

Let Them Eat Carrots: Expanding Produce Access in the Greater Pittsburgh Area

By

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I. Benchmarks: How are we doing now?

A. Purpose

This section assesses the efficacy of the current Farm Stand Project (FSP), and provides a basis for comparison between the FSP and Food Bank operations as a whole for the 2006 – 2007 Fiscal Year. This is achieved by quantifying the programmatic costs and results in terms of dollars, pounds, and people. These “return on investment” figures are then used as a framework to establish benchmarks for individual farm stand performance, guide FSP strategic planning, and provide a baseline for aggregate Farm Stand Project evaluation.

B. Farm Stand Project Structure

The primary goal of the Greater Pittsburgh Community Food Bank’s Farm Stand Project is to provide low-income people with better access to fresh fruits and vegetables. A secondary program goal is to support local farmers and promote a sustainable food system through the preferential purchase of local produce. Operationalizing and quantifying this secondary goal is beyond current Food Bank capacity, so the “benefits” quantified in this report are exclusively those fulfilling the primary goal.

Currently the Greater Pittsburgh Community Food Bank’s Farm Stand Project supports seven stands in Pittsburgh neighborhoods (**Hill District, Crawford-Roberts, East Hills, Hazelwood, Homewood, Lawrenceville, and Terrace Village**), and five in the greater Pittsburgh area (**Braddock, Carnegie, Clairton, McKeesport, Turtle Creek, and Wilmerding**). Figure 1 in Appendix A lists the farm stand communities, sponsor organizations, years of partnership, and 2006 total sales.

Currently, each farm stand is sponsored by a community organization such as a church, tenant council, or family support center. The community sponsor is responsible for finding and securing a location for the farm stand, staffing the farm stand with volunteers, overseeing the operation of the farm stand, and monitoring farm stand record keeping. Leveraging this community investment, the Food Bank provides start-up equipment, training for farm stand staff and volunteers, and technical assistance throughout the farm stand season. In addition to these initial and ongoing investments, the Food Bank acts as an intermediary between the farm stands and farmers, covering the cost of produce pick-up and delivery.

C. Categories of Performance

Based on the mission and goals of both the Food Bank and the FSP, three performance criteria have been selected as a basis for comparison among the farm stands. These criteria are **Cost per Pound** of product distributed, **Cost per Client** served, and the ratio of Farmers Market Nutrition Program (FMNP) sales to total sales, or **FMNP / Sales**. The first two of these benchmarks are also used to compare the FSP with the Food Bank as a whole. Data from the 2006 season were used for this study because the 2007 season was not yet complete, records for 2006 are the most complete among previous seasons, and the budget associated with the program in 2006 most closely reflects the cost of the current program model operating at full capacity.

D. Definitions and Method

Cost per Pound for the FSP is equal to the total cost of operating the program for the Food Bank divided by the number of pounds of product distributed through the program. An explanation of the components and calculations for this variable can be found in Appendix E.

Given the invariable nature of the cost component of this variable, a high Cost per Pound figure suggests two possibilities. First, if pounds distributed cannot increase, the entity being measured cannot be more cost effective. If, however, volume can be increased through low cost avenues like marketing and location rather than high cost infrastructure, one can conclude that the entity has simply not reached efficient scale. This concept will be revisited in the *individual stand assessment* section. Lawrenceville is an example of a stand whose capacity might necessitate additional infrastructure investment (another tent, more tables, signage, a basic cash register, etc). For this reason, it will be used as the bench mark for maximum farm stand capacity. This begs the question, what does a FSP look like that has 12 stands which perform at Lawrenceville capacity? Is additional Food Bank infrastructure investment necessary to support this?

Cost per Client for the FSP is equal to the total program cost as defined above divided by the total number of transactions performed at the farm stands. Each receipt recorded by a farm stand is counted as one transaction. The number of clients served by the Food Bank comes from the “Organizational Report 2006-2007”. When considered together, Cost per Client and Cost per Pound approximate the reach in terms of breadth (number of people) and depth (pounds per person) of the entity or program being evaluated. An explanation of the components and limitations of this variable are also in Appendix E.

FMNP / Sales is used only for the FSP, and is equal to Farmers Market Nutrition Program voucher revenue divided by total sales revenue. Both of these sales figures are documented weekly and annually by stand for the entire Farm Stand Project.

The FMNP / Sales indicator has been incorporated into program assessment for three primary reasons. First, the FMNP program participants belong to three of the most vulnerable demographic groups targeted by the FSP: low income seniors, mothers, and children. Second, by leveraging the Federal Government’s investment in FMNP, the FSP is achieving its subsidiary objective of supporting local farmers and a sustainable food system. Finally, a high FMNP / Sales ratio is the best available indicator of whether a stand is reaching the FSP target demographic: low-income households.

E. Food Bank to Farm Stand Project Comparison

Figure 2 below summarizes both the Cost per Pound and Cost per Client figures for each farm stand, the FSP as a whole, and the Food Bank.

Appendix A, Figure 2, Stand Performance Measures, 2006-07

	Wholesale Value / Invest	Sales / Invest	\$ / Lbs	\$ / Transaction
	Higher is Better	Higher is Better	Lower is Better	Lower is Better
	Dollars distributed / Dollar Invested		Cost per Lb	Cost per Transaction
Total	\$0.64	\$0.76	\$0.91	\$7.74
Addison Terrace	\$0.50	\$0.74	\$1.16	\$9.98
Braddock	\$0.56	\$0.57	\$1.04	\$7.71
Clairton	\$0.69	\$1.03	\$0.84	\$5.90
East Hills	\$0.50	\$0.48	\$1.16	\$9.24
Hawkins Village	\$0.55	\$0.56	\$1.05	\$9.39
Hazelwood	\$0.71	\$0.84	\$0.82	\$8.21
Hill House	\$0.83	\$1.03	\$0.70	\$8.08
Homewood	\$0.57	\$0.61	\$1.02	\$8.88
Lawrenceville	\$0.96	\$1.12	\$0.60	\$4.36
McKeesport	\$0.98	\$1.15	\$0.59	\$7.57
Turtle Creek	\$0.47	\$0.50	\$1.23	\$8.40
Wilmerding	\$0.35	\$0.49	\$1.64	\$10.15
FB Average	\$2.27		\$0.41	\$5.61

- Also included above but not discussed in this report are ratios of Wholesale Value and Sale Value of product over the cost of program operation. Though these variables offer the advantage of monetizing the benefits of the FSP, the assumptions necessary to produce these figures make them less dependable than the Cost per Pound and Cost per Client statistics.

