

**CITY OF TAKOMA PARK, MARYLAND  
EXTERNAL FUNDING REQUESTS FY 2014  
APPLICATION FOR GRANTS EXCEEDING \$2,500**

**GENERAL INFORMATION**

Organization Name Crossroads Community Food Network

Organization Address: 6930 Carroll Avenue, Suite 426

City/State/Zip: Takoma Park, MD 20912

Program Name (if different): \_\_\_\_\_

Contact Person/Title: Michele Levy

Telephone Number: Day: \_\_\_\_\_ Evening: same

FAX Number: 301.270.4000

E-mail Address: [crossroadsmarket@gmail.com](mailto:crossroadsmarket@gmail.com)

Use of Grant Funds:

☒ Maintain Existing Program    ☒ Expand Existing Program    ☐ Start New Program

☐ Fund One-Time or Limited Project

Amount Requested: \$40,000

Application Deadline: January 22, 2013

We, the authorized representatives of the applicant organization, have completed or directed the completion of this application for City of Takoma Park funding and confirm that the information contained herein is true and correct to the best of our knowledge, information and belief.

Michele Levy 1/22/2013  
Signature/Date

Elisabeth Curtz 1/22/2013  
Signature/Date

Michele Levy 1/22/2013  
\_\_\_\_\_  
Printed Name/Title

Liz Curtz 1/22/2013  
\_\_\_\_\_  
Printed Name/Title

## A. ORGANIZATIONAL STRUCTURE

1. Number of current officers or board members 6

Name	Title	Term	Address
Melanie Isis, President		May 2009- May 2013	Silver Spring, MD
Christie Balch, Secretary		October 2012-October 2014	Washington, DC
Lorig Charkoudian		October 2012-October 2014	Takoma Park, MD
Jeff Farbman		May 2011- May 2013	Washington, DC
Lydia Oberholtzer		October 2012-October 2014	Takoma Park, MD
Gus Schumacher		May 2009- May 2013	Washington, DC

2. In what year did the organization begin operating? 2007

3. In what year did this program begin operating?

Fresh Checks- 2007

SNAP Outreach- 2010

Healthy Eating- 2010

Community Kitchen/Microenterprise- 2011

4. Is the organization incorporated? Yes      If so, in what state? MD

5. Is the organization qualified under Internal Revenue Code and regulations as a tax exempt organization? If so, under what section of 501(c)? Yes, 501(c)(3)

Federal Identification Number (if any): 36-4635237

6. Is this organization in compliance with all applicable federal, state and county laws and regulations? Yes

7. Staffing Profile: Identify the number and position/title of staff used to administer this program or project: 6 staff will be used to administer this project

List Positions/Titles:

Executive Director

Fresh Checks Program Manager

Healthy Eating Program Manager

Healthy Eating Trainee/Program Assistant

SNAP Outreach Program Manager

SNAP Outreach Program Assistant

How many volunteers are used to administer this program? 20

**B. FUNDING SUMMARY:**

1. Grant request: \$40,000
2. Funds secured from other sources (include status of funding/amount/source): \$85,400
  - Secured/\$25,000/MD Dept of Human Resources
  - Secured/\$25,000/Montgomery County
  - Secured/\$35,400/Private Foundations
3. Additional funds yet to be secured: \$155,000 (Proposals are pending totaling \$190,500, as follows)
  - Applications Pending/\$77,500/Montgomery County
  - Applications Pending/\$38,000/Prince George's County
  - Application Pending/\$75,000/Private Foundations
4. Estimated number of volunteer hours (provide number of hours x \$20.25):  
325 hrs x \$20.25=\$6,581
5. Value of other in-kind donations (provide details):  
Storage and parking lot space for operation Fresh Checks program: \$2,400  
Takoma Park Recreation Department bus @ non-profit rate: \$4,800
6. Total program revenues: \$254,181

## C. OVERVIEW OF PROGRAM OR PROJECT FOR WHICH YOU ARE REQUESTING FUNDS:

### 1. Need Statement:

Identify the issue or need that this program or project will address in Takoma Park.

