to receive the grant might be challenging. Grasshoppers is a for-profit business, so it may not be able to receive a grant unless it forms a non-profit 501c(3) arm. Community Farm Alliance is able to receive grant money, but it is still unclear whether CFA can legally serve as a fiscal agent for a for-profit business. Essentially, CFA would accept the grant on Grasshopper's behalf, and then channel the money to Grasshoppers to subsidize the shares.

Another option to avoid having a specific entity accept the grant money might be for the corporation to issue coupons directly to consumers that can be redeemed at Grasshoppers. For example, Brown-Foreman might print coupons that offer \$10 off a weekly share at Grasshoppers. The consumer then presents the coupon when purchasing the share, and the corporation would reimburse Grasshoppers. However, the legality and logistical considerations of this method must be further researched.

In summary, many unknowns persist regarding the matter of identifying a fiscal agent. Further engaging corporations like Brown-Foreman about this matter will begin to illuminate ways to accept the potential grants. Without having contacted the corporations in earnest, uncertainty shrouds the matter of the potential grantee.

Donations Model

Another way to generate funds to help subsidize the cost of EBT shares is to ask already-existing Grasshoppers subscribers who have a stable income to donate money to support EBT shares at the beginning of the season. The donation would be optional and on a customer-to-customer basis, but has the potential to provide additional funding to help with subsidizing EBT shares.

This option probably would not sustain the EBT program by itself, considering the donation is optional and not every shareholder would choose to donate. It may also not be reliable, assuming that each shareholder could decide on a personal basis the amount of money they are willing to donate. However, this option might be best used in combination with other models to lower prices, especially to compliment the basic box model.

Sliding Scale Model²¹

Many CSA groups have chosen to create a sliding scale payment option for their members. Sliding scale structures can be as simple or as complex as needed to suit the community's needs. However, whatever payment structure is decided on, Grasshoppers needs to assure that the total amount of money it receive is equal to the price they set for each share multiplied by the number of shares it sells.

Sliding Scales Work Best:

1. In mixed income neighborhoods where there is both the need for lower cost shares and the ability of some members to pay a higher price.
2. When a CSA has its own bank account and checks are written to the CSA rather than to the farm. It is easier to balance the amount of money coming in from each payment tier and the amount that is sent to the farm if the CSA can track this and send lump payments to the farm. Additionally, if more members join at the highest tier than at the lowest tier there may be extra money, which can be saved for subsidies for the next season or to pay costs such as transportation for a farm trip. It is easier if the farm does not have to track this extra money.

Options for Sliding Scale Structure:

1. Three payment levels with an equal spread in the dollar amount between each payment level. Target numbers for each tier can be set (i.e. 15 members at Tier 1 and 15 members at tier 3) or it can be flexible during recruitment with some limits to the number of tier 3 shares.

Tier 1: Higher income level	\$550	There is an equal spread of \$100 between each. Need equal numbers of members at high and low levels.
Tier 2: Farmer's share price	\$450	
Tier 3: Lower income level	\$350	

2. Two or more payment levels with unequal spread between the payment levels. Target numbers for each tier should be set to insure full payment (i.e. 15 members at tier 2 and at least 30 members at tier 1)

Tier 1: Higher income level	\$500	\$50 over farmer price of \$450	Will need twice as many members at high level as members at lower level.
Tier 2: Lower income level	\$350	\$100 less than farmer price of \$450	

Deciding eligibility for payment levels:

- Income levels of eligibility vary per group and should reflect the overall income levels of the neighborhood in which the program is located.
- Most groups treat their income levels as guidelines and do not ask for proof of income. Some groups have offered their lowest payment tier only to members who are on government benefits and ask for proof of those benefits.

Tier 1: Higher income level	\$550	Household income is \$65,000 or above
Tier 2: Farmer's share price	\$450	Household income is between \$35,000 and \$65,000

Thoughts on Determining a Pricing Structure

The EBT program at Grasshoppers has not reached the stage where there is a clear favorite as far as a pricing structure goes. In reality, discussions on pricing structures have only scratched the surface. It is important to keep in mind that the exclusive use of one pricing structure is probably not the preferred path to take. The combination of different pricing strategies, for example the basic box model combined with the corporate subsidy model, will give Grasshoppers EBT program the best chance for success.

