

**Local Food Promotion Program (LFPP)  
Final Performance Report**

The final performance report summarizes the outcome of your LFPP award objectives. As stated in the LFPP Terms and Conditions, you will not be eligible for future LFPP or Farmers Market Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by LFPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is limited to 10 pages and is due **within 90 days** of the project's performance period end date, or sooner if the project is complete. Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to your assigned grant specialist to avoid delays:

LFPP Phone: 202-720-2731; Email: [USDALFPPQuestions@ams.usda.gov](mailto:USDALFPPQuestions@ams.usda.gov); Fax: 202-720-0300

Should you need to mail your documents via hard copy, contact LFPP staff to obtain mailing instructions.

<b>Report Date Range:</b> <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2014 - September 2016
<b>Authorized Representative Name:</b>	Leah Smith
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<b>Recipient Organization Name:</b>	Fresh Approach
<b>Project Title as Stated on Grant Agreement:</b>	Enhancing Supply Chain Management and Increasing Sales for Freshest Cargo, A Mobile Farmers' Market
<b>Grant Agreement Number:</b> <i>(e.g. 14-LFPPX-XX-XXXX)</i>	14-LFPPX-CA-0017
<b>Year Grant was Awarded:</b>	2014
<b>Project City/State:</b>	Concord, California
<b>Total Awarded Budget:</b>	\$99,870

LFPP staff may contact you to follow up for long-term success stories. Who may we contact?

- Same Authorized Representative listed above (check if applicable).  
 Different individual: Name: \_\_\_\_\_; Email: \_\_\_\_\_; Phone: \_\_\_\_\_

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1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by LFPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.

The Freshest Cargo program is a “farmers’ market on wheels” designed to improve food access in underserved San Francisco Bay Area communities through direct-to-consumer sales of affordable locally sourced farm fresh fruits and vegetables via a food truck. The Freshest Cargo model is agile and adaptable, and was developed to serve communities where traditional certified farmers’ markets are not economically viable. In addition to providing access to healthier food options in underserved areas and increasing fruit and vegetable consumption, Freshest Cargo is able to further improve affordability by accepting federal nutrition assistance benefits (such as SNAP and WIC), and providing discounts to those customers.

- i. Goal/Objective 1: Convert current PC-based inventory management database into cloud-based Salesforce system integrated with mobile Point-of-Sale device.
  - a. Progress Made: Fresh Approach sought to improve sales and inventory tracking practices of the Freshest Cargo Mobile Farmers’ Market to streamline systems and allow staff to spend more time growing the program and less time on duplicative reporting. Under the LFPP grant, the team worked with a software developer to create an inventory management system that is cloud-based and Salesforce integrated, and includes a mobile tablet-based point-of-sale application. The new system effectively went into use September 2016. This system allows Freshest Cargo staff to more effectively plan the types and quantities of produce to bring on the market, to track sales, and to more efficiently compile impact data for communication to the community, partners, for planning and grant reporting.
  - b. Impact on Community: The technology developed under this project has streamlined program staff’s workflow, allowing them to spend less time on administrative tasks and more time focused on sourcing higher quality locally grown fruits and vegetables. Further, the Freshest Cargo field staff has been able to spend considerably more time promoting local produce on the mobile market through social media posts and through the development and distribution of fliers, direct mailers and outreach events. In 2016, Freshest Cargo focused marketing efforts on SNAP recipients (SNAP: USDA Supplemental Nutrition Assistance Program). Because of this, Freshest Cargo saw its greatest increase in local produce sales among SNAP shoppers since the project started operations in 2013. Specifically, SNAP spending on the mobile market increased by 273% in 2016 compared to 2015 (2016: \$5,152 in SNAP transactions and 2015: \$1,382 in SNAP transactions).
- ii. Goal/Objective 2: Develop cloud-based system to provide farms selling to Freshest Cargo (FC) access to their account records.
  - a. Progress Made: A cloud-based “Farmer Portal” was constructed as part of the development of the Point-of-Sale system. This system allows all partner farmers to log in and view any invoices related to Freshest Cargo purchases as well as any invoices related to the bulk sale of their produce to local corner stores or other bulk clients. The “Farmer Portal” allows Fresh Approach’s partner farmers to more

accurately track their sales, easily pull up any invoices they may have an issue with, and to track where their produce is going.