The same data summarized graphically in Figure 2.1 and 2.2 Appendix A, suggest that the Food Bank as a whole is far more efficient at distributing “product” to those in need. The Food Bank sets a high standard for cost effectiveness, with an average cost of \$0.41 to distribute one pound of product. In comparison, the FSP average cost per pound is twice as large at \$0.91. At \$7.74, the FSP’s cost per client served is 38% higher than that of the Food Bank’s \$5.61 average.

Though these estimates are illuminating, the suggested gap in productivity is inflated by several factors. For example, cost per pound and cost per client do not account for differences in quality of product distributed. FSP product is of consistently higher nutritional quality (potatoes vs. potato chips, fresh vs. canned vegetables) than standard Food Bank product.

Additionally, the cost figure calculated for the FSP is more thorough than that used for the Food Bank. There is far more significant infrastructure, staff, and resource investment on the part of the Food Bank’s member agencies than there is on the part of FSP community sponsors. If the ratio of sponsor to FSP investment were comparable to the Food Bank to member agency investment ratio, the productivity gap between the FSP and Food Bank would likely diminish as a result of cost-shifting and greater leveraging of the FSP investment.

Anecdotal evidence suggests that partner organization resources and community need are rarely positively related. Rather than suggesting that the Farm Stand Project is wasteful, the Food Bank - FSP productivity gap demonstrates the Food Bank’s leadership in recognizing and addressing an otherwise overlooked community need – access to fresh produce.

F. Soft Benefits

Thus far this report's framework for analysis has focused entirely on hard costs and benefits—things like dollars invested, pounds distributed, and individuals served. Given the Food Bank's large scale of operation and organization, there is a natural tendency to focus entirely on these "bottom line" evaluation criteria. Clearly these measures take priority in a competitive world with resource constraints, but as a social service agency, considering the value of the less tangible benefits our programs and services generate is vital to maintaining the original identity of the organization. There is an entire spectrum of less tangible benefits produced by the FSP that are difficult to quantify or monetize, but should be considered when weighing the merits of continued and future investment.

In 2004, Stacy Mates and Margaret Woods drafted a cost benefit report summarizing these less tangible "soft benefits". Their report can be found in the Farm Stand folder of the GPCFB database. Stacy and Margaret compared the farm stand project to a program model similar to Produce to People to highlight the FSP intangibles. Some of these include:

- Supporting local farmers
- Improved access for use of EBT and FMNP benefits
- Greater variety of produce and consumer choice
- Human dignity associated with normative experience of market exchange rather than a top down "handout"
- Intergenerational peer to peer education (nutrition, food preparation)
- Improved sense of community and community pride
- Business skills and experience for volunteers
- Volunteer empowerment through the freedom to order produce and manage the stand how they believe best serves their community
- Community empowerment, sense of ownership and identity associated with a successful community market
- Stand profits invested in community projects / organizations
- Food Bank collaboration with diverse community groups
- Serves a broad range of low income households, including those still economically vulnerable but ineligible or unwilling to receive pantry services

G. Individual Stand Assessment

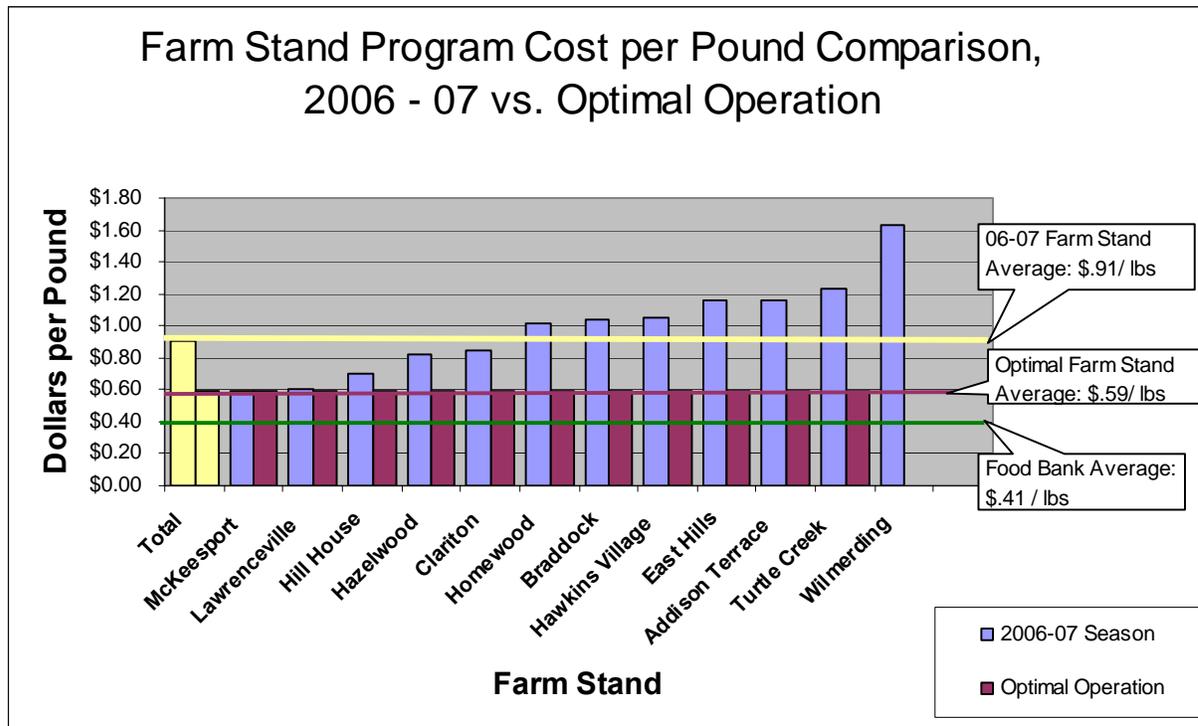
Individual farm stand productivity varies significantly, ranging from a cost of \$.59 to \$1.64 per pound and \$4.36 to \$10.15 per transaction. The large range in stand performance pushes the Farm Stand Project average costs higher. The distorting effect of the underperformers' productivity measures offer hope that significant efficiency gains can be had across the program if resources are strategically directed into relationships with more viable community sponsors.