Whichever pricing strategy or combination of pricing strategies is decided upon, there are several rules that Grasshoppers must abide by when working with EBT customers. First, the USDA only allows EBT recipients to pay two weeks in advance for food they have not yet received. Thus, the traditional CSA model is incompatible with the current regulations governing EBT usage. An EBT recipient is prohibited from using EBT benefits to secure a CSA share at the beginning of the growing season because they would be paying for food well in advance of 2 weeks before receiving it. Therefore, an EBT program at Grasshoppers would have to be on a weekly or bi-weekly basis. And although EBT customers are not legally able to give a financial commitment to secure their shares in advance of 2 weeks, they could give some signed commitment stating they are willing to participate in the program on a week-to-week basis. This type of "promise" would allow Grasshoppers more flexibility and time to plan EBT shares in advance, given that EBT customers will not be able to secure their shares at the beginning of the season.

Funding Grasshoppers' EBT

Again, the success of the EBT program depends on the affordability of EBT shares for West Louisville residents. In the first year of the program, it might make sense to support the EBT program internally through the basic box model, rather than depending upon outside grants. With a specific neighborhood and a certain number of shares in mind, Grasshoppers should be able to provide EBT shares at an affordable price by offering the basic box option.

If the EBT program is a success in the first year, then Grasshoppers can look to expand to other neighborhoods and increase the number of shares they wish to recruit. The expansion of the program could necessitate outside funding. If this is the case, then Grasshoppers could solicit outside funding from a corporation as described above, or it could seek funding from a different granting entity like a state or federal agency. Grasshoppers received an \$80,000 Value Added Producers Grant from the USDA to start its business in 2005. Grasshoppers also received a grant from the Kentucky Agricultural Development Board to support its business endeavors as well. In the future, Grasshoppers should look to some of the very same organizations it has looked to in the past to receive funding.

Farmers Market Promotion Program (FMPP) Grant from the USDA

Layla Musselman, a CFA member, attended the Southern Sustainable Agriculture Working Group (SSAWG) conference in January 2009 to gather information on possible grant opportunities for Grasshoppers EBT. Layla obtained a wealth of information on possible grants and she should be used a resource as the Grasshoppers' EBT program moves forward.²² Layla thought that the USDA FMPP grant would particularly suit Grasshoppers' EBT program. The FMPP, in addition to farmers markets, seeks to support producer networks and community-supported-agriculture programs. Up to \$5 million is available in 2010, and up to \$10 million in 2011. A single grant can be up to \$100,000. The application is due in February/March 2010, and the funds become available to awardees in October 2010.²³

Additionally, Layla presented funding opportunities through an organization called Operation Frontline. According to Layla, this organization would fund a staff position to help assist with the community outreach portion of Grasshoppers' EBT.²⁴ Also, an organization called Wholesome Wave runs a national program that doubles EBT dollars used to purchase locally grown food.²⁵ Both of these grant opportunities merit further attention.

Thoughts on funding Grasshoppers EBT

As stated previously, Grasshoppers should try to implement the EBT program in the first year without the help of outside funding. If the pilot program is successful, then

If food justice is to become a reality, the non-profit and for-profit worlds must work together. A Grasshoppers' EBT program has the opportunity to provide such a model by demonstrating that a food justice project can be financially self-sustained by a for-profit business.

Grasshoppers will have a sustainable business model to point to in the future if they decide that outside funding is necessary. The ability to sustain an EBT program after initial funding definitely makes Grasshoppers an attractive grantee.

The most compelling model for a Grasshoppers EBT program would be not rely on outside funding whatsoever. Using the basic box model, Grasshoppers could demonstrate how a for-profit business, albeit with people power from a non-profit (CFA), can work for food justice without forming a foundation/non-profit side.

