

**Farmers Market Promotion Program (FMPP)
Final Performance Report**

The final performance report summarizes the outcome of your FMPP award objectives. As stated in the FMPP Terms and Conditions, you will not be eligible for future FMPP or Local Food 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 FMPP 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 FMPP staff to avoid delays:

FMPP Phone: 202-690-4152; Email: USDAFMPPQuestions@ams.usda.gov; Fax: 202-690-4152

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

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	9/30/2015 – 9/29/2017
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Recipient Organization Name:	Pie Ranch
Project Title as Stated on Grant Agreement:	Bay Area Farm Team: Taking CSA to the Next Level
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15FMPPCA0148
Year Grant was Awarded:	2015
Project City/State:	Pescadero, California
Total Awarded Budget:	\$100,000

FMPP 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 FMPP 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.

i. Goal/Objective 1: Create a formal partnership, the “Bay Area Farm Team,” among 4-6 farms that will sell their food products through the institutional CSA 2.0.

- Create a Bay Area Farm Team that includes 2-3 organic farms located along the Central California Coast and 2-3 farms from the Capay Valley Farm Shop network. Each farm will aid in the project’s design and sell their food through the CSA.
- Engage Capay Valley Farm Shop founder and president Thomas Nelson as a partner and advisor to co-lead the development of the Bay Area Farm Team and the multi-farm CSA.

a. Progress Made:

This objective was accomplished, as reported in previous updates. Six farms committed to the Bay Area Farm Team (BAFT) partnership, including Pie Ranch, Blue House Farm, and Fifth Crow Farm, which are in coastal San Mateo County (south of San Francisco), and Full Belly Farm, Riverdog Farm, and Say Hey Farms of the Capay Valley, in Yolo County, north of San Francisco. Thomas Nelson was engaged in the project as an advisor and co-leader of the Farm Team, representing the Capay Valley partner farms.

BAFT ran the first beta test of the FarmKit program for four weeks in March 2017. Due to the timing of the pilot in the early spring, it was difficult for the partner farms to contribute enough food to complete the Farm Kits, because last winter’s intense rains slowed the winter crop production for many of them. The Farm Team needed to source a lot of products from larger and more-established farms with enough products in the fields to harvest and ended up sourcing many ingredients, including humanely-raised animal proteins, from other local, organic and sustainable farms. Altogether, the spring pilot sourced food from 17 small local farms and nine local dairies, bakeshops, and artisanal food producers.

A second four-week pilot FarmKit project ran from Wednesday, September 27 to Wednesday, October 18. All the produce for the second pilot (except for five items including limes, ginger, garlic, yellow onions and avocados,) were sourced from the original Bay Area Farm Team farms. Dairy, meat, grains, specialty items, spices, and dried goods were sourced from other local small-scale food producers such as Garden Variety Cheese, Fogline Farms, Markegard Family Grass-Fed Ranch, TomKat Ranch, Terra Gardens Pescadero, Companion Bakery, and a local independent grocery store, Staff of Life. Except for one ingredient in the first week – gochujang premade fermented chile paste sauce – all items were either certified organic or locally-produced. Two-thirds of ingredients were both organic *and* locally-sourced.

b. Impact on Community:

Each participating farm and value-added producer tapped a potential new wholesale market. The first four-week pilot distributed 10 meal kits per week and resulted in \$4,657 in earned revenues to sustainable local farms, ranches, and food businesses. The second pilot distributed 25 meal kits per week and resulted in over \$6,500 in sales to small local farms and food producers. (This does not include any payments to Pie Ranch, which donated its products toward both pilots.)

ii. Goal/Objective 2: Design, test, and launch a meal-kit-based CSA at three or more institutional partner sites.

- Design and build the CSA 2.0 program through 2016-2017, in partnership with Farm Team farms and partner institutions, with guidance from consulting firm Fare Resources.
- Sign agreements/contracts/MOUs with institutional partners to promote the program to their employees and feature Bay Area Farm Team-grown foods in their employee meals.
- Develop tech platforms and social media presence for CSA 2.0 by the end of 2016.
- Test-launch CSA 2.0 prototype with 30-45 households for 2 months in 2016; identify and make improvements for full launch.
- Launch full program with marketing push and recruitment at 3-4 partner companies in May 2017, with a goal to enroll 300-500 subscribing households in the first year.

a. Progress Made:

In 2016, the Farm Team worked with Fare Resources to design the program and secured agreements from child care centers at Stanford University and Google Children's Centers (Google, Inc.'s on-site employee childcare) to recruit families at and use their sites as drop-off locations for the Bay Area FarmKit pilot(s). In March 2017, BAFT ran the first 4-week FarmKit beta test at the Google Childcare Wetland location. Meal kits were delivered each Friday (1x per week), so families could take advantage of the time to cook together on weekends. Each FarmKit included ingredients and instructions to make two dinners, one breakfast, one salad and a fruit item for four people for only \$75 per kit. One dinner per week was meat-based and one was vegetarian. On average, each kit contained 20-35 unique items ranging from spices and cheese to vegetables and grains. No substitutions or adjustments were offered. The cost averaged out to just \$6.75 per serving, providing excellent value for participating families, however our subsequent cost analysis suggests that this charge was far too low.

The FarmKit website went live online in the spring at <http://www.bayareafarmkit.com>. Basic information was in place for the first pilot, and more was added to the site for the second pilot. A working sign-up page was used for both pilot tests. The site still needs work: all of the recipes did not make it up during the pilot and there are not yet interactive features for FarmKit subscribers to connect with one another and with participating farms and producers. Through the pilot testing phase we were focused on operations, so social media presence for the Bay Area FarmKit has not yet been developed. We intend to build out these platforms for the full program.