b. Impact on Community: Farmers find the portal to be useful in their sales tracking. They comment that if there is any confusion about deliveries, the portal proves to be an efficient tool in answering questions and identifying errors. The “Farmer Portal” has encouraged more farms to work with Fresh Approach and Freshest Cargo, with 44 farms serving as Freshest Cargo source farms in 2016, compared to 14 farms in 2014 (before the portal was developed), constituting of a 65% increase.

iii. Goal/Objective 3: Create a mechanism for smaller scale bulk orders of fresh produce and promote system to businesses along FC route

a. Progress Made: Fresh Approach worked with a developer to create a bulk order system and a bulk order client portal. With the system and portal, any bulk sale clients can input requested orders and view their histories of previous purchases. This system was developed to allow corner stores to purchase and track their purchases of fresh, local produce items from the mobile farmers’ market. The goal of this endeavor is to support Fresh Approach in selling locally sourced fresh produce to corner stores in food desert communities. Small stores wishing to carry fresh produce are often barred from sourcing from distributors due to the minimum order requirements that exceed the quantities the stores can sell. Fresh Approach uses its Freshest Cargo program to deliver smaller orders of local produce to corner stores in underserved communities. Freshest Cargo can serve as a bridge to store owners who want to try sell fresh produce, but don’t want to commit to the high quantities that distributors require.

Fresh Approach sold produce to three partner corner stores in underserved parts of Santa Clara County in 2016. The three store owners have all found selling fresh produce to be lucrative and are seeking distributors with competitive prices on local products. The three stores have formed a buying cooperative which allows them to receive more competitive pricing by using distributors that indicate local on their product sheets. They are able to split up cases and take on less risk than if they had to commit to selling an entire case of one product.

b. Impact on Community: The corner store produce buying collective supports the food access needs of three food desert communities in Santa Clara County. Families and individuals in these neighborhoods now have access to stores that carry fresh California produce regularly. This supports the increased consumption of fresh locally grown produce in these traditionally underserved neighborhoods.

iv. Goal/Objective 4: Develop and employ system for regular text message, e-mail and social media reminders to Freshest Cargo customers, to increase customer visits and total sales.

a. Progress Made: Fresh Approach collaborated with a developer to create a messaging system, powered by Amazon SNS, as a part of the POS system. The messaging system allows our Mobile Market operators to send messages to shoppers about seasonal produce offerings, special offers and discounts and route schedule updates. Operators can easily add customers to route specific lists so

they only receive updates about the mobile farmers market relevant for their specific region. Fresh Approach decided to use an Amazon platform because it offered the most economical messaging rates.

b. Impact on Community: This marketing improvement has contributed to a 69% increase in sales from 2015 to 2016 and the distribution of 42,236 lbs of local produce in underserved communities. Additionally, Freshest Cargo’s social media reminders contributed to the program’s high level of repeat customers, customer surveys showed that 71% of customers had shopped at Freshest Cargo in the last 30 days.

2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2014). Include further explanation if necessary.

- i. Number of direct jobs created: 7
- ii. Number of jobs retained: 10
- iii. Number of indirect jobs created: 2
- iv. Number of markets expanded: 7 mobile market stops were expanded
- v. Number of new markets established: 20 mobile market stops created
- vi. Market sales increased by \$20,500 and increased by 69%, from 2015 to 2016.  
Annual Sales for 2015: \$30,696  
Annual Sales for 2016: \$51,912
- vii. Number of farmers/producers that have benefited from the project: 44 (2016)  
a. Percent Increase: 65% increase (14 farms in 2014)

3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?

The Freshest Cargo mobile Farmers’ Market Program of Fresh Approach expanded its customer base by starting new mobile market route stops at 20 new sites since the start of the LFPP funding. The program target food insecure, low income families and individuals, to that end, nearly each site the program serves reaches that target group. The following table represents the mobile farmers’ market locations, indicators from the USDA.