Demonstrating that it is possible for the for-profit world to *earnestly* work towards food justice is a powerful statement. If food justice is to become a reality, the non-profit and for-profit worlds must work together. A Grasshoppers' EBT program has the opportunity to provide such a model by demonstrating that a food justice project can be *financially* self-sustained by a for-profit business without a non-profit side.

Defining the Roles of Grasshoppers and CFA

As the EBT program progresses, it is important to understand the roles of CFA and Grasshoppers in the process. As it stands now, CFA is in the position to be the entity responsible for the community outreach portion of the program. CFA will assess community interest and determine needs in an effort to identify possible partners for Grasshoppers. In this way, CFA will serve as a facilitator for Grasshoppers by identifying EBT recipients interested in an EBT program. Grasshoppers' role will be to maintain relationships with these community organizations by delivering high-quality and affordable food; in much the same way it has developed relationships with its institutional buyers. The table on the following page summarizes Grasshoppers and CFA's roles moving forward.

Table 3: Defining the Roles of Grasshoppers and CFA

GRASSHOPPERS	CFA
<ul style="list-style-type: none"> • Submit EBT application and purchase Point-of-Sale machine to accept EBT cards 	<ul style="list-style-type: none"> • Head the community outreach campaign
<ul style="list-style-type: none"> • Determine the number of EBT shares it wishes to recruit for the pilot program 	<ul style="list-style-type: none"> • Gather community feedback through surveys, interviews, neighborhood meetings
<ul style="list-style-type: none"> • Craft a basic box and pricing structure based on most affordable food items 	<ul style="list-style-type: none"> • Identify possible partner organizations and neighborhoods for Grasshoppers
<ul style="list-style-type: none"> • Contact potential community partners to set up logistical aspects of EBT program 	<ul style="list-style-type: none"> • Obtain buy-in from respected community leaders that can help promote Grasshoppers' EBT
<ul style="list-style-type: none"> • Maintain relationships with community partners in much the same way as institutional buyers 	<ul style="list-style-type: none"> • Deliver contact information for potential community partners to Grasshoppers

Conclusion: Fresh Meat Bundle #6

The summer before my last year of undergraduate study I worked as a janitor at the local grammar school. I found myself sitting on a pull out-bench made for third graders in the school cafeteria, which also duals as the gymnasium. It was the end of the summer meeting lead by the janitorial supervisor. The burly man stood before us to deliver a brief speech evaluating our performance as a crew for that summer. He prefaced his spoken evaluation with the following statement: "Now look, I'm not up here to blow sunshine, that's the last thing I want to do, but you guys have really done a great job this summer."

I define 'blowing sunshine' as overemphasizing the positive, while failing to account for, or at least articulate and acknowledge, the negative. More concisely, blowing sunshine is lying. Since that summer, the hard-nosed, blue-collar janitor and his bellow of not blowing too much sunshine permeates my approach to food justice work. As a whole, I think that food justice advocates need to reduce their sunshine-blowing footprint. Often times there is a reluctance to "perspectivize" food justice work. That is, to see how a particular food justice initiative fits into the broader picture of ending hunger. For example, community gardeners often fail to recognize that their gardens are just a small step in the larger fight for food justice. The same is true for farmers markets, CSAs, and other grassroots food justice initiatives. While reforming the food system starts with these local initiatives, their impact on the improvement of food security as a whole must not be overstated. While a farmers market that accepts EBT will definitely help increase access to fresh foods in an underserved community, the initiative will not be the ultimate solution to the problem of food insecurity. A full-service grocery store is needed to compliment the farmers market, and widespread policy changes that remedy the inequities in our industrial food system is needed to compliment the grocery store.

The last thing I want to do is to blow sunshine about the Grasshoppers' EBT program. I will be the first to admit that EBT at Grasshoppers will only be a small step in improving fresh food access in West Louisville. An EBT program at Grasshoppers is simply a band-aid approach until the government decides to enact real changes that reform our food system. Until government subsidies are reallocated from industrial agriculture to support small-scale, sustainable agriculture, then food justice advocates across the country will have to rely on inefficient and unsustainable grants from outside organizations to inefficiently and artificially lower the price of healthy, local food.