The second pilot test was run for four weeks from September 27 - October 18, 2017. This pilot project incorporated most of the recommendations from the participants of the first pilot, and also expanded into a two-track meal kit service. The 'Google' track was again hosted at Google Childcare's (GCC) Wetlands location and distributed ten kits per week: seven to paying GCC parents, one to a GCC staff member, and two as internal tests to Pie Ranch staff. The Google track kits cost \$100 per week, plus families were required to put down a \$50 reusable food bag deposit. The 'Pescadero' FarmKit track was hosted by the Pescadero/ La Honda elementary school and tailored to reach low-income farmworkers and their families, who paid \$20 per week. These kits were subsidized by CalFresh as well as grants and donations from non-FMPP sources, including a generous grant from the Harbourton Foundation.

The two tracks provided the same foods and recipes for the most part, except for a few variations that were necessary in the Pescadero track to ensure that all meals could be made on a stovetop. Prior to this pilot project, our focus groups in Pescadero revealed that many low-income families do not have access to an oven. Therefore, some recipes for the Pescadero pilot had to be tailored and

were different from those offered in the Google track, in order to eliminate the need for Pescadero subscribers to use an oven. In all other respects however, the same quantities of food were offered in both tracks. Each weekly kit contained all the ingredients and instructions to make two dinners, one breakfast, and fruit item for four people. One dinner was meat-based, and one was vegetarian. In the four weeks there was a range of 19 to 28 unique items in each kit ranging from spices and cheese to vegetables and grains. Once again for this pilot, we did not offer any substitutions or adjustments to the recipes and kit components.

b. Impact on Community:

The March 2017 FarmKit pilot distributed kits to 10 households per week. At Google we had seven paying households and one Google Childcare staff person who received a complimentary kit. We also distributed two internal “test kits” to Pie Ranch staff for feedback. This was a smaller pilot than we had anticipated but it made for a very manageable test run, allowing us to work out logistics of fulfilling orders and envision ways to improve and scale-up the project.

The fall 2017 pilot distributed meal kits to 25 households through two locations, including 14 local low-income families. The Google track had seven paying Google Childcare parents, one non-paying Google Childcare staff member, and two internal Pie Ranch staff test kits. All materials were provided to this track in English. The objective at the Google site was to further deepen our relationship with our institutional partner and provide the employees of these companies with direct access to their food source.

The fall 2017 Pescadero track of the FarmKit pilot included ten paying low-income households from the La Honda-Pescadero School District, four paying low-income farmworker families, and one internal Pie Ranch staff test kit. All materials were provided to this track in Spanish. The objective with the Pescadero FarmKit project is to address issues of food access and provide an affordable source of local organic foods and increase the consumption and access to local, organically produced foodstuffs in the community.

iii. Goal/Objective 3: Cultivate relationships between participating farms, families, and institutions

- Partner with institutional Food Service programs to feature Bay Area Farm Team food items in meals served in company cafeterias, and to visibly promote the farm-to-institution partnerships and CSA 2.0 to employees.
- Connect farms, institutional food service chefs, and CSA 2.0 members through a Google+ Communities platform, where all stakeholders will post pictures, recipes, cooking tips, stories from the fields, and more.
- Conduct in-person visits between employees and their families to tour participating farms and bring farmers to the institutions for educational conversations.

a. Progress Made:

In 2014, Pie Ranch established its first two contracts to supply food to large institutional food service providers to serve in campus dining programs to employees and students. We established new contracts with additional institutions and several food distributors in 2016 and 2017. Pie Ranch now sells its food products to 13 institutional customers, including six food service departments and seven distributors/food businesses, including: AirBnB, Inc., Asana, Blue House Farm, Coke Farms, Daylight Foods, Fare Resources, Good Eggs, Palantir, SF Specialty, Stanford Dining, Skywood Inc., Veritable Vegetable, and the Whole Cart. Each company buys Food Justice Certified, organic food grown at our farm, and provides up-front or installment payments similar to a CSA member subscription, which helps our farm to manage cash flow. Some of these institutions also source from other local farms, including

some which source from local producers through the Capay Valley Farm Shop, a food hub in Yolo County which is also a Bay Area Farm Team partner.

Pie Ranch does in-person educational visits to child care centers at Google and Stanford, connecting with the families who use those services. Google employee teams periodically come to Pie Ranch for team-building retreats, meetings, and volunteer days. The FarmKit has used Instagram to feature some photos from the two pilot sessions. Our planned Google+ Communities platform and other social media channels for the FarmKit CSA have yet to be developed.

For the two pilot FarmKit tests, Pie Ranch interacted with participating families through focus groups and surveys to solicit their feedback about the project. Pie Ranch held two focus groups in Pescadero prior to starting the fall pilot, and responses from the two groups helped us to assess community interest in the project and the needs of the target population. These groups helped us learn, for example, that many low-income families do not have access to ovens.

The pilot project was successful in developing connections between the participants and the farms by educating participants about ways to prepare local produce and the local farms the produce came from, through pictures and blurbs describing them in a printed zine that was distributed with each weekly kit. Participants indicated that they enjoyed reading through the magazines, and one participant said the pictures of workers on the farm gave her a great deal of appreciation for the work that went into producing the food.

Pie Ranch also invites local families to come to our farm for community-building events at least twice a year. In the future we want to help facilitate more interaction between families and farmers through more on-farm visits and events. It will be easier to coordinate family days at the farm when we are up to scale to offer FarmKit over a longer CSA season as there was not enough time over a four-week trial.

b. Impact on Community:

Individuals who eat meals at work provided by our partners' institutional food service programs are eating fresh, organic, locally-grown food at work. In addition, our participation is encouraging these institutions to source from other local farms in addition to Pie Ranch and our Bay Area Farm Team partners.

Our connections with these institutions help to educate families about why and how to eat locally-grown foods and support local farmers, including teaching them about the implications for farmworker wages and increasing access to good food for underserved communities.