Freshest Cargo Site Location	Census Tract via USDA Food Access Research Atlas <sup>1</sup>	Summary of Indicators	Is this a new mobile market stop since the start of the LFPP project?
Richmond Civic Center • 440 Civic Center Plaza Richmond, 94804	Tract 06013374000 in Contra Costa County, California	Low income and Low access at 1/2 and 10 miles And Low vehicle access	Yes

<sup>1</sup> <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>

<b>Wanlass Park • 2999 21<sup>st</sup> Street, San Pablo, 94806</b>	Tract 06013366001 in Contra Costa County, California	Low income and Low access at 1/2 and 10 miles	Yes
<b>Kennedy Plaza • Brookside Drive, San Pablo, 94806</b>	Tract 06013366002 in Contra Costa County, California	Low income and Low access at 1/2 and 10 miles And 06013365002 – Low vehicle access	Yes
<b>Davis Park • 17<sup>th</sup> Street and Folsom Avenue, San Pablo 94806</b>	Tract 06013368002 in Contra Costa County, California	Low income and Low access at 1/2 and 10 miles  And <u>Low vehicle access</u>	Yes
<b>West County Health Center • 13601 San Pablo Avenue, San Pablo, 94806</b>	Tract 06013369001 in Contra Costa County, California	Low income and Low access at 1/2 and 10 miles	Yes
<b>Valley Health Center, Tully • 500 Tully Road, San Jose, 95111</b>	Site located on the border line of tracts 06085503214 and 06085503122 in Santa Clara County, California	06085503214 Low income tract  06085503122 Low vehicle access, Low income and Low access tract at 1/2 mile	Yes
<b>St Paul’s United Methodist Church • 405 South 10th Street, San Jose, 95112</b>	Located on the border line of Tracts 06085501300 and 06085500902 in Santa Clara County, California	06085500902 Low income tract  06085501300 Low access tract at 1/2 mile	Yes
<b>Sunnyvale Public Library • 665 West Olive Ave, Sunnyvale, 94086</b>	Tract 06085508601 in Santa Clara County, California	Low Access at 1/2 and 10 miles	Yes
<b>Gavilan College • 5055 Santa Teresa Blvd, Gilroy, 95020 (Serving seasonally)</b>	Tract 06085512510 in Santa Clara County, California	Low Access at 1 and 10 miles  Low Access at 1/2 and 10 miles  Low vehicle access	Yes

<b>Valley Health Center, Sunnyvale • 660 South Fair Oaks Ave, Sunnyvale, 94086</b>	Tract 06085508504 in Santa Clara County, California	The health center's patient population is made up of majority Medical and Medicaid patients	Yes
<b>Life's Garden Retirement Community • 450 Old San Francisco Road, Sunnyvale, 94086</b>	Tract 06085508602 in Santa Clara County, California	Low access tract at 1/2 mile for urban areas or 10 miles for rural areas  Low vehicle access	Yes
<b>San Miguel Family Resource Center • 777 San Miguel Ave, Sunnyvale, 94085</b>	Serving populations in nearby tract 06085504806 in Santa Clara County, California	Low access tract at 1/2 mile for urban areas or 10 miles for rural areas	Yes
<b>Columbia Neighborhood Center • 785 Morse Avenue, Sunnyvale, 94085</b>	Tract 06085509000 in Santa Clara County, California	Low access tract at 1/2 mile for urban areas or 10 miles for rural areas	Yes
<b>Bill Wilson Center  713 Fremont Street, Santa Clara Ca</b>	Serving populations in tract 06085505600 & 06085505203 in Santa Clara County, California	6085505203 Low access tract at 1/2 mile  Low income  The Bill Wilson Center is a shelter for youth and families in transition. Other customers are from the nearby women's shelter and student participants at the community garden.	Yes
<b>LinkedIn • 605 W. Maude Avenue, Sunnyvale, 94085</b>	Tract 06085509102 in Santa Clara County, California	Higher prices charged at this site compensate for lower prices charged in low access areas.	Yes
<b>_Valley Health Center • 777 E Santa Clara St, San Jose, CA 95113</b>	Tract 06085501200 in Santa Clara County, California	Low income and Low access tract at 1/2 mile	Yes
<b>San Jose State University • 7th St Campus entrance, outside the Student Wellness Center</b>	Tract 06085501600 in Santa Clara County, California  Tract 06085500800 in Santa Clara County, California	06085500800 and 06085501600 both Low income and Low access tract at 1/2 mile for urban areas or 10 miles for rural areas	Yes