While the EBT program has the potential for incredible success, there are serious obstacles that remain. So in an effort to reduce my own sunshine blowing emissions, here is a reality check for not only myself, but for the food justice movement in Louisville, brought to you by Grand Meat Market on 1731 Dixie Highway:

As I walked along Portland Avenue to my home at 26th and Bank Street in the heart of the food desert of West Louisville, I noticed scroll-like flyers nestled carefully into the three feet high wrought iron fences that line the sidewalks of the Portland Neighborhood. As I walked pasted the fence adjacent to my house, I unfurled the paper and read the red, bolded letters:

**GRAND MEAT MARKET
WE ACCEPT WIC, FOOD STAMPS
MONEY ORDERS \$1.25
WE CASH CHECKS**

Strange that a food retailer first advertises services like check cashing and money orders, and in larger font no less, than its food advertisements. About a quarter of the way down the page, I finally met eyes with the food advertisements. The Meat Market's signature product happens to be its meat bundles. There are seven different meat bundles, all priced differently based on quantity. "Fresh Meat Bundle #6" costs \$124.95 and contains:

Table 4: Grand Meat Market's "Fresh Meat Bundle #6"

4 lbs. chicken wings	5 breakfast ribeye steaks	2 lbs. bologna
3 lbs. chicken drumsticks	3 lbs. rib tips	1 lb. sliced ham
2 lbs. chicken leg quarters	3 lbs. neck bones	1 lb. sliced turkey
2 lbs. chicken breast	3 packages of hot dogs	1 lb. cheese
1 beef roast	1 spare rib	2 Kraft salad dressing
3 lbs. pork chops	2 packages of bacon	1 bottle Crisco oil
3 lbs. ground beef	1 package of smoked sausage	3 cans pork & beans
3 lbs. pork steak	1 lb. garlic franks	3 cans green beans
3 cans corn	3 cans peas	1 case Ramen noodles
1 bottle ketchup	2 lbs. sugar	2 loaves bread
2 dozen eggs	1 can Hunt's spaghetti sauce	2 boxes spaghetti
2 boxes Hamburger Helper	4 boxes Jiffy corn bread mix	10 lb. bag potatoes
3 lbs. onions	2 boxes cereal	

The advertisement also notes, "all meat bundles are freezer wrapped and satisfaction is guaranteed." In addition to the food items, "Fresh Meat Bundle #6" comes with a "Bonus Prize" which includes "1-4 rolls of toilet tissue, 1 paper towel roll, & 1 large family size washing powder." On top of that, the bottom of the advertisement notes, "We will deliver FREE all meat or grocery orders."

Grasshoppers' Winter Staples Box costs \$26 per week (toilet paper and check-cashing not available). Therefore, in terms of price, 5 weeks worth of Grasshoppers winter staples box would roughly equal the \$124.95 price of "fresh meat bundle #6." In each weekly Winter Staples Box you receive 3-4 winter produce items, 1 dozen eggs, ½ gallon of milk, and one winter staple that rotates from week to week and can include, honey, maple syrup, sorghum, or mushrooms. Multiplying those items by five, would give you Grasshopper's 'equivalent' of "fresh meat bundle #6," at least in terms of food received per dollar spent:

Table 5: Grasshoppers' Winter Staples Box

5 Butternut squash	1 jar maple syrup
5 heads of lettuce	Mushrooms
Sweet potatoes	1 jar sorghum
Apples	1 rotating winter staple
5 dozen eggs	
2.5 gallons of milk	
1 jar honey	

“Fresh meat bundle #6” embodies the industrial food system’s version of a CSA: cheap, efficient, convenient, nationally sparse, and meat-heavy. To effectively reach low-income communities, Grasshoppers must contend with “Fresh meat bundle #6.” But how can they expected to compete with “fresh meat bundle #6” when the price of industrial food is artificially deflated?