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, 2015). Include further explanation if necessary.
 - i. Number of direct jobs created: 1-3
At least one Pie Ranch staff member was needed to coordinate and lead the project, we also relied on two interns which in the context of the full program would be part-time staff positions.
 - ii. Number of jobs retained: At least 2 (unknown number retained at partner farms)
 - iii. Number of indirect jobs created: N/A
 - iv. Number of markets expanded: N/A
 - v. Number of new markets established: 2 new sales populations (Google employee households and Pescadero families) reached by 29 farmers and food producers

- vi. Market sales increased by \$11,000 (from zero). Percentage sales increase per participating farm was negligible as sales revenues were divided between 29 producers and one store. (No sales revenue went to Pie Ranch.)
- vii. Number of farmers/producers that have benefited from the project: 29 farms and food producers, and one independent local grocery store
 - a. Percent Increase: N/A

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?

Yes. As noted above, the Bay Area FarmKit project reached 14 low-income farm worker families in Pescadero and La Honda through grants from Get Healthy San Mateo County and the Harbourton Foundation.

In addition to those fourteen families, each of BAFT's two four-week pilot tests of the FarmKit project reached eight households of Google and Google Childcare employees (along with two Pie Ranch staff who were internal test subscribers).

Pie Ranch has expanded the number of institutional food service departments to which we sell our organic food for use in their employee meals in their cafeterias. We had two institutional partners at the outset of the grant, and we have agreements with thirteen companies today.

4. Discuss your community partnerships.

i. Who are your community partners?

Pie Ranch is the lead agency/awardee, led by Co-Director Jered Lawson. The project partners include Thomas Nelson of the Capay Valley Farm Shop; consulting firm Fare Resources; the Bay Area Farm Team farm partners Blue House Farm, Fifth Crow Farm, Full Belly Farm, Riverdog Farm, and Say Hey Farms; the La Honda-Pescadero Elementary School, and the Google Children's Center. Stanford University students from a Social Entrepreneurship class worked with Jered Lawson to develop a Pitch Deck for the FarmKit project. There were also 23 other farms and producers and one local grocery store from which the Team purchased food products for the FarmKit project.

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

Pie Ranch staff along with Thomas Nelson and Fare Resources participated in project planning and design. Farm Team partner farms and other farms and producers supplied food products for the two pilot projects. The La Honda-Pescadero Elementary School and the Google Children's Center were host sites where the weekly FarmKits were distributed via specialty-built wooden farm carts.

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

Pie Ranch staff, including Co-Director Jered Lawson and Sales Manager Sanra Ritten, will coordinate the operating logistics of the continued project. Thomas Nelson will continue to advise and act as a liaison to the Capay Valley farms. BAFT farm partners along with other local and sustainable food producers will sell their food to the FarmKit program. In the future we will engage Google Children's Center, the La Honda-Pescadero Schools, and additional institutional partners to buy and serve food grown by BAFT

farms; promote the FarmKit CSA to employees and local families; and provide space for FarmKit distribution. In future iterations of the full project we hope to engage chefs who work in the food service departments of our partner institutions with recipe development. Pie Ranch is also looking for a larger space with access to a commercial kitchen for future meal kit assembly.

5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project?

Yes, contractors who have contributed so far include consulting firm Fare Resources and Capay Valley Farm Shop president Thomas Nelson. Fare Resources aided in strategic planning, visioning, and project planning for the FarmKit project during 2016 as we prepared for the pilot. Thomas Nelson is advising throughout the project, based on his experience in business development and as co-founder and president of Capay Valley Farm Shop, a sustainable food hub.

6. Have you publicized any results yet? * If yes, how did you publicize the results, to whom, and how many stakeholders did you reach?

Pie Ranch produced summary reports about each of the two pilot projects and shared these with Google Food and Bon Appetit Management Company, which expressed interest in the results, and with Get Healthy San Mateo County and Gaia Fund, grantors which also provided Pie Ranch with funding toward the FarmKit project. We also plan to share the results with a third funder, the Harbourton Foundation.

Please see two attached FarmKit summaries.

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

As indicated above, Pie Ranch held two focus groups in Pescadero prior to starting the fall pilot there, and responses from the focus group participants helped aid in project design based on community need. During the FarmKit pilots, participants were sent a survey each week for feedback about that week's kit. The week after the last kit, Pie Ranch held in-person focus groups which were attended by a small number of participants (3 to 4 per location). Survey feedback from Google participants largely discussed specifics regarding ingredients, recipes and instructions, and various improvements were suggested.

Most feedback was very positive, with high praise for the quality of ingredients and the convenience of the pick-up and drop-off service. Most participants indicated that they would continue to subscribe; some said they would be willing to pay a bit more per delivery. For the second cycle the team adopted some of the suggestions from the first cycle, like distributing kits on Wednesdays instead of Fridays so families have time to plan meals and shopping before the weekend; and separating items like oil, butter, and meats from produce.

Crucially, feedback indicated that subscribers seemed to understand and appreciate some of the features that sets FarmKit apart from similar subscription services, including the high quality of ingredients, the FarmKit's reusable packaging (aiming for zero-waste), and the value of supporting local farms. Some expressed that they would like to be able to buy more or additional products directly from the farms, leading us to conclude that in the future some households will be enthusiastic about planned "visit days," when families will be invited to tour participating FarmKit farms.

Participants in the pilot in Pescadero found the Farm Kit to be very useful and educational. Some participants described it as a blessing to receive so much fresh local food. They were grateful for the subsidized cost and impressed with the variety of foods that were new to them, such as different varieties of beans, potatoes, and rice, and flavors they had never tried. The volume of food that came in the kit resulted in reducing the amount of food that Pescadero families needed to purchase during their weekend trips to markets, which are all outside of Pescadero. The closest large markets are 18 miles away, and some families travel as far as 53 miles to buy culturally-relevant items, so a delivery of fresh food in the middle of the week through Farm Kit was greatly valued. Meals in Pescadero must be thoughtfully planned, since by midweek, perishable items are no longer fresh.

One Pescadero participant discussed the blessing and value of the kit based in an understanding of what it took to grow the produce and build the kit. He also saw how much the kit would feed him over 7 days, in contrast to only one to two meals dining out for the same cost. He was willing to pay more for the kit, if it would help for the program to continue.