Identify the target recipients.

Identify the number of Takoma Park residents to be directly affected or served (if applicable).

This program addresses the critical issues of food insecurity, hunger, and diet-related wellness in Takoma Park, with particular focus on residents of the New Ave/Crossroads communities. Crossroads aims to address these issues through a comprehensive set of initiatives that work in tandem to address multiple barriers to healthy food access.

Food insecurity, defined as lack of consistent access to healthy, affordable, culturally appropriate foods, is a struggle for a significant percentage of Takoma Park households. 63% of students at Rolling Terrace Elementary and 33% at Takoma Park Elementary qualify for Free and Reduced Meals (FARMS), a statistic often used to assess poverty in a school district.

While hunger is increasing in all regions on the country and amongst all populations, Latinos and African Americans are at greatest risk of food insecurity. According to the USDA, 1 in 4 Latino and African American households are food insecure; similarly, hunger rates in the Latino and African American communities are more than double the national average, and participation in emergency food assistance programs more than triple. According to the 2010 census, 78.5% of Takoma Park residents are black or Latino, indicating that hunger prevention is and should be a major City priority. Hunger is also particularly pervasive amongst seniors of all backgrounds; nearly 1/3 of seniors have to choose between paying for food or medical care. Researchers have linked food insecurity to a wide range of physical and emotional health conditions, from obesity and diabetes to depression. With the network of senior housing in Takoma Park, ensuring sufficient and adequate food and nutrition for our City's residents is a top priority of Crossroads.

Though multiple venues for purchasing fresh foods exist in Takoma Park, prices often force low-income families to sacrifice food quality, forgoing fruits and vegetables for more calorie-dense, processed foods. A study in the American Journal of Clinical Nutrition reveals that *a dollar worth of potato chips buys five times as many calories as a dollar's worth of vegetables*. This issue of affordability contributes directly to the rampant increases in diet-related illness. Nationwide, obesity among children has more than doubled in 20 years; low-income, African American and Latino children are at greater risk.

Our programs aim to increase food security, reduce diet-related illness, and increase health and wellness for all Takoma Park residents, with particular commitment to those living with and/or at risk of hunger. We anticipate that, through the network of programs outlined in this grant, we will directly serve approximately 4,000 Takoma Park residents, the majority of whom will be low-income, senior citizens, Latino, and/or recent immigrants.

### 2. Program/Project Summary: Briefly describe the purpose of the program or project and the services or activities to be provided.

This grant will provide operational support including staff salaries, fringe, rent, insurance and Fresh Check fruit and vegetables vouchers for our Fresh Checks program, Healthy Eating Initiative, SNAP Outreach, and Microenterprise Development. Together, these programs increase access to affordable, healthier foods among Takoma Park residents. This shift, in turn, will improve community health and wellness, reduce diet-related illness, and lower healthcare

costs. Crossroads programs have received extremely positive response from participants and supporting agencies in Montgomery County, including WIC, local senior and community centers, and Departments of Social Services. These independent but complementary initiatives include:

- Fresh Checks- Our “double-dollar” program incentivizes low-income households to use their federal food assistance at the farmers market to purchase healthy, fresh foods by doubling the value of their WIC, SNAP, or Senior Farmers Nutrition Program vouchers. This model of matching federal assistance with private dollars was piloted at Crossroads in 2007; now, approximately 500 markets nationwide operate this model. Demand for these financial incentives is growing both throughout the country and in our own community. Our Fresh Checks are distributed and valid for redemption at the Crossroads Farmers Market, located at the intersection of University Boulevard and New Hampshire Avenue and -known for its diverse traditional and ethnic produce and food offerings. During the 25-week 2012 market season, we distributed over \$60,000 in Fresh Checks to more than 1,600 area low-income families, an increase of over 450% from 2009; all of those dollars go directly to purchase fresh, local produce.