The comparison between Grasshoppers and “Fresh meat bundle #6” is not meant to demonstrate that an EBT program at Grasshoppers can never be successful. Rather, the comparison points to the fact that deeper, systematic changes are necessary to make healthy food available to all people. Until our nation decides to make our food system equitable for every eater, food justice advocates will have to trudge their way through the food system to craft elaborate and inefficient schemes that make local, healthy food as affordable as “fresh meat bundle #6.”

This comparison is not meant to discourage the development of an EBT program at Grasshoppers. Rather, the comparison demonstrates the lack of choice available for low-income consumers. If you are on limited income and have three mouths to feed, the Grasshoppers Winter Staples box is simply not an option. “Fresh meat bundle #6,” like it or not, is your only option to adequately feed your family. An EBT program at Grasshoppers will not be able to compete with “fresh meat bundle #6,” but it will give the low-income consumer another option. And having a choice when deciding what to put in your mouth, even if that choice might not be realistic quite yet, is a step, albeit a tiny one, towards food justice. Right now, West Louisville residents do not have a choice to buy food from Grasshoppers

because they do not accept EBT and the weekly shares are not affordable. Ensuring that the EBT infrastructure is in place and weekly shares are affordable will not allow Grasshoppers to compete with “fresh meat bundle #6,” but it will expand consumer choice and begin to support human agency.

“Fresh meat bundle #6” represents the reality of our food system, especially for low-income populations who do not have the choice to purchase high quality food. Again, the comparison between Grasshoppers and “Fresh meat bundle #6” is not meant to demonstrate that an EBT program at Grasshoppers can never be successful. Rather, the comparison points to the fact that deeper, systematic changes are necessary to make healthy food available to all people. Until our nation decides to make our food system equitable for every eater, food justice advocates will have to trudge their way through the food system to craft elaborate and inefficient schemes that make local, healthy food as affordable as “fresh meat bundle #6.”

APPENDIX A

Approaching Corporate Sponsorship

1. Frame the issue.
 - Think big picture: How does it fit into the larger scheme of community development/revitalization?
 - Give background information on your issue that makes it accessible for an audience that might not know anything about the topic.
 - Convey your passion for the issue: why is the issue important to you?
2. Provide relevant case studies.
 - Whatever project you may be seeking to fund, there are probably similar projects that already exist. Share success stories with your potential grantor, so that they know the project they are potentially funding has potential to succeed.
3. Define each organization/entity's role.
 - Give background information on your organization and any organization working with you.
 - Explain how the potential grantor will benefit from the proposed project: coalition building, marketing opportunities, opportunity for company-mandated volunteer hours, Community Reinvestment Act (CRA) requirements- especially with banking/financial institutions, etc.
4. Craft an itemized budget.
 - The potential grantor needs to know exactly how the money will be used. Provide an itemized-line budget.
 - Always over-estimate the amount of money you think that you will need. It is always better to ask for more than to ask for too little. If you do not know the exact cost of a component of your project, err on the high side.
5. Provide goals, strategies, desired outcomes, and a detailed timeline.
 - The potential grantor will want to see that you have realistic goals, strategies, and outcomes for the project so that they know that the grant will be used effectively.
 - Provide a high-level timeline to demonstrate how the implementation of the project will proceed.

APPENDIX B

Examples of other EBT CSAs

Below are examples of other EBT CSAs in and around Louisville. The City Fresh “Fresh Stop” model is probably the most widely duplicated nationally. Additionally, the Hunger Action Center of New York State has compiled a comprehensive and detailed catalog of CSAs that serve low-income population across New York.²⁶ This guide serves as a best practices guide for EBT CSAs.

Fresh Stop Louisville: New Roots

Contact: Karyn Moskowitz, kmoskowitz@new-roots.net

How does it work?

Contact them by Tuesday of each week, and the share will be ready for pick up at the W. Chestnut St. Baptist Church on Saturday morning between 9 AM and 11 AM.