Lawrenceville and McKeesport are two examples of "optimally" performing farm stands based on cost per pound cost per client, annual sales, and presentation and staff

dependability¹. Despite their similar outstanding performance, they are located in two very different communities.

Not all farm stands can hope to benefit from the strategic advantages provided by Lawrenceville's location in a mixed income neighborhood and sponsorship by a well resourced community organization. These advantages make operating a successful farm stand easier, but lacking them does not preclude performance at a similar level.

Appendix A, Figure 3.3

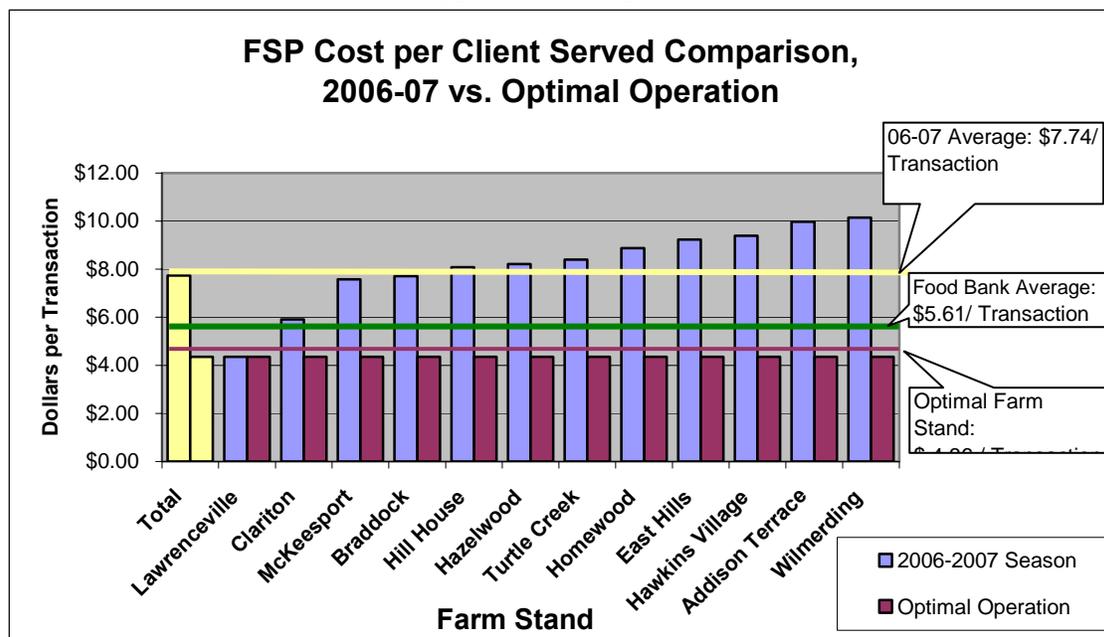


Though advertising and outreach strategies must be modified according to community demographics and need, this is not the case for sales, cost per pound, and cost per client performance goals and expectations.² Based on staffing, time, and space resources set by the current farm stand model, Lawrenceville and McKeesport are operating at close to maximum capacity. Using these farm stands as the standard for optimal performance we can project “maximum” FSP productivity given current program resources. Figure 3.3 above and 3.4 below compare current to optimal productivity using this method.

¹ Based on anecdotal evidence.

² How this is to be accomplished is summarized in Farm Stand Project Evaluation & Goal Setting, 2007.

Appendix A, Figure 3.4



H. Program and Farm Stand Goal Setting

For the reasons articulated above, the optimally performing stand sales are assumed to be equivalent to McKeesport's 2006 total sales: \$8,178. This is the highest sustained level of sales that any farm stand in the current model has been able to achieve. It is worth noting that as recently as 2002, sales figures for McKeesport reached \$13,072. This 2002 sales figure is not used as the optimal performance benchmark because McKeesport was a mobile farm stand³ at the time. However, the 2002 sales figure does show that the McKeesport community can support a farm stand at a level higher than the operating capacity of our current "optimal" stand. This demonstrated demand capacity beyond optimal performance provides good reason to reevaluate the optimum benchmark annually.

Appendix A, Figure 4

	FSP Cost FY2006-07: \$85,227		Optimal Performance: \$8,178 / Stand		
	Sales	Transactions	Pounds	Cost per Trans	Cost per Lbs
2006	\$64,832.28	11,011	94,038	\$7.74	\$0.91
Optimal	\$98,136.00	19,560	144,590	\$4.36	\$0.59
Change Needed	\$33,303.72	8,549	50,552	-\$3.38	-\$0.32

Figure 4 above, also found in Appendix A, summarizes Optimal and 2006 program performance, as well as the change necessary in each category to reach the optimal performance level. Though the optimal sales benchmark acts as our guideline for program performance, it is not a cap on expectations. Rather than a ceiling, it serves as a threshold beyond which future program growth expectations are moderate.

³ See *Farm Stand History*: L:\Programs\Promar\FARM STANDS\Farm Stand History and Sales History

II. Analysis: How do we reach more people and what will that take?

A. Internal Improvement, Targeted Investment, Program Creation

This section provides an initial phase, and two subsequent pathways for strategic changes to the Farm Stand Project based on a detailed understanding of GPCFB organizational resources, community needs and assets, and the various program models used across North America to expand produce access in low income communities. For lack of more precise terminology, these will be called: Internal Improvements, Targeted Investment, and Program Creation. The plans of action for each approach vary in cost, necessary planning, difficulty of implementation, and potential results. What follows is a summary of possibilities fitting each category, detailed strengths and weaknesses, timelines for action, and their potential results.

B. Internal Improvement (\$0 - \$3,000)

A brief survey of the historical farm stand reports and evaluations will demonstrate several reoccurring problems with the program model. Ultimately all of these problems lead to one result: low sales numbers. Inevitably there are three types of stands: those that struggle to break even, those that have good but stagnant sales, and those that strive to improve every year. The majority of stands fall into the middle category, and several linger in the first. The strategy of internal improvement is built around a combination of “carrots and sticks” aimed at stimulating self-directed stand improvement and shifting the majority of farm stands to the third performance category.