Subsidies and incentives like Fresh Checks have demonstrated effectiveness in increasing fruit and vegetable consumption in low-income populations. A 2011 USDA report concluded that subsidizing some food costs, including dark, green vegetables, was linked to decreases in children’s BMI. Further, in a survey of 2012 Crossroads Fresh Checks participants, 100% of respondents indicated that shopping at the market made it easier to buy fresh fruits and vegetables, and 92% reported that the Fresh Checks were “important” or “very important” in their decisions to spend their federal food benefits at the market rather than elsewhere.

- SNAP Outreach- Launched in June 2010 in response to USDA data about low SNAP (food stamp) participation amongst eligible Latinos and seniors, Crossroads’ bilingual SNAP outreach workers work at farmers markets, WIC clinics, food banks, and community and senior centers around Montgomery Counties providing information about SNAP, eligibility screenings, application assistance, and follow-up support. In 2012, we provided SNAP information to over 10,000 potential SNAP applicants and completed and submitted over 2,500 applications for eligible families. Successful application provides a supplemental food budget that extends beyond day-to-day emergency food relief; the Maryland SNAP allotment ranges from \$2,400 to over \$6,000/year depending on family size. These benefits provide a critical safety net funding for families in need and increase household food budgets/ Our outreach work is supported in part by a 50% match from USDA.

- Healthy Eating Crossroads Initiative: This program brings farm-to-table programming to over 400 students and one parent group at three Takoma Park elementary schools with high Free and Reduced Meals (FARMS) participation and to senior residences/centers. The initiative aims to increase understanding of the importance of eating fresh, seasonal produce.

- Community Kitchens/Microenterprise: In response to interest from participants in the Fresh Checks and Healthy Eating programs, Crossroads is working with community partners, including the Takoma Park Presbyterian Church and Meals on Wheels Takoma Park, to create opportunities for low-income Takoma Park residents to bring traditional food preparation skills to value added food processing of locally grown produce.

3. Address how the program or project fits within the Strategic Plan and Council Priorities.

Crossroads takes seriously its role in supporting the City Council's aim of creating a vibrant and healthy Takoma Park, and looks forward to continuing to partner in this shared responsibility. Our programs specifically correlate with the strategic plan as follows:

Sustainable Community: Our programs support the City Council's prioritized goals of a fiscally, environmentally, and economically sustainable Takoma Park by a) developing income-generating activities for City residents through the microenterprise initiative, community commercial kitchen development, program assistant positions held for City residents, and vendor opportunities at the Crossroads Farmers Market; b) increasing the availability of sustainable, locally grown produce in the City, helping City residents reduce their food mileage and carbon footprint; and c) providing environmental education through our farm-to-table Healthy Eating program, teaching Takoma Park children, parents, and seniors about the impact of their food choices on our environment.

Livable Community: All of the initiatives outlined in this grant, particularly the Fresh Checks, SNAP Outreach, and Healthy Eating programs, support the City's goal of Takoma Park that is livable and healthy by making healthy food more accessible and affordable to families and seniors and offering culturally appropriate information on healthy, nutritious eating. Further, the Crossroads Farmers Market provides a safe, recreational space for residents of all backgrounds and incomes to build community through the vibrant market culture.

4. Program/Project Impact: List the anticipated outcomes. What will change as a result of this program or activity? How will the community benefit?

This program will result in greater access to healthy foods for low-income Takoma Park families and seniors struggling with food insecurity; increased SNAP participation, providing a critical safety-net resource and stepping stone to greater financial stability; greater understanding of the importance of eating fresh, healthy produce and knowledge of how to incorporate fruits and vegetables into a culturally relevant diet while eating on a budget; and economic opportunity for unemployed and underemployed Takoma Park residents. Specifically, we anticipate the following outcomes:

- A 20% increase in number of 2013 Fresh Check participants over 2012, increasing affordability of fresh, local foods for 2,000 low-income area residents. Of those families, 1,350 will participate in the WIC program, 300 will receive SNAP, and 350 will be low-income senior citizens.
- To prescreen a minimum of 4,000 households for food stamp benefits; assist minimum of 3,000 individuals to file an application for SNAP benefits; provide follow-up application assistance and support, including translation and appeal services, to a minimum of 2,000 households.
- A minimum 75% of Fresh Check participants surveyed will report increased fruit and vegetable consumption as a direct result of the program;
- A minimum 500 Takoma Park families at a minimum three schools will participate in Healthy Eating programming;
- A minimum 5 unemployed or underemployed Takoma Park residents, at least two of whom are recent immigrants, will open a for-profit, food-related microenterprise upon completion of our training program. Sixty additional individuals will participate in quarterly skills-development workshops addressing one aspect of local food-related business development.

5. Action Plan: Briefly describe each activity to be conducted to meet the desired outcomes. If applicable, identify the average number of days or hours per month each activity will be provided to program participants. Be specific.

- Fresh Checks will be distributed weekly at the Crossroads Farmers Market, which runs from June-Thanksgiving, 10am-2pm. All Fresh Checks funding requested in this grant will go directly and exclusively to Takoma Park residents receiving WIC and/or SNAP (food stamps) or to Takoma Park seniors. To address challenges around transportation and access for seniors, we will run our senior bus, a round-trip shuttle service between Takoma Park senior housing facilities and the Crossroads Farmers Market that runs on a set schedule twice during each weekly market.
- SNAP outreach services will be offered at the weekly Crossroads Farmers Market and year-round at locations frequented by the target population. These locations include but are not limited to the Takoma Park WIC clinic, senior residences and centers, school and community events. Our three SNAP outreach staff work for a combined 50 hours during the market season and 35 during the off-season.
- Healthy Eating programming will be focused on a minimum of three Takoma Park elementary schools, with the possibility of expanding to a fourth. Classes will be held monthly per school, with corresponding activities for parent groups. We are currently in dialogue with one school about offering an afterschool program. Healthy Eating programming will continue beyond the school year with weekly informational booths and cooking demonstrations at the Crossroads Farmers Market and quarterly sessions at the senior residences participating in the market shuttle bus.
- Microenterprise training program will run for nine months, starting at the beginning of the grant period. The five participants will participate monthly in workdays with Farm to Freezer, spending five hours per month learning culinary skills; in monthly 2-3 hour workshops on topics pertaining to small business development; and in biweekly, half-hour check-ins with Crossroads staff.

6. Program Evaluation: Identify and describe the methods to be use to evaluate this program or project (questionnaire, interview, survey, observation)? How will you know if it is successful?

As we have in previous years, we will measure success tracking the number of weekly Fresh Checks participants and corresponding demographic information; numbers of SNAP assistance beneficiaries at each outreach session; and program evaluations and surveys administered to Fresh Checks participants and participants in the Healthy Eating program. We are working with one of our Board members, who is also a d

We are strongly committed to assessing the impact of our programming on participants, and are currently participating in a six-month Evaluation Institute through the D.C. non-profit Mosaica, sponsored by Kaiser Permanente. As such, we are actively engaged in a process of developing improved tools for program evaluation, outcomes, and analysis. These new tools will be in place before the start of the grant period.

7. Organization Evaluation: Briefly describe one or two similar programs or projects your organization has undertaken and provide an assessment of their effectiveness. If the

organization has not undertaken programs or projects, you may respond to this question by addressing the experience of the officers or project leaders.