What's in the box?

Each share box has about 8-12 different items. A typical 1/2 share box in the middle of the summer might include:

- Three bunches of greens
- One watermelon
- 4 green peppers
- 6 tomatoes
- 1-2 lbs green beans
- 6 ears corn
- Some other fruit such as grapes, strawberries, peaches, plums, etc.
- 1 bunch beets
- 1/2 lb okra
- 4 zucchini
- 4 yellow squash
- 1 lb red potatoes

How much does it cost?

A half share box costs \$12, while a full share costs \$24. A 1/2 share feeds about 3, and a full share feeds about 6 for one week. There is a sliding scale pricing option for limited income customers.

Fresh Stop: Lexington

Contact: Julia Hofmeister, CFA member, julia.hofmeister@gmail.com

How does it work?

Each week a Fresh Stop Coordinator will provide you with a list of the local food available the upcoming Sunday. If you wish to reserve a box, you must have your order in by Thursday. Then you come to First Presbyterian Church on Sunday between noon and 2pm to pick up your box.

How much does it cost?

The share itself costs \$15, but to arrive at that price, higher income subscribers pay \$20 and low-income subscribers pay \$10.

City Fresh, Cleveland

Contact: www.cityfresh.org

How does it work?

In order to offer the freshest local food at an affordable price, they purchase only enough food to fill weekly orders. Orders are placed and paid for at least one week prior to picking up. You can order for as many weeks in advance as you like.

What's in a box?

One fruit item: blueberries, raspberries, strawberries, apples, or peaches

Greens, sweet corn, tomatoes, lettuce, peppers, squash, and herbs.

How much does it cost?

A family share that feeds 3-4 people/week costs \$24 and a single share that feeds 1-2 people/week costs \$12. A 50% discount is available for income-qualifying customers.

City Fresh is nearing the end of a three-year support grant from the USDA, and is working with community partners to sustain its work without continuous outside subsidy. To this end, they are exploring the possibility of developing City Fresh as a cooperative social enterprise that focuses on local food distribution and rural to urban links.

Appendix C

Community Contacts

New Directions Housing Corporation

Kelly Spratte-Lennington
1000 East Liberty Street
Louisville, KY 40204
(502) 719-7169
kellysl@ndhc.org

The Making Connections Network

Anthony D. Smith
Director of Network Organizing
Anthony.Smith@makechangetogether.org
502.618.5979

Bon Air Neighborhood Association

Cynthia Cooke
502.295.9005
bashfordmanor@hotmail.com

Patrick Carrico
patrick.carrico@bon-air.org

Expressions of You Coffee Shop

James Linton
502.584.6886
1800 West Muhammad Ali Boulevard

Presbyterian Community Center

Lawrence Wilbon
701 S. Hancock Street
502.584.0201
lwilbon@pccloouisville.com

APPENDIX D

Fresh Food Access Survey

1. How often do you eat fresh fruits and vegetables?

Never ___ 1-3days/week ___ 3-5days/week ___ Daily ___

2. What makes it difficult for you to eat fruits and vegetables on a daily basis?

(Check all that apply)

- Fruits and vegetables are too expensive in stores where I shop.
- The fruits and vegetables are of poor quality where I shop.
- There are few stores in my neighborhood which sell produce.
- I do not have transportation to stores with quality produce.
- I do not have transportation to stores with affordable produce.
- I do not have enough time to prepare meals at home.
- The stores do not carry produce we eat in my culture.
- I/My family doesn't like vegetables.
- I don't know how to cook vegetables.
- I don't have the kitchen supplies necessary to prepare and cook them.
- Other _____(explain)

3. Where do you get fresh fruits and vegetables? For each option that you check, please specify name and location.

- Supermarkets/Grocery Stores:_____
- Convenience/Corner Stores:_____
- Farmers Markets:_____
- Food Pantries:_____
- Other:_____