A host of factors contribute to low or stagnant stand sales: dependence on volunteer labor for marketing, low-visibility locations, limited or inconvenient hours, low consumer knowledge of food preparation, and un-sustained marketing and outreach are just a few of the many. Some of these factors are not easily controllable, but reshaping the program around incentives and disincentives which better support improvement and discourage complacency has the potential for significant results.

1. Chronically Struggling Stands

The incentives detailed below address specific program problems and—in conjunction with goal setting and evaluation criteria—are designed to support entrepreneurial manager and volunteer initiatives.

Throughout the 13 year history of the Farm Stand Project, there have almost always been stands that are of questionable merit. They struggle year after year with the same problems, fail to reach an acceptable number of customers, and overtax the time of the Farm Stand Coordinator and FSP resources. Though many of the factors contributing to chronic underperformance are uncontrollable, some are not. Persuading farm stands to improve where it is within their power to do so has long been a challenge. Having forthright performance standards and a transparent process for ending relationships with stands creates the incentive for improvement (or disincentive from complacency). Incorporating business evaluation and goal setting techniques and explicitly discussing the performance required for a continued partnership will help shift the FSP culture from

one of complacency to innovation. This culture shift entails four main changes: Defined Performance Criteria; Systematic Evaluation; Competitive Awards System; and Incentivized Stipends.

Solution: Evaluation, Competitive Awards, and Incentivized Stipends

The Performance Criteria and Stand Evaluation techniques and tools have been summarized in Section I of this report and are detailed in the *Farm Stand Project Evaluation & Goal Setting*⁴ report (Fischer, 2007). Coupling these structural tools with competitive awards and a performance based stipend system will encourage the entrepreneurial culture needed to solve some of the complex issues struggling farm stands face.

Currently, a uniform stipend grant is given to all farm stands for distribution to their volunteers and stand manager—the exception to this being Addison Terrace, which negotiated a higher stipend grant for itself. Because all stands receive their volunteer stipends regardless of their stand's reportage, sales, presentation, or marketing efforts, an attitude of entitlement has developed among many (but not all) of the stand managers and volunteers.

An historical example demonstrates this sense of entitlement, and the necessity of continuing to issue stipends in some form. In the 1999 season, volunteer stipends were eliminated to help stretch the FSP's dollars to reach more communities. At the time there were three community farm stands: Addison Terrace, Bedford Dwellings, and Garfield. Each of the farm stands expressed dissatisfaction with eliminating the stipends, and responded accordingly: the Garfield stand withdrew from the program all together; the Addison Terrace stand defaulted on its invoice payments and paid its volunteers with sales revenue; and the Bedford stand shut down until its manager secured alternative funding for volunteer stipends. Following the 1999 season, stipends were re-established with the acknowledgement that they would have to be permanent in order to secure the participation of volunteers—for many of whom the small stipend is a significant income boost (Woods, 1999).⁵

Despite the obvious necessity of stipends, there is no specific evidence that the current guaranteed stipend amount is imperative for stand sponsorship and volunteer participation. Though it may not eliminate the sense of entitlement among volunteers, linking the size of the stipend grants to the stand performance will encourage volunteers and managers to meet their sales goals, fulfill their marketing and outreach plan, promptly report their sales and pay their invoices, and maintain an appealing and well stocked farm stand. As a sign of appreciation for the community service, a performance based program would guarantee a basic stipend amount at a level of 50% of the current stipend amount. The remaining 50% would be given out in 10% increments tied to the fulfillment of performance objectives in five areas: reportage and payment, stand presentation, marketing and outreach, FMNP Sales, and total sales. If a stand fulfills all five of these performance goals, they unlock their share of a 20% bonus fund as a reward for their outstanding performance.

⁴ See GPCFB Database, <L:\Programs\Promar\FARM STANDS\Farm Stand Project 2007\Hunger Fellow\Hunger Fellow Reports\FSP Evaluation>

⁵ See *Farm Stand Project Final Report 1999*, Greater Pittsburgh Community Food Bank Database.

The competitive year-end awards system would take a similar approach, but would promote inter-stand competition. Categories might include: most creative marketing idea, best stand presentation, largest FMNP sales growth, most tenacious stand, most improved stand, etc. The range of categories should be large enough so that both established and struggling stands have a chance to win. Creating competition among the stands will hopefully stimulate innovation and motivate managers and volunteers to take pride in their improvement efforts.

Cost: Each stand currently receives \$1,150 in stipend money which is distributed among the volunteers as the Farm Stand managers deem appropriate. The money is currently given to the Farm Stand managers in **weekly** installments. With an average of four people receiving stipends for each stand, this comes out to \$287.50 per person per season, or \$12.50 per person per week. The weekly installments under the proposed plan would be \$6.35 per person on average.

The only additional cost of this program would be the 20% bonus pool, which with the current number of stands would require an additional \$2,760. If a stand were to succeed in all five performance goals, volunteers would receive a bonus of \$57.50 at the end of the season plus the second half of the \$287.50 currently given. If none of the performance criteria are met, the average volunteer receives \$143 over the course of the season rather than \$287.

Obstacles: Key obstacles to the success of this program are: procuring the funding and getting the buy in of the Farm Stand managers and volunteers. The suggested 20% bonus exists partially to improve the chances of manager/volunteer support for the switch. A third obstacle is the necessarily subjective nature of some of the performance evaluation. It is ultimately left to the judgment of the Farm Stand Coordinator as to how good a stand's presentation is and how well they implemented their marketing efforts. This has the potential to create conflict. To minimize this risk, confidentiality about stand evaluations should be maintained and the merits of customer surveys for informing the evaluation should be explored.

2. Unsustained Outreach

Though stagnant sales performance is the single underlying problem being addressed in Phase I, the reasons for this problem are diverse. Many have the disadvantage of low foot traffic, low visibility, or an inconvenient location while others suffer the virtually insurmountable setback of community isolation. Particularly for non-isolated communities, the more severe or compounded the challenges the more important effective, sustained, and targeted marketing becomes.