There is a popular desire from participants in both tracks to continue the program, and the value to having access to fresh local produce is high. Since they had such a good experience, participants said they would invite more friends to try the program when it resumes.

8. Budget Summary:

- i. As part of the FMPP 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?

The two pilot tests of the Bay Area FarmKit project resulted in over \$11,100 in earned revenues for participating local farms and food producers. Pie Ranch, as the lead agency coordinating the FarmKit project, paid the food producers up front for their products to include them in the meal kits. We had comments from two producers that they were happy to have the additional sales and looked forward to collaborating in the future.

The project as a whole did not generate positive revenue, as the income generated by paying customers totaled only \$6,020 – including \$2,100 for the spring pilot and \$3,920 for the fall. In both trials the full costs of the kits including food, labor, delivery, and printed materials exceeded the price per kit that we charged to our paying customers. The costs of these projects were subsidized by grants and donations made to Pie Ranch.

9. Lessons Learned:

- i. Summarize any lessons learned. They should draw on 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).
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
- 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:

From our first two pilots and our own internal financial analysis of the average cost per kit, we believe that the corporate track of the Bay Area FarmKit can be financially self-sustaining at a size of just about 45-member households per location. At that volume, we would be able to cut the average labor cost for packing the kits roughly in half and would lower delivery costs per kit as well. At the scale we ran this project the average labor costs were high; it would be very efficient to package more kits per delivery without taking much more time.

At the beginning of the project, the Bay Area Farm Team elected to include farms from the Capay Valley Farm Shop, a food hub in Yolo County, California, and to source products through the Farm Shop. However, these products were more expensive as they were sourced through a food hub and we discovered that it was more effective for us to source directly from farms. We had initially intended to source most ingredients through our original six Bay Area Farm Team member farms, but this was an unnecessary restriction. We sourced from a much wider group of farms, ranches, and producers, and this was really a benefit to the project. The nature of agriculture in California meant that we could offer a wide variety of recipes, ingredients, and meals from diverse culinary traditions, and still source nearly everything from local and sustainable food producers. If the FarmKit project continues in the future we will build stronger relationships with the producers that were really interested and excited about being involved in the project, as they will also be able to help promote the FarmKit.

As the project grows beyond two sites, or beyond a certain number of members (to be determined), it will require more labor. We anticipate we will need to hire, at minimum, two to three part-time workers to help operate all aspects of the project, from coordination, cleaning, packing and delivery to creating and photographing recipes, zines, and more. It will also require a part-time or full-time communications manager to launch and manage the full social media platform, as well as to partner with food service programs and chefs at our partner institutions to promote the FarmKit as an option to their employees who eat in company cafeterias. To grow the program to scale would require a marketing push to aid in recruitment of new members, beyond what our current staff can accomplish.

Goals/outcome measures we did not achieve during the grant period include scaling the project up beyond the two pilot sessions to a full-scale meal kit CSA distributing to 300-500 families by the end of 2017. One of the key lessons from the two pilot sessions we ran is that it will require additional grant funding and one or more years of additional time for our partnership to take the corporate FarmKit track (the 'Google track') to scale. We need to put systems in place to both recruit and support 45-100-member households at each corporate site, at the rate of \$100 per weekly kit to participating households, for the program to become financially self-sustaining. (We have yet to do a full analysis of how much grant support this scale-up would require.)

The costs of the 'Pescadero' track – the FarmKit serving low-income households – will need to be subsidized in perpetuity. However, its goal of increasing access to locally-grown, sustainably-produced foods for low-income families is one that some philanthropic donors and foundations are willing to support. The results of the first Pescadero pilot will help make the case to potential funders that this model was popular among participants and can effectively accomplish these goals. When we initially conceived the project we thought that perhaps corporate subscribers would be interested in subsidizing FarmKits to low-income families, but survey responses indicated that this was not the case, with participants indicating that they handle their own charitable giving or were otherwise simply uninterested in the charitable angle.

In administrating the project one lesson had to do with custom-building the Farm Carts. These are wooden, rolling carts that served as pick-up and drop off points for FarmKit subscribers at each host site. We had one cart built for the spring pilot and needed a second for the Pescadero site for fall. The carts were filled with meal kits on delivery days, and each one was built by a local carpenter to look like a barn (as part of our FarmKit branding). The carts were more expensive and took longer to build than we had anticipated. Both carts were expensive, as they are custom built, required many hours of labor and costly design and materials. They are aesthetically pleasing and help promote the program on their own, so they add value. Both are sturdy and built to hold up to years of use. The second farm cart is weather- and rodent-proof and has capacity to hold up to 24 meal kit bags, but it is heavier and needs two people to load and unload onto the truck. The first farm cart holds a maximum of 15 bags, but it is lighter and possible for one person to load and unload. These carts will continue to be a significant up-front investment in terms of both money and time as the FarmKit program expands to multiple sites or to the 45-100 members we need to recruit per site. Some lessons we took from this experience: the farm carts are expensive, and require high quality materials and experienced, talented carpenter to build them. If there is not budget for the custom farm cart, an option might be to purchasing a sturdy wooden storage unit, line the inside with fiberglass-reinforced panels and attach wheels to the bottom.

A recommendation from the first pilot that we tried to incorporate into the second was to sell “pantry items” – in other words, cooking staples like salt, olive oil, and vinegar – as an option for subscribers. However, we had only one item requested from one pilot tester and therefore did not continue this option. Perhaps in a larger program, once it was established, we could test this idea again.

Finally, if we are to take the project to scale, we would like to have a facility at a central location where we could aggregate and pack the foods from various farms, and ideally the facility would provide access to a commercial kitchen. Pie Ranch has started a conversation with the Second Harvest Food Bank about the potential to collaborate in this way.