4. If you DO NOT shop at farmers markets, why not? (Check all that apply)

- I was not aware they existed.
- I do not know when or where they operate.
- Produce is too expensive there.
- Times and days are inconvenient.
- Location is inconvenient.
- I don't like the quality or variety of produce.
- I do not have transportation to the market
- I cannot use my EBT/food stamps at the market.
- Other _____(explain)

5. Would you be interested in buying a weekly box of fresh fruits and vegetables?

YES NO

6. If YES, how much would you be willing to pay for a weekly box of fresh fruits and vegetables? _____

7. Are you familiar with Grasshoppers Distribution and what their business does?

YES

NO

8. Are there any changes in the community that would make it easier to get fresh food?

9. What types of food would you be interested in purchasing from Grasshoppers?

11. What is your zip code? _____

12. What neighborhood do you live in? _____

The following questions are optional.

13. Do you receive EBT/food stamps? YES NO

14. If you receive EBT/food stamps, do you use them to buy fresh fruits and vegetables?

YES

NO

If you would like to talk more about food issues in your community or if you would like to get involved with any food related project, please list your contact information below.
THANK YOU FOR YOUR TIME!

Name _____

Phone _____

Email _____

Notes

¹“The Case for Accepting EBT at Grasshoppers” can be used as a one-page document for a grant proposal. See APPENDIX A for thoughts on “Approaching Corporate Sponsorship.”

² *Bridging the Divide: Growing Self-Sufficiency in Our Food Supply*, Community Farm Alliance, 2007.

³ *Neighborhood Racial Composition, Neighborhood Poverty, and the Spatial Accessibility of Supermarkets in Metropolitan Detroit*, Zenk et al, 2005.

⁴ “Food Stamp Use Soars, and Stigma Fades.” Jason Deparle and Robert Gebeloff, NY Times, November 28, 2009.

⁵ US Census Bureau, 2006 American Community Survey

⁶ Statehealthfacts.org, Kaiser Family Foundation, “Kentucky: Food Stamp Program.”

⁷ Ibid

⁸ Food Research and Action Center, www.frac.org, July 7, 2009

⁹ Ibid.

¹⁰ Community Food Security Programs: What do they look like? *Community Food Security Coalition*, http://www.foodsecurity.org/CFS_projects.pdf

¹¹ Community Food Security Programs: What do they look like? *Community Food Security Coalition*, http://www.foodsecurity.org/CFS_projects.pdf

¹² As described on: www.grasshoppersdistribution.com

¹³ Framework for this section adopted from Community Food Security Coalition project: <http://www.foodsecurity.org/CSREES%20CLC%20Project%20Description.pdf>

¹⁴ See Appendix B

¹⁵ Morland, K., Wing, S., and Ana Diez Roux., 2002. “The Contextual Effect of the Local Food Environment on Resident’s Diets: The Atherosclerosis Risk in Communities Study” *American Journal of Public Health* 92: 1761-67.

¹⁶ Ibid

¹⁷ “City Fresh Fresh Stop: Community Owner’s Manual” contains good advice for community outreach campaigns, and also discusses logistical concerns associated with an EBT CSA program. This document should serve as a resource for Grasshoppers and can be accessed via: <http://cityfresh.org/city-fresh-documents>.

¹⁸ <http://www.ndhc.org/>

¹⁹ While the survey results are not presented in this document for the reasons stated about, hard copies of them are on file at the CFA office in Louisville. See Appendix for Fresh Food Access Survey.

²⁰ Ivor Chodkowski, local farmer and part owner of Grasshoppers help to craft the basic box model.

²¹ Adopted from Just Food in New York City, www.justfood.org

²² Layla Musselman: laylamusselman@mac.com

²³ For more information on the FMPP grant, see:

<http://www.ams.usda.gov/AMSV1.0/FMPP>

²⁴ For information about Operation Frontline see: http://strength.org/operation_frontline/

²⁵ <http://www.wholesomewave.org/index.html>

²⁶ Access this guide at: <http://www.hungeractionnys.org/CSAProfiles.pdf>