Many stands make concerted marketing efforts at the beginning of each season in the form of flier distributions and sign postings. Though these efforts are often at locations targeting underserved populations, their ineffectiveness suggests that the mediums of communication are not audience appropriate. Inevitably, the farm stands stop marketing and resign themselves to their existing customers.

What is lacking in this equation are creative ideas and sustained effort throughout the season. In the existing model, there is little creative energy for alternative marketing approaches. With limited resources and little volunteer help, it is understandable that the

same basic fliers and signs are redistributed every year. New locations may be tried, but few new ideas are given the resources or time to produce results. In the past, nutrition education events, complementary products (prepared food, etc), and pre-order delivery are all ideas that have generated interest and increased customers and sales numbers. So the question becomes how to get more farm stands to come up with ideas like these, implement them, and do so on an ongoing basis? A viable answer to this question of energy and creativity is the Youth Entrepreneurship Farm Stand.

Solution: Youth Entrepreneurship

A number of organizations in the greater Pittsburgh area have programs focusing on youth development, empowerment, and entrepreneurship. Leading these efforts is the National Foundation for Teaching Entrepreneurship (NFTE), a non-profit organization that trains teachers, volunteers, and community service workers on how to teach NFTE's entrepreneurial curriculum. Though NFTE does not run a youth education program itself, there are NFTE certified teachers in community organizations and schools throughout Allegheny County. By partnering with these organizations and offering our Farm Stand Project as an experiential education capstone for the NFTE curriculum, we can take advantage of the creative energy, entrepreneurial training, and mentor support of the youth completing these entrepreneurial programs.

Opportunities for these partnerships extend beyond the NFTE model, as there are several organizations with similar programs. The Homewood-Brushton YMCA Youth Business Council and the Boys & Girls Club of Western PA Youth Enterprise Zone are two examples of other existing opportunities. A list of potential partners and resources for this project including their contact information can be found in Appendix B.

Costs: There would be no additional costs associated with adopting this program model. The Youth Entrepreneurship Farm Stands would require the same investment and responsibilities of the GPCFB and stand sponsor that exist under the current model.

Obstacles: This model is only possible in communities that have adopted a youth entrepreneurship program, and the number of high need communities with such programs is limited. This limitation could be addressed in the long run by helping NFTE expand their curriculum into the high need communities we have identified with the *Farm Stand Mapping Project* (Fischer, 2008). These can be found in Appendix C.

Depending upon the farm stand hours and the level of school participation, youth managers may find a conflict between school and farm stand obligations. Addressing these logistical issues with school administrators, faculty, and parents before the start of the farm stand season is critical.

Case Study: The Pittsburgh Project

The Pittsburgh Project, located in the North Side neighborhood of Perry South, has a youth leadership and NFTE program. What follows is a description of what a farm stand partnership with this organization might look like.

The Pittsburgh Project

Management and Staffing: This farm stand will be staffed by Leaders In Training (LIT)—a program of the Pittsburgh Project—graduates. Two management positions will be established for the stand: General Manager and Marketing Director. The Food Bank and Pittsburgh Project staff will interview applicants who have graduated from both the Entrepreneurs In Training (EIT) and LIT programs to fill these positions.

The **General Manager** will have the same responsibilities as traditional farm stand managers, as well as the financial duties traditionally performed by the farm stand sponsor. The responsibilities of book keeping, reporting, staff scheduling, ordering, making deposits, in short...managing a small business, will be the GM's responsibility. Primary responsibility for holding the GM accountable will fall to the Pittsburgh Project staff person assigned to the FSP. They will work with the GPCFB Farm Stand Coordinator to ensure GM accountability throughout the farm stand season.

The **Marketing Director** will have the critical task of developing and implementing a marketing and outreach strategy directed at the Farm Stand Project's target populations: low-income families, WIC FMNP recipients, and Senior FMNP recipients. The MD will work with the GM, Farm Stand Specialist, and NFTE trained Pittsburgh Project Staff to formulate concrete sales goals (total, FMNP, and growth) around which they will shape the marketing plan. The MD is responsible for performing market research (surveying community members), obtaining customer feedback, and adapting their outreach strategies to accommodate this new information. They will also work with the GM to measure the effectiveness of their marketing strategy throughout the implementation process.

Location: The location is yet to be determined. The Pittsburgh Project youth currently run a smoothie stand during the summer months. Pittsburgh Project staff have suggested coordinating the farm stand through the same location. The major benefits of this are the traffic associated with Pittsburgh Project programs and the smoothie stand, the ease of supervision due to close proximity to their location, and access to cooler space for storage of early delivery or left over produce. The major drawback is that aside from Pittsburgh Project traffic, this location is not in a highly visible area.

Operation: Due to cooler space, dependability of paid staff, and the incorporation of youth, this site has potential to operate after regular business hours, multiple days a week, or on the weekend. When initially approached about the idea, Pittsburgh Project staff were under the impression that the farm stand would be a fulltime operation resembling a produce store. Even with this higher degree of commitment, they were enthusiastic and optimistic about the project's ability to succeed.

Goals & Incentives: Community appropriate operational goals for the farm stand will be discussed and mutually agreed upon between the Farm Stand Coordinator and the farm stand managers before the start of the season. The starting point for this goal setting process will be the goal setting tools found in "Goal Setting Template.xls". The GM and MD are mutually responsible for the completion of these goals, and their performance evaluation will be based on:

- Completion of responsibilities

- Implementation of their business and marketing strategies
- Ability to work as a team
- Farm stand sales performance

A performance incentive system should be worked out with the Pittsburgh Project staff before the beginning of the season. Since the GM and MD will be paid an hourly wage by the Pittsburgh Project, the funds set aside for volunteer stipends could be used as a performance bonus. Likewise, an agreement might be worked out to have them paid out of farm stand profits rather than having an hourly wage. A third option is to give them whichever is larger, their hourly wage or a share of the stand profits. Alternatively, the creation of an award, certification, or title for their resume based on their overall performance could be just as effective as monetary incentives.