10. **Future Work:**

Pie Ranch would like to continue the Bay Area FarmKit project in 2018 and begin offering kits for delivery in May or June, at the same time Pie Ranch begins deliveries of our traditional box-of-produce CSA. We may at some point offer the FarmKit subscription as an option in the same communities where we are currently selling our traditional CSA. Pie Ranch plans to run some preliminary numbers to apply for additional grants to keep the project going in the coming year, however we do not yet have funding in place to continue so it is unlikely to be ready to go in spring/summer 2018.

Pie Ranch is planning to apply for a technical assistance grant from the Stanford Graduate School of Business Alumni Consulting Team to help create a business plan for the Bay Area FarmKit and determine what kind of funding and systems it would take to take the project to scale, and at what point we would be confident to take on financing to take the project to that next level. We have a grant funder that has expressed interest in making a loan toward the next phase of the project, but it is too new for us to take that step at this time.

Pie Ranch Bay Area FarmKit Project Update

May 2017

Pie Ranch is pleased to send you the following update about the Bay Area FarmKit, an innovative meal-kit CSA that trades the traditional box of produce for kits containing recipes, instructions, and ingredients to make complete meals.

What is FarmKit?

FarmKit is a community-supported meal kit sourced from small, sustainable Bay Area farms. FarmKit aims to update the traditional CSA model to be more in line with consumers' needs. Our CSA 2.0 is meal-driven and includes all of the ingredients to create complete meals, from meat and dairy to spices and herbs, to eliminate customers' hassle of going to the grocery store and deciding what to cook. The FarmKit model relies on partnerships with local institutions which allow access to their employees and provide a convenient pick-up location for the shares. We developed FarmKit to provide a stable retail income for local sustainable farmers and deepen the relationships that Bay Area eaters have with Bay Area Farms.



Pilot Overview

Our first pilot ran for four weeks from March 3-24. The pilot was hosted at Google Childcare's (GCC) Wetlands location. We tested the kits with seven paying Google Childcare parents, one non-paying Google Childcare staff member and two internal Pie Ranch test kits. Because the pilot was funded by grants from Gaia Fund and the USDA Farmers Market Promotion Program, we had the flexibility to design and test the FarmKit model irrespective of cost.

Through the pilot, we aimed to test:

- The interest level potential consumers would show in a CSA / meal kit hybrid service;
- If parents are a good demographic for this service;
- How much people are willing to pay;
- How much work people are willing to do.

The FarmKit

Each FarmKit cost subscribers \$75 per week and included all the ingredients and instructions needed to make two dinners, one breakfast, one salad, and fruit for four. One dinner was meat-based and one was vegetarian. On average, there were 20-35 unique items in each kit ranging from spices and cheese to vegetables and grains. For the pilot we did not offer any substitutions or adjustments to the recipes and kit components.

The Packaging

In contrast to other meal kit services, FarmKit was designed to be as close to zero waste as possible. Ingredients were packed in an insulated cooler bag made by Alite Designs called the Fiesta Cooler. Each family paid a deposit toward the coolers and were expected to bring last week's cooler back before picking up the new one (the project allocated two cooler bags per family and rotated them on a weekly basis). Inside each cooler bag 1-2 additional insulated lunch bags held more temperature sensitive meat and dairy products. One frozen Nordic ice pack was included in each small insulated meat or dairy bag and one ice pack was included in the top pocket of the insulated cooler bag. Vegetables were packed in branded and labeled plastic, paper, and reusable produce bags.

The Recipes

Recipes were found online and adjusted to meet FarmKit requirement for taste, presentation, local produce adaptability, and ease of preparation. We aimed to vary the flavor profiles of the recipes from week to week and provide recipes from a range of regional cuisines. Recipes were also determined by the availability of local produce, and the desire to provide new and varied produce in each kit. Recipes were photographed and assembled into a recipe card packet that was included with each week's meal kit.

Week One:

Dinner 1 – Thai Coconut Curry Cauliflower Soup

Dinner 2 – Potato and Broccoli Gratin with Steak

Breakfast – Potato and Vegetable Hash

Farm Salad – Walnut and Black Spanish Radish Salad

Fruit – Navel Oranges

Week Two:

Dinner 1 – Chicken Tagine with Orange Glaze Over Rice and Cabbage Slaw

Dinner 2 – Pie Ranch Pappardelle with Ricotta and Swiss Chard

Breakfast – Vegetable Egg Scramble

Farm Salad – Dried Apricot and Almond Spinach Salad

Fruit – Star Ruby Grapefruit

Week Three:

Dinner 1 – Roasted Root Veggie Pizza

Dinner 2 – Cajun style Collard Greens and Pork Sausage with Lemon Asparagus

Breakfast – Sheep's Milk Yogurt with Granola and Honey

Farm Salad – Pea Shoot Salad

Fruit – Blood Oranges



Week Four:

Dinner 1 – Savory Squash Pancakes with Fried Chicken

Dinner 2 – Beet and Asparagus Risotto

Breakfast – Shakshuka

Farm Salad – Kale Caesar Salad

Fruit – Valencia Oranges



The Impact

Six farms committed to the Bay Area Farm Team (BAFT) partnership, including Pie Ranch, Blue House Farm, and Fifth Crow Farm, which are in coastal San Mateo County (south of San Francisco), and Full Belly Farm, Riverdog Farm, and Say Hey Farms of the Capay Valley, in Yolo County, north of San Francisco. Due to the early spring timing of the pilot, it was difficult for some of the BAFT partners to participate, because the intense winter rains prevented winter production. We could only get produce from more established farms which had enough product in the fields to harvest, such as Full Belly Farm and Say Hay Farm. Therefore, the FarmKit pilot sourced many ingredients, including humanely-raised animal proteins, from other local, organic and sustainable farms, and altogether the project supported seventeen farms and nine local dairies, bakeshops, and artisanal food producers. The pilot resulted in over \$5,000 in sales to small local farms and food producers. Each producer tapped a potential new wholesale market.