<b>Downtown Antioch</b>	Tract 06013305000 in Contra Costa County, California	Low access tract at 1/2 mile for urban areas or 10 miles for rural areas	Yes
<b>Antioch Marina</b>	Tract 06013305000 in Contra Costa County, California	Low access tract at 1/2 mile for urban areas or 10 miles for rural areas	Yes

4. Discuss your community partnerships.
- i. Who are your community partners?

Fresh Approach’s community partners for this project are made up of the site hosts who host the Freshest Cargo mobile farmers’ market each week.

Community partners include: City of Antioch, Rubicon Programs, Inc., Community Housing Development of Richmond, City of Richmond, California State Health Laboratory, Contra Costa Employment and Human Services, City of San Pablo, Nick Rodriguez Center, Los Medanos College, Prewett Community Center, Valley Health Center, St. Paul’s United Methodist Church, Sunnyvale Health Center, Sunnyvale Public Library, LinkedIn, Maxim Intergrated, Gavilan College, Life’s Garden Retirement Community, San Miguel Family Resource Center, San Jose State University, Bill Wilson Center.

- ii. How have they contributed to the overall results of the LFPP project?

Each of these community partners have acted as site partners and champions for the Freshest Cargo program by recruiting customers, and providing outreach through flyer distribution, email blasts, and in some cases, have included a feature article about the Freshest Cargo program in their local newsletter. These partners have also provided feedback to Fresh Approach about our program, to improve the project.

- iii. How will they continue to contribute to your project’s future activities, beyond the performance period of this LFPP grant?

Fresh Approach looks forward to leveraging the connection with these communities to recruit members to sign up for the new email and text message promotional tools which will be created through this project. These partners will also be tapped to identify potential clients for the produce order and delivery service for small businesses.

5. Did you use contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project?

Yes, a Salesforce Contractor developed the POS application and the Freshest Cargo portal database under this project. The products delivered by the contractor are used to increase the programs capacity for data tracking and reporting, render produce ordering more efficient, and pull more accurate and comprehensive reports than were previously possible. A second contract was brought on board during the last phase of the project. This contractor was a change management professional whose role was to assist in building buy-in of the new system by the Mobile Farmers’ Market operators, design a training program, and implement an intensive training day for all staff.

6. Have you publicized any results yet?\*

i. If yes, how did you publicize the results?

Fresh Approach has recently published the organization's first Annual Report for 2015-2016, which includes a detailed overview of all current projects. With respect to the Local Food Promotion Project grant, the report expresses the organizations successes in increasing the quantity of locally grown produce sold on the mobile market in 2015 compared to 2014, which was a 24,845 lbs in 2015 compared to 15,351 lbs in 2014. The USDA Local Food Promotion Program grant was listed as a supporter of this work. Further accomplishments include: the increase in the number of farms benefitting from the program, 44 in 2015 and 28 in 2014, as well as the increase in the types of products sold, 78 types of local produce sold in 2015 compared to 58 in 2014.

ii. To whom did you publicize the results?

Fresh Approach's 2015 Annual Report was distributed to the Fresh Approach Board of Directors, Freshest Cargo site hosts, community partners, private foundations/ sponsors, and is available to the public in the Fresh Approach monthly newsletter and at [Freshapproach.org](http://Freshapproach.org).

iii. How many stakeholders (i.e. people, entities) did you reach?

Fresh Approach has distributed the 2015 Annual Report to 900 stakeholders with plans to continue to circulate copies to current future and potential stakeholders. In addition, the Freshest Cargo Impact Data contained in the report, as well as the full Annual Report, are posted on the Fresh Approach website for visitors to review.

\*Send any publicity information (brochures, announcements, newsletters, etc.) electronically along with this report. Non-electronic promotional items should be digitally photographed and emailed with this report (do not send the actual item).