3. Under Ordering

A little bit of common sense is all one needs to know that a stand stocked with an abundance and variety of well presented produce is more attractive to a consumer than an barren table with a few lingering items. Conversations with community members and WIC case managers provide further anecdotal evidence that customers are discouraged when they don't believe they get to select from a full stock of quality produce. This is a particularly menacing problem with our non-senior customer base. Many potential customers are lost because they lack the time, motivation, or interest in produce to come early and wait in line. Many see the lines or selection and don't come back; others hear about it and do not bother coming at all.

The process of trying to balance breaking even, affordable prices, and meeting demand leaves farm stand managers in a difficult situation. Since prices are limited by our program guidelines, and sponsor organizations bear the entire cost of unsold produce, they are forced to under order to minimizing their waste.

Most stands, especially those serving senior populations, see long lines well before they open for business. The early rush combined with conservative ordering, means that many sell most of their stock within the first hour. Stragglers are left with few choices, and nobody likes the idea of buying left-overs. This scenario is more reminiscent of a food distribution than it is a farmers market.

Encouraging managers to order more than they think they can sell will better satisfy late customers, improve the reputation of the stand as a dependable source of quality produce, improve prospects for peer to peer advertising, and improve our ability to reach non-seniors. Creating an Inventory Coinsurance fund will encourage precisely this type of behavior by sharing the risk of over ordering and reducing the cost to stands of unsold produce.

Solution: Coinsurance

The Coinsurance Fund is a pool of money set aside to help reduce the losses to farm stands resulting from unsold produce. The money for the fund could come from either a grant or a reallocation from the FSP underwriting budget, and would cover two types of "insurance".

The first type, *Loss Insurance*, would cover 100% of a stand's losses up to 10% of the value of their order, and 50% of their losses beyond 10% of their order value. As the

4. WIC FMNP Redemption Rate

According to the Allegheny County Department of Health WIC Office Administration, the historical FMNP voucher redemption rate among WIC recipients is around 49%. In contrast, the Senior FMNP redemption rate is estimated at 95%.⁷ These statistics are reinforced by observation at virtually all of our farm stand locations. Long lines of early arriving seniors and few faces under 50 are the rule rather than the exception. In her 2004 report, Roxanne Caines—a former Bill Emerson National Hunger Fellow at Just Harvest—surveyed 100 WIC FMNP recipients at four WIC offices around Allegheny County to better understand the low WIC FMNP redemption rate. In her report WIC clients identified three primary barriers to FMNP use: time, location, and transportation. The following is a summary excerpt from the “Market Barriers” section of Ms. Caines’s report:

The primary barrier preventing FMNP recipients from shopping at farmers’ markets is time. Forty-two people found market hours inconvenient or were unable to fit visiting a farmers’ market into their busy schedule filled with doctor appointments, extra-curricular activities and other engagements for themselves and their children.

Location was the second most common barrier identified by 26 respondents. While there are at least 37 farmers markets, farm stands, or farms in the Allegheny County area that accept FMNP checks, for some, the locations are distant or difficult to reach.

Lack of transportation and difficulty spending \$5 at one vendor were each reported by 16 people. Other reported barriers included weather conditions, the absence of certain produce that is not growable in Pennsylvania (such as bananas), and expensive prices. Some also stated that they simply did not “get around to it yet.” Surprisingly, no one indicated that they did not shop at a farmers market because they don’t know how to prepare fresh produce or that they just don’t like fresh produce.

Though no survey respondents indicated that knowledge of fresh produce preparation was a barrier to FMNP use, “forty-five (said they) would shop at farmers’ markets more often if someone were available to help them select items and give guidance on preparing them... and twenty-six might shop more often with this assistance.” When asked a similar question about a shuttle service to and from farmers markets or stands, 49% indicated they *would* and 28% indicated they *might* shop more frequently.

Survey respondents also corroborate the hypothesis that long lines of seniors and paltry leftovers are factors which discourage farm stand customers:

McKeesport and Northside are two locations where people did not shop with FMNP checks the most. These places both have a farmers’ market or farm stand present, but at the McKeesport farm stand, produce sells out extremely fast. McKeesport also has many seniors, who are able to get to the market when it first opens at 10 AM. By the time WIC clients arrive, the selection is very limited. This could discourage shoppers from using their checks even though they have a farmers’ market nearby. (Caines, 2004)

⁷ Allegheny County Area Agency on Aging, 2007

Solution: Adjusted Hours & Locations

The conclusion of Ms. Caines's report suggests two strategies for increasing FMNP redemption: make shopping at farmers' markets convenient enough that the opportunity costs (time and transportation) are not prohibitive; and make farmers' market visits a priority in the lives of WIC FMNP recipients. Within the second strategy—greater convenience—the most obvious and cost effective programmatic change is to shift the hours of some farm stands to late afternoon or early evening, and coordinate hours and stand locations with other trips that WIC recipients might be making.

The Springdale and Clairton WIC Offices limit their client interviews and benefit distributions to one day a week. Having farm stands operate on these days within a block or two of these offices would offer WIC recipients an immediate and convenient outlet for their FMNP vouchers. WIC Office managers also suggested coordinating farm stand locations and hours with food pantry distributions, and working with grocery stores and big box retailers to locate in their parking lots. Ms. Caines's 2004 survey results support the big-box and grocery suggestions, indicating that the most popular places to shop for produce among respondents were: Giant Eagle (43 people), Food Land (13), Shop 'N' Save (11), and Wal-mart (13). Even though operating at these locations would not increase access to produce, it would provide a new outlet for FMNP benefits and increase the likelihood of redemption.

Major public transit stops located in or en-route to low income communities are another viable stand option. Operating during the 3-6 o'clock rush hour near high-traffic bus stops in low income communities would make fresh produce a convenient option for working parents without the time for a trip to the market. Identifying these transit hubs in low income communities can be easily done by interfacing Allegheny Port Authority transit data with the already existing ArcGIS *Farm Stand Mapping Project*.

These four suggested locations (bus stops, pantries, groceries, and big-box stores) are ones that FMNP recipients already spend time and money visiting, so making the farm stand a part of these trips could make the difference for the voucher recipients who indicated they simply "forgot" or "didn't get around" to using their FMNP checks(Caines).