As noted earlier, all of our programs listed here, with exception of the microenterprise training, are already in place and have exceeded our expectations of success. Assessment of previous years' outcomes include:

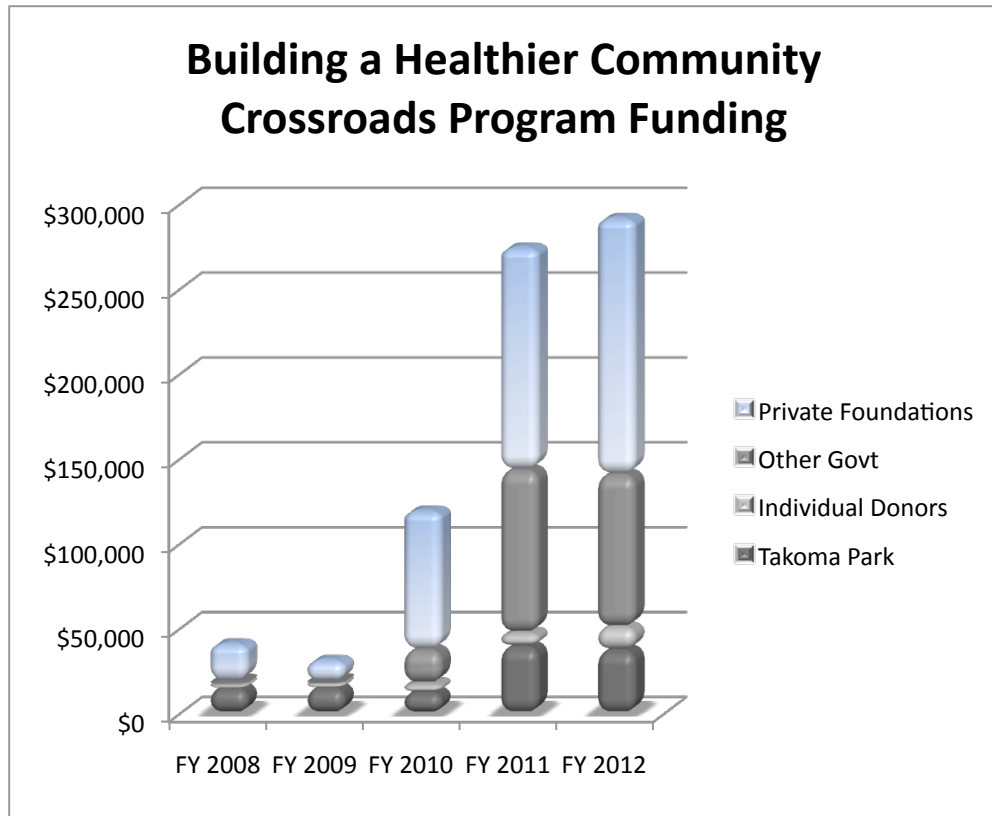
Our food access program has expanded exponentially in scope and reach. Specifically:

- Fresh Checks: Est. June 2007. Over six seasons, we have distributed over \$200,000 to over 5,000 low-income households to purchase fresh produce. Each season, demand has exceeded available funds.
- SNAP Outreach: Est. June 2010. The program has dramatically exceeded our expectations. For example, in 2012 the staff conducted 3,854 pre-screenings and had projected for 2,000, submitted and completed 2,654 and projected 1,000, and provided 2,237 follow-up support sessions and projected 150.
- Healthy Eating: Est. 2011. Initially at one class and parent group at one Takoma Park elementary school, interest from other MCPS schools has led us to expand to 3 schools, adding additional classes within each and one afterschool program (upon request from the principal). In this school year, we have already worked with over 400 students and are in the third year of working with the Padres Latinos group at Rolling Terrace.

8. Collaboration: Is this a collaborative program involving other organizations? If so, please provide further information.

Crossroads has worked since 2007 to build an ever-growing network of partners and funders for our programs. With ongoing support from the City of Takoma Park as the foundation for our program, we have successfully developed a diverse and well-balanced revenue stream with other federal, state, and county funders, private foundations, and a growing pool of individual donors. Total program resources have grown from \$40,000 to over \$250,000 annually. The City's support, ranging from \$15,000 to \$40,000 per year, has given us a secure base from which to grow the reach and scope of our programming and to attract a broad number of funders and collaborative partners. The chart below reflects the breakdown of our budget by funding source since the City of Takoma Park began funding Crossroads in 2008.