The Farms

One goal of FarmKit was to build a partnership between the two historic growing regions surrounding the Bay Area. Produce for the pilot was sourced from sustainable farmers and food producers centered around the Central Coast south of San Francisco, and the Capay Valley near Sacramento. FarmKit sourced heavily from Capay Valley Farmshop, a produce aggregator for small farms in Capay Valley.

The local farms that were sourced from include: Live Earth Farm, Route 1 Farms, Pie Ranch, Riverdog Farm, Full Belly Farm, Echo Valley Farm, Seka Hills, Blue Heron Farm, TomKat Ranch, Fogline Farm, Blue House Farm, Good Humus Produce, Guru Ram Das Orchards, Rue and Forsman, Say Hay Farm, Brooks and Daughters, and Durst Organic Growers.

The additional local dairies, bakeshops, and artisanal food producers that were sourced from include: Companion Bake Shop, Point Reyes Farmstead Cheese Company, Garden Variety Cheese, B-Z Bee Pollination, Nut House! Granola, Cowgirl Creamery, Harley Farms, Wilder Mustard, and Kitchen Witch.

The Pack

FarmKit share packing occurred at Pie Ranch and extended over two days. Produce was individually labeled and bagged on Thursday, and bags were packed for delivery Friday morning. Packed FarmKits left Pie Ranch on pallets in a refrigerated truck between 1-2pm.

The Pick-Up

FarmKit bags were delivered every Friday between 1-2:30pm to the FarmCart located inside the gated entrance of Google Childcare's Wetlands Facility. The FarmCart is a wooden, rolling cart designed to look like a barn. All kits were identical, and the cart was not locked.

The Financials

The cost of food ingredients for each FarmKit was ranged from \$88 - \$122, and averaged \$104.50 per week. Printing costs were an additional \$3.60 per recipe booklet. Delivery and transportation costs were estimated at an additional \$5 per kit; labor to pack and label produce was estimated at \$44 per kit. This financial summary does not include recipe design and testing.

Estimated Avg Cost per Kit per Week

Ingredients	\$104
Printing	\$ 4
Delivery	\$ 5
Labor	\$ 44
Total	\$157



As the project grows to enroll more subscribing members, we expect to achieve some economies of scale and see a decrease in the average labor and delivery costs per kit. However, since we charged subscribers only \$75 per kit, participants in the pilot got a significant discount on their food (valued at \$104 per week average) and the next iteration of the project will need to charge more per week. Fortunately, the feedback from our pilot participants indicates that they would be willing to pay more than they did for what they received.

Project Feedback

Every Monday during the 4-week pilot test, FarmKit participants were sent an online survey for feedback about that week's kit. On the fifth week, we held an in-person focus group for participants. Survey feedback largely discussed specifics regarding recipes, instructions, suggestions for improvements, and ingredients: the quality of the products was highly praised.

Most pilot subscribers indicated they would continue to subscribe in the future and would be willing to pay more per delivery. For the next cycle the FarmKit team will adopt some of their suggestions, like distributing kits on Thursdays before the weekend instead of Fridays; providing options to customize kits for each household; and separating items like oil, butter, and meats from produce.

Crucially, feedback indicated that subscribers seemed to understand and appreciate some of the features that sets the Bay Area FarmKit apart from other subscription services, including the high quality of ingredients, the FarmKit's reusable packaging that aims for zero-waste, and the value of supporting local farms. Some expressed that they would like to be able to buy additional products directly from the farms, leading us to conclude that in the future some households will be enthusiastic about planned "visit days," when families will be invited to tour the participating FarmKit farms.

Future Plans

Pie Ranch and its BAFT partners will run a second FarmKit pilot in fall 2017. It will include 30 members at Google Childcare (same location), or may split into two locations of 15-18 members each, with the second location at either Stanford University (Palo Alto) or Airbnb (San Francisco). As a result, the full program launch will be pushed into 2018. The timing for the full launch will depend on logistics, capacity to grow to scale, feedback from the second pilot, product availability, and overall lessons learned.

Pie Ranch Bay Area FarmKit Project Update

December 2017

What is FarmKit?

FarmKit is a community-supported meal kit sourced from small, sustainable Bay Area farms. FarmKit aims to update the traditional CSA model to be more in line with consumers' needs. Our CSA 2.0 is meal-driven and includes all of the ingredients and recipes to create complete meals from meat and dairy to spices and herbs. The FarmKit model relies on partnerships with local institutions which allow access to their employees and provides a convenient pick-up location for the participants. We



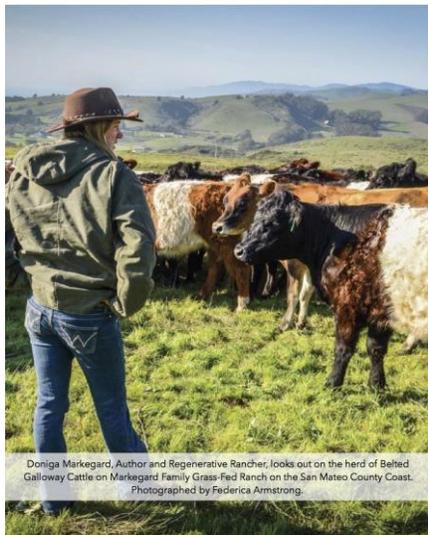
developed FarmKit to provide a stable retail income for local sustainable farmers and deepen the relationships that Bay Area eaters have with Bay Area Farms.



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2nd Fall Pilot Overview

The second 4-week pilot ran from Wednesday, September 27 to Wednesday, October 18. This pilot project incorporated most of the recommendations made after the first pilot and expanded into a two-track meal kit service.



Doniga Markegard, Author and Regenerative Rancher, looks out on the herd of Belted Galloway Cattle on Markegard Family Grass-Fed Ranch on the San Mateo County Coast. Photographed by Federica Armstrong.

The 'Google' track was again hosted at Google Childcare's (GCC) Wetlands location. We tested the kits with seven paying Google Childcare parents, one non-paying Google Childcare staff member and two internal Pie Ranch test kits. All materials were provided to this track in English. The objective at the Google site was to further deepen our relationship with our institutional partner and provide the employees of these companies with direct access to their food source. Our goal was also to create a new market opportunity for small scale, sustainable food producers in the area.