Below are three examples of newspaper articles about new freshest cargo markets:

<http://www.eastbaytimes.com/2015/07/21/mobile-farmers-market-expands-service-to-antioch-residents/>

<http://richmondstandard.com/2016/07/freshest-cargo-to-begin-making-stops-in-san-pablo-on-monday/>

<http://edibleeastbay.com/online-magazine/fall-harvest-2016/shop-the-truck/>

2015 Fresh Approach Annual Report and impact data from Freshest Cargo

<http://www.freshapproach.org/impactreports/>

7. Have you collected any feedback from your community and additional stakeholders about your work?

i. If so, how did you collect the information?

The mobile farmers' market program tracks produce sales and purchase data on a weekly basis both offline and through the Point-of-Sale cloud-based system developed under this project. In addition to the ongoing data collection relating to sales, we completed a customer survey to measure our impact in the communities we serve.

ii. What feedback was relayed (specific comments)?

In addition to the collection of customer and farmer purchasing data during the grant period, information was collected from customers to better assess and illustrate the overall impact of the Freshest Cargo program on the communities it regularly serves. Customers on the Antioch, and Richmond, Santa Clara, San Jose and Sunnyvale routes were surveyed between June and August 2016 about how they learned of Freshest Cargo and how their experience has been as a customer.

Key findings include:

- 70% of customers indicated that the variety or diversity of fruits and vegetables that they purchase has increased since shopping at Freshest Cargo.
- 50% of customers indicated that the amount of fruits and vegetables that they eat has increased since shopping at Freshest Cargo
- 48% of customers indicated that it was difficult or very difficult to afford quality fresh fruits and vegetables in their neighborhood
- 38% of customers indicated that it was difficult or very difficult to find quality fresh fruits and vegetables in their neighborhood
- 75% of customers indicated that the prices of fruits and vegetables on the mobile market are much lower or slightly lower compared to other places where they shop.

Demographics of surveyed participants:

- 35% of customers receive SNAP benefits (food stamps, EBT)
- 68% of customers that knew that Freshest Cargo accepts SNAP (food stamps, EBT)
- 71% of customers had shopped at Freshest Cargo in the last 30 days
- 38% of customers described their household income as low

Customer quote: "Freshest Cargo has helped my family because it's made it easier to get organic produce into my home, that's huge!" "without freshest cargo I'm challenged to afford the different varieties of veggies that I'm looking for" Jeri Lee, San Pablo California

8. Budget Summary:

- i. As part of the LFPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:
- ii. Did the project generate any income?
  - a. If yes, how much was generated and how was it used to further the objectives of the award?

Sales for the last quarter of the grant: \$21,946  
Annual sales for 2015: \$30,696  
Annual Sales for 2016: \$51,912

The program income was earned through sales of local produce on the mobile market. The funds are used cover the produce budget for the program.

9. Lessons Learned:

- i. Summarize any lessons learned. Draw from positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).

Fresh Approach learned a great deal about working with software developers for software projects. It is important not to underestimate the time it will take to complete a software design project, to schedule plenty of time for beta testing, and to have the entire team involved in the project from the beginning. A system like this is only valuable if the entire team is able to implement it, and involving the team in the early phases of the project helps to ensure that the system will not only meet the needs of organizational administration but also that the system will be easy to use by the field staff.

- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving: Allocate more time than believed necessary for software development projects as there are inevitably road blocks or direction changes that occur along the way.
- iii. Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:  
The most critical part of a project like this is buy-in from the entire team. If the team does not feel ownership of the project or the project is designed without the workflow of the individual as a core consideration it becomes difficult to build the sense of ownership at a later point in the project.

10. Future Work:

- i. How will you continue the work of this project beyond the performance period? In other words, how will you parlay the results of your project's work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you'd like to share about the future of your project.

Moving forward, Fresh Approach will have to maintain the POS app to continue to streamline the transaction process in the app, as well as develop additions to the POS app and data base that provide further value to the organization. The foundation POS app and database developed in the project have proved to be a useful base for improving sales and inventory tracking and streamlining operations.

- ii. Do you have any recommendations for future activities and, if applicable, an outline of next steps or additional research that might advance the project goals?

Fresh Approach recommends learning and sharing with other like mobile farmers' market programs, including the POS technology developed. Additional research that might advance the goals includes researching the business models of additional mobile farmers' market programs.