Adjusting the hours of existing farm stands to cater to this population is another low cost strategy. Fifty-eight percent of Ms. Caines' survey respondents preferred market hours between 12-4PM and 37% preferred 4-8PM (respondents were allowed to select all options that applied). Farm stands that operate between 3:00 and 6:00 PM match the time preference of 80% of WIC FMNP recipients. Arranging deliveries to farm stands at the end of several truck routes rather than having a single dedicated farm stand truck would help cater to this late afternoon preference. If maintaining a dedicated farm stand driver is deemed preferable by the warehouse, having the driver start later in the day—delivering first to senior communities and then to non-senior communities—would also increase our WIC FMNP exposure. In conjunction with the increased inventory stimulated by the Coinsurance Fund, adjusting the hours of some of our farm stands to late afternoon or early evening will improve our ability to reach this under represented population.

Cost: There is little to no cost associated with relocating farm stands near by a food pantry, bus stop, grocery store, or Wal-Mart. A change in location or operating hours

could result in costs due to delivery schedule changes and inefficient routes that require deliveries to specific stands at the end of the day.

Obstacles: The socio-economic, member agency, grocery store, and WIC Office data mapped by the GPCFB *Gap Study* and the *Farm Stand Project Evaluation* can easily be used to identify communities best suited for alternative farm stand locations. The primary obstacles to these location and hour changes will be: developing relationships with grocers and retailers, coordinating new locations with current farm stand sponsors, identifying stand sites in close proximity to bus stops, and managing the logistics of expanded afternoon delivery.

5. Non-viable Communities of Need

Many of the communities we have identified as produce deserts lack viable sponsoring organizations or locations for their farm stand. More times than not, the communities with the greatest need are the ones with the fewest community development resources, least viable stand locations, and most problematic volunteer situations. For most of these communities corner stores are the only place to purchase grocery items. Unfortunately these grocery items are rarely healthy and almost never produce. Lacking the volume and transport to make produce purchases cost effective and fearing a lack of demand, most corner store owners choose to stock their shelves and coolers with soft drinks and junk food.

Solution: Healthy Corner Stores

From Oakland, CA to Hartford, CT healthy corner store projects are popping up in communities around the country. The Healthy Corner Store Network⁸—a national community of corner store projects—already has profiles of over 60 member organizations running or starting programs around the country, including the Community Food Bank in Tucson, AZ. These projects take various forms depending upon organizational resources and community need. Projects have ranged in size (from one to sixty stores), complexity (from marketing support to collective purchasing and capital investments), and goal (expanding produce access, healthy grocery access, or tobacco and alcohol reduction). Unlike a farm stand, a strategic partnership with a neighborhood corner store does not require a new location, volunteer investment, or a GPCFB capital investment.

Despite the difference in these inputs, a GPCFB healthy corner store would operate like, and cost much the same as, a farm stand. Basic training, marketing support, nutrition education, and produce delivery at wholesale price would all be provided. The difference is the substitution of a corner store owner for the non-profit community sponsor. This is critical because as non-farm, for-profit businesses, the corner stores cannot accept WIC or Senior FMNP vouchers. This limitation may be mitigated by recent policy changes which have expanded the WIC food package to include fresh fruits and vegetables.

Though healthy corner stores do not provide an outlet for FMNP vouchers, they do expand produce visibility, convenience, and access among the FSP's target

⁸ <http://www.healthycornerstores.org/index.html>

population, especially those currently underserved (non-senior, low income households). There are several benefits to partnering with corner stores beyond gaining access to markets inaccessible by our traditional farm stands. Most obviously, this model capitalizes on the entrepreneurial motivation of small business owners to fulfill the FSP objective. Where much of this report has focused on creating incentives to stimulate entrepreneurial behavior among farm stand managers, these incentives are already a part of the corner store owner's decision making process. Corner store projects around the country have shown that many store owners see the clear connection between being a good neighbor, having healthy customers, and having a successful business.⁹

Going hand in hand with the entrepreneurial spirit of these business owners comes the benefits of dependable labor (often times the owners themselves), a secure and high traffic location, and the possibility of cooler space. This last asset makes everyday produce access a possibility, even with the FSP's weekly delivery schedule. There is also potential for year round produce access because corner stores are not subject to the "could be grown locally" requirements for FMNP eligibility. In addition to the above, the assets and benefits of partnering with neighborhood corner stores include stimulating economic development, supporting local business, greater convenience for our target population, and a built in customer base. By strategically partnering with a handful of corner stores in communities identified in the *Farm Stand Mapping Project*, we can expand our service area to include otherwise unviable communities and guarantee exposure to our most underserved target population.

Costs: The cost of launching a small scale Healthy Corner Store Project (HCSP) is the same as expanding the FSP less the cost of the farm stand start-up equipment and volunteer vouchers (≈\$2,690/stand). On a store by store basis, this equates to \$404 per corner store for marketing and training, \$281 for nutrition education events, and \$535 for warehousing and shipping (if produce is only supplied during the 23 week FS season). Not including the staff time associated with running the program¹⁰, the annual cost of one additional corner store is roughly \$1,220. Given their built in customer base, expanded hours of operation, and greater convenience, the produce revenue of a corner store would likely be greater than the \$8,178 of an optimally operating farm stand. Expected revenue could be projected by getting produce and total sales figures from corner stores that already stock produce, calculating the percentage of sales, and applying this to current sales for potential HCSP partners.

Obstacles: The three primary obstacles in launching the HCSP are gaining the trust and cooperation of the store owners, reduced control over in-store produce prices, and the for-profit status of corner stores. Though building relationships with and gaining the trust of corner store owners will take time and energy, much of the leg work can be done in the "off season". The experience and evidence of success offered by the Healthy Corner Stores Network will help this process. James Johnson-Piatt of The Food Trust in Philadelphia, Jerry Jones of The Hartford Food System in Connecticut, and Dana Harvey of The Environmental Justice Institute in Oakland, California have already been forthcoming with advice and technical support. They have provided program histories,

⁹A good example is Literacy For Environmental Justice's Good Neighbor Program www.lejyouth.org

¹⁰ This is detailed in the Option I section of this report and is roughly \$6,046 per corner store or stand.

budgets, successes, failures, and organizational details that will be vital in implementing such a program.¹¹

Compared to our farm stand relationships, the GPCFB will likely have less control over the corner store selling price. However, the shipping subsidy, wholesale purchase price, and marketing assistance are all leverage points that can be used to keep corner store prices affordable. This is likely to be a point of contention that the Farm Stand Coordinator will have to monitor more frequently than with farm stands.