The 'Pescadero' track was hosted by the Pescadero/ La Honda elementary school. We tested the kits with ten paying school families, four paying farm working families at Año Nuevo at Pie Ranch and one internal Pie Ranch test kit. All materials were provided to this track in Spanish. The objective at the Pescadero site was to address issues of food access and provide an

affordable source of local organic foods and increase the consumption and access to local, organically produced foodstuffs in the community.

FarmKit

Each FarmKit cost Google subscribers \$100 per week, and included all the ingredients and instructions needed to make two dinners, one breakfast and fruit item for four people. One dinner was meat-based and one was vegetarian. In the four weeks there was a range of 19 to 28 unique items in each kit ranging from spices and cheese to vegetables and grains. For the pilot we did not offer any substitutions or adjustments to the recipes and kit components.

Each FarmKit cost Pescadero subscribers \$20 per week, the cost of the ingredients and labor was otherwise subsidized by a Harbourton Foundation grant and CalFresh.

The Packaging

In contrast to other meal kit services, FarmKit was designed to be as close to zero waste as possible. Ingredients were packed in an insulated cooler bag made by Picnic at Ascot. Each family paid a deposit toward the coolers, and were expected to bring last week's cooler and other packing items back before picking up the new one (the project allocated two cooler bags per family and rotated them on a weekly basis). Inside each cooler bag 2 additional insulated



lunch bags held more temperature sensitive meat and dairy products. One frozen ice pack was included in each small insulated meat and dairy bag and two large ice packs were included on the bottom of the insulated cooler bags. Vegetables were packed in labeled paper and reusable nylon produce bags. Plastic was used when meat and dairy products already came wrapped in plastic, to double bag the meat items before placing in the insulated lunch totes and to package most of the spices.

The Recipes

Recipes were created in house by two FarmKit curators and two FarmKit interns. FarmKit recipes were developed in accordance with various priorities and considerations.

- Incorporate local produce from partner farms and food producers.
- Generally pleasing tastes as a variety of ages and people would be eating the same recipe.
- Limited number of ingredients
- Ingredients were in the price range of the kit
- Presentation of dishes as they would need to be photographed and inspire people to make them.
- Ease of preparation, not to take more than 1 hour to prepare and not require advanced kitchen skills.
- Culturally appropriate to two different socio-economic demographics.

- Did not require uncommon household kitchen tools. The 'Pescadero' track was also limited to no oven use so all recipes were made on stovetop for that track.

We aimed to vary the flavor profiles of the recipes from week to week and provide recipes from a range of regional cuisines. Recipes were also determined by the availability of local produce, and the desire to provide new and varied produce in each kit. Recipes were photographed and assembled into a recipe zine that was included with each week's meal kit.

Week One:

- Dinner 1** – Farm Fresh Bi Bim Bap
- Dinner 2** – Pupusas, Beans, Curtido
- Breakfast** – Breakfast Brushetta
- Fruit** – Muscat Grapes



Week Two:

- Dinner 1** – Tomato, Eggplant and Basil pasta
- Dinner 2** – Steak, kale chimichurri, roasted cauliflower
- Breakfast** – Latkas with apple sauce
- Fruit** – strawberries

Week Three:

- Dinner 1** – Farm Frittata and salad
- 'Corporate' Track Dinner 2** – Rosemary Roasted Chicken and veggies
- 'Pescadero' Track Dinner 2** - Aguadito de Pollo, chicken soup
- Breakfast** – Sheep's Milk Yogurt parfait with pomegranate and chia seeds
- Fruit** – Melons



Week Four:

- Dinner 1** – shiitake mushroom, poblano pepper tacos
- 'Corporate' Track Dinner 2** – Bratwurst, red cabbage and mashed butternut squash
- 'Pescadero' Track Dinner 2** - Sopa de Albondigas, meatball soup
- Breakfast** – Potato Breakfast Skillet
- Fruit** – Pears

bratwurst,
red cabbage &
mashed butternut
squash

bratwurst
butternut squash, cut into
small cubes
1 large potato, cut into
small cubes
1/2 head red cabbage,
sliced
splash of vinegar
olive oil
1 tablespoon mustard
seeds
1 tablespoon dried dill
salt and pepper

Fruit of the week:
Seely Orchard
Bartlett Pears,
Capay Valley

*Estimated time: 30 minutes

- Add butternut squash and potatoes to a large pot of water and bring to a boil. Cook on high heat for about 15-20 minutes or until butternut squash and potato pieces are easily pierced with a fork.
- Meanwhile, grill bratwurst in a skillet on high heat for about 10 minutes turning over occasionally.
- When squash and potatoes are done, strain out water. Drizzle olive oil over potatoes and squash. Use a potato masher or whisk to mash potatoes and squash to desired consistency. Add salt and pepper to taste.
- In a large sauté pan, cook cabbage over low to medium heat for about 5-10 minutes or until soft. Add a small splash of vinegar, salt, pepper, mustard seeds and dried dill to taste.
- Assemble plate with all the ingredients and enjoy!

The Impact

The Bay Area Farm Team (BAFT) partnership, includes Pie Ranch, Blue House Farm, and Fifth Crow Farm, which are in coastal San Mateo County (south of San Francisco), and Full Belly Farm, Riverdog Farm, and Say Hay Farms of the Capay Valley, in Yolo County, north of San Francisco. Purchases from the Capay Valley farms were made through Capay Valley

Farmshop, a rural food hub that consulted at the beginning of the first pilot program. All produce except for five items during the pilot, limes, ginger, garlic, yellow onions and avocados, were sourced from the participating farms.