In addition to our funding partners, Crossroads will collaborate with a range of community partners for effective program delivery. While we have strong relationships with a broad number of agencies to cross-promote activities and collaborate wherever relevant, the primary partners on the activities listed here include: local WIC and Departments of Social Services, MANNA Food Center, and Maryland Hunger Solutions are central in promoting our Fresh Checks and SNAP Outreach offerings; principals, teachers, and parents at the participating Healthy Eating schools; Takoma Park Presbyterian Church, Meals on Wheels Takoma Park, Farm to Freezer, and Economic Development Group on community kitchen and microenterprise.



#### D. BUDGET

Provide a detailed budget for the program or project. Include revenues and expenditures. If applicable, provide a business plan.

<b>REVENUE</b>	
<b>Government</b>	
MD Dept Hum Res	<b>\$25,000</b>
Montgomery County	<b>\$50,000</b>
PG County	<b>\$38,000</b>
City of Takoma Park	<b>\$40,000</b>
<b>Private Foundations</b>	
Cafritz	<b>\$25,000</b>
Meyer Foundation	<b>\$25,000</b>
WS Abel Foundation	<b>\$25,000</b>
Amerigroup Foundation	<b>\$15,000</b>
<b>Individual Donors</b>	<b>\$12,000</b>
<b>Total Revenue</b>	<b>\$255,000</b>

<b>EXPENSES</b>	
<b>Salary</b>	<b>\$124,540</b>
Executive Director @ \$30/hr	\$31,200
Program Manager: Fresh Checks @ \$22/hr	\$22,880
Program Manager: Healthy Eating @ \$22/hr	\$22,880
Program Manager: SNAP Outreach @ \$22/hr	\$34,320
Healthy Eating Trainee @ \$15/hr	\$4,680
SNAP Outreach Worker @ \$16.5/hr	\$8,580
<b>Fringe benefits</b>	<b>\$31,135</b>
<b>Consultants</b>	<b>\$17,040</b>
Accounting Services	\$2,500
Payroll Services	\$540
Farmer Visits to Schools	\$1,000
Trainer/Microenterprise	\$13,000
<b>Staff Development</b>	<b>\$500</b>
<b>Rent</b>	<b>\$8,400</b>
<b>Telephone</b>	<b>\$600</b>
<b>Internet</b>	<b>\$480</b>
<b>Supplies</b>	<b>\$2,500</b>
<b>Insurance</b>	<b>\$3,500</b>
<b>Postage</b>	<b>\$500</b>
<b>Printing</b>	<b>\$1,500</b>
<b>Other (list)</b>	<b>\$63,500</b>
Fresh Checks	\$60,000
Fresh Check Senior Bus	\$3,500
<b>TOTAL EXPENSES</b>	<b>\$254,195</b>

## E. TIME LINE

**Provide a detailed time line for completion of the program, project, or activity. Funds must be used within the fiscal year.**

July- August 2013

- Finalize schools for participation in 2013-2014 Healthy Eating program, revise and update curriculum, select Healthy Eating Trainee

July-November 2013

- Weekly Fresh Checks distribution at the Crossroads Farmers Market, with active, ongoing promotion around the community and through community partners
- Weekly market bus
- SNAP Outreach at market and throughout the week at target community locations

- Work with Farm to Freezer to develop microenterprise training curriculum, promote program and recruit/select participants
- Implement Healthy Eating programming at weekly market and at select senior centers/residences

#### September 2013-June 2014

- Implementation of school-based Healthy Eating programming based on outline above. Program delivery may shift based on needs of the individual schools and classes.

#### November 2013- June 2014

- SNAP Outreach, providing information, pre-screenings, application assistance, and follow-up support at current SNAP outreach locations
- Building new partnerships/sites for SNAP outreach
- Microenterprise training program, as outlined above
- Continued support for Takoma Park Presbyterian Church in its efforts to build a shared-use community commercial kitchen
- Evaluation of 2013 market season and identify goals for 2014

#### June 2014

- Program evaluation with tools developed through Mosaica
- Present program outcomes and evaluation to City of Takoma Park and other stakeholders