Dairy, meat, grains, specialty items, spices, and dried goods were sourced from other local small scale food producers such as Garden Variety Cheese, Fogline Farms, Markegard Family grass-fed ranch, TomKat Ranch, Terra Gardens Pescadero, Companion Bakery and through a local independent grocery store, Staff of Life. Except for the exception of one ingredient in the first week, the gochujang premade fermented chile paste sauce, all items were either organic certified or locally produced. The majority of ingredients, 71% of ingredients in the google track and 67% of ingredients in the Pescadero track, were both organic and locally sourced.

The pilot resulted in over \$6,500 in sales to small local farms and food producers. Each producer tapped into a potential new wholesale market.



The Pack

FarmKit share packing occurred at Pie Ranch and extended over two days. Produce was individually labeled and bagged on Tuesdays, and bags were packed for delivery Wednesday morning. Packed FarmKits left Pie Ranch on pallets in a refrigerated truck between 8-9am Wednesday mornings.

The Pick-Up

Google Track: FarmKit bags were delivered every Wednesday between 12-2pm to the farm cart located inside the gated entrance of Google Childcare's Wetlands Facility. The farm cart is a wooden, rolling cart designed to look like a barn, it was custom built by a local carpenter and is insulated. All kits were identical, and the cart was not locked.



Pescadero Track: Farmkit bags were delivered every Wednesday between 9-10am for the farmcart located inside the gym at the Pescadero elementary school. This farm cart is a white, wooden, rolling cart designed to look like a barn, it was custom built by a local carpenter and is insulated. All kits were identical, and the cart was not locked. There was a sign off sheet inside the cart.

The Financials

The cost of food ingredients for each FarmKit was ranged from \$44.82 (This week the shiitake mushrooms were donated by a local food producer) to \$81.90, and averaged \$67.66 per week. Printing of the recipe zines was done primarily in house and the cost per kit was \$0.91. Delivery and transportation costs were estimated at an additional \$14.59 per kit for the Google site and \$4.77 per kit at the Pescadero site; labor to pack and label produce, produce recipe zine, aggregate ingredients each week and clean bags and packing materials each week was estimated at \$51.22 per kit. This financial summary does not include recipe design, testing, planning, preparation and/or developing of FarmKit in months prior to the pilot project since these hours would not need to be repeated.

Estimated Avg Cost per Kit per Week for the Google Site

Ingredients	\$67.66
Printing	\$.91
Delivery	\$14.59
Labor	\$ 51.22
Total	\$134.38

Estimated Avg Cost per Kit per Week for the Pescadero Site

Ingredients	\$67.66
Printing	\$.91
Delivery	\$ 4.77
Labor	\$51.22
Total	\$124.56

As the project grows to enroll more subscribing members, we expect to achieve some economies of scale and see a decrease in the average labor and delivery costs per kit. We would not expect the pricing on ingredients to change as we do want to pay the most value possible to farmers and food producers so do not anticipate great price cuts in larger quantities. We can also expect to improve efficiency in terms of time needed to pack, assemble, clean and store bags each week if a dedicated area is created for Farmkit work.

For example:

Estimated Avg Cost per Kit per Week for the Google Site with 45 members

Ingredients	\$67.66
Printing	\$.91
Delivery	\$ 2.59
Labor	\$28.45
Total	\$99.61

Estimated Avg Cost per Kit per Week for the Pescadero Site with 45 members

Ingredients	\$67.66
Printing	\$.91
Delivery	\$.85
Labor	\$28.45
Total	\$97.87

Project Feedback

Every week during the 4-week pilot test, FarmKit participants were sent an online survey for feedback about that week's kit. On the fifth week, we held an in-person focus group for three participants at the Google Childcare Wetlands Center which was also attended by a private google food consultant and google food services employee. Other participants who could not attend the focus group were sent similar focus group questions via an online survey. Survey feedback largely discussed specifics regarding recipes, instructions, suggestions for improvements, and ingredients, most praised was the convenience of the pick-up and drop of and the quality of ingredients. Most pilot subscribers indicated they would continue to subscribe in the future.

For feedback on the Pescadero Farmkit, hard copy surveys were included in the bags delivered and in-person interviews were held. A focus group with four participants was held a week after the last Farm Kit delivery. Participants in the pilot beta in Pescadero found the Farm Kit to be very useful and educational. Some of the participants described it as a blessing to have received so much fresh local food, being grateful for the subsidized cost. They were also impressed with the variety of foods that were new to them, such as different varieties of beans, potatoes, rice and flavors that they have never tried.

The volume of food that came in the kit resulted in reducing the amount of food that had to be purchased during their weekend weekly trips to markets, which are all outside of Pescadero. Meals in Pescadero must be thoughtfully planned, since by mid week, the most perishable items stocked at home from grocery shopping would not be so fresh anymore. This is because the closest large markets they must travel to are 18 miles away, with some as far as 53 miles away for culturally relevant items, so having fresh food during the middle of the week through Farm Kit was greatly valued.

One single user participant understood the blessing and the value of the kit with his understanding of what it took to grow the produce and build the kit. He also saw how much the kit would feed him over 7 days as opposed to one to two meals dining out would feed him for the same cost. He was willing to pay more for the kit, if it would help for the program to continue.

A goal reached by the pilot project was developing connections between the participant and the farms by educating participants about ways to prepare local produce and the local farms the produce came from, through pictures and blurbs describing them. Most participants enjoyed reading through the magazines, and one participant described the pictures of workers in the farm giving her a great deal of appreciation for the work that went into producing the food.

Eating behaviors by participants changed in such a way that they are now more likely to try new varieties of foods and venture into trying new styles of cooking. They are also interested in learning new cooking techniques. A few have requested a cooking workshop for the community, matching up with Farm Kit, where they continue to learn more about ways to prepare the local produce they find in the kit. Together in partnership with Pie Ranch, Puente, and LHPUSD, a

pilot workshop, named Cocina Familiar, has been held with great success. With planning, there will be more to come.

There is a popular desire from participants to continue the program, and the value to having access to fresh local produce is high. Since they had such a good experience, participants said they would invite more friends to try the program when it resumes.