The final and biggest obstacle is the for-profit nature of the corner stores. This raises two major issues: first, should the food bank be supporting (subsidizing) a local business, even if it is an efficient way to meet our primary objective; and second, will farmers agree to our current wholesale relationship knowing that their produce may be sold for a profit by businesses in low-income communities?

Though providing produce at cost to corner stores and supporting them with marketing and nutrition education is effectively a subsidy, the benefits of the relationship run both ways. By selling our “farm stand” produce in their stores, they are providing us with their brick and mortar, access to their customers, and free labor. As mentioned in the previous section, a relationship with a corner store offers many benefits that a non-profit/volunteer relationship cannot.

That aside, a corner store partnership can still be legitimately viewed as a subsidy. It is however, a subsidy of a very specific type: it promotes the healthy dietary and consumer behavior our urban agriculture programs were created to foster. Convenient and affordable produce leads to greater produce consumption, which leads to healthy families and children, lower rates of obesity, and better performance in school. This web of causation strikes at the heart of the root causes of poverty and hunger.

Their Small scale and the fragile economic situation of their communities prevent corner stores from taking on the risk of perishable produce. Helping them help their communities is no different than what we currently do with our non-profit sponsors. The only differences are the location of the produce (on the shelves instead of in the parking lot) and the likelihood of success (the store owner’s economic livelihood being at stake). As is the case with other programs around the country, our corner store partners will eventually see the business viability of produce and may collectively move toward direct relationships with wholesalers and local farmers.

As suggested above, some of the farmers we work with may object to the idea of providing their produce at wholesale price to the Food Bank if it is sold for a profit by small business. Exploring these concerns—if they exist at all—is important, but not likely to become a significant issue. Given the list of leverage points the GPCFB has with corner store partners and the due diligence of the Farm Stand Coordinator, the risk of unaffordable prices and monopolistic store profits is low. The farmer’s produce will be going to the same needy communities and be sold at a similar price as the produce sold at farm stands. The primary difference again being that the produce is on the store shelves instead of in the store parking lot.

¹¹See GPCFB Database, <L:\Programs\Promar\FARM STANDS\Farm Stand Project 2007\Hunger Fellow\Hunger Fellow Reports\Final Recommendation\Healthy Corner Stores>

C. Option I - Targeted Investment (\$3,000 - \$80,000)

1. WIC FMNP Redemption Rate

Solution: Farm Shuttle Program

As mentioned earlier, Ms. Caines's suggested a second strategy for increasing FMNP redemption: make farmers' market visits a priority in the lives of WIC FMNP recipients. Within the second strategy, Ms. Caines suggests emphasizing children's positive experience at farmers' markets; promoting them as a fun and educational family experience. Demonstrating the added value of the farm stand/market experience is the best way to differentiate it from the convenience of one-stop-shop supermarkets, and encourage WIC client patronage.

The Farm Shuttle Program takes this educational/entertainment approach one step further by facilitating direct interaction between WIC recipient families and the farmers that grow their FMNP purchased produce. The Farm Shuttle Program would bring WIC client's from their community to a near-by farm for a Saturday afternoon of shopping, cooking demonstrations, and farm-yard education one weekend a month from July to October. With their existing family friendly activities and on-site markets, Farms like Sorgal Orchards and Harvest Valley in Wexford, and Tripple-B near Elizabeth are ideally suited for this type of program.

Currently, WIC FMNP vouchers are distributed by the Allegheny WIC offices on a rolling basis from June to September. Clients receive their vouchers during their program enrollment or tri-monthly eligibility recertification meeting at their case manager. WIC Office managers offered support for this type of program, and have agreed to provide program and registration information to clients during their meetings. Outreach could also be initiated by the GPCFB at local Y's and Boys & Girls clubs.

Costs: The primary cost of this program will be the transportation to and from our partner farms. A quote from Pittsburgh Transportation Group estimates the cost of a 21-passenger bus at \$50 per hour. Assuming a 45 minute travel time and a two hour farm visit, the cost of a Saturday event would be roughly \$175. A four month pilot program with five viable WIC Office locations (McKeesport, Clairton, Mt. Oliver, Carnegie, and Wilkinsburg) would cost a total of \$3,500 and could serve up to 420 women and children. This works out to roughly \$8.33 per person. Sharing the cost of transportation with our partner farms, negotiating an in-kind transportation donation from the Pittsburgh Transportation Group or Pittsburgh Public Schools, or seeking out vans or buses from community groups in the area are possible ways of reducing this cost. Additionally, participants who sign up and get their ticket outside of the WIC Office—through a Y, B&G Club, or church group—could be charged a small sum (\$4 for parents, \$2 for children) to defray costs.

Obstacles: The problems and barriers associated with this program include: communication between the GPCFB and WIC clients who sign up for the event; determining central pick-up and drop off locations with adequate parking and access to public transit; the length of time between program sign up and the actual event; and managing no-shows and same day sign-ups on the day of the event.

2. Unmet Need & Underserved Populations

Our research suggests that there is significant unmet need in the greater Pittsburgh area; both in communities we do not currently serve, and those which we do. Despite the expansion of the program over its 13 year history, gaps in our coverage exist. Appendix C contains maps showing the geographic distribution of poverty, WIC eligible populations, Senior FMNP populations, and produce access points (supermarkets, farm markets, farm stands, and corner store). These maps show the concentration of our Farm Stands in the East End and Mon Valley, as well as the gaps in our program coverage in four geographic regions: East End, North Side, South Side, and Mon-Valley. Unmet need, however, is not strictly limited to these produce deserts. As described earlier, the demographic cross-section of the customers at many of our farm stands is not representative of the surrounding community. In general the non-senior low income population is widely underrepresented.

Few farm stands have the luxury of the built in customer base provided by a highly visible, heavily trafficked location. Nor do many sponsor organizations have the time, expertise, and man-power necessary to overcome this disadvantage to reach all of their potential customers. Our research suggests that effective and sustained marketing and outreach is the single most powerful tool we have to reach a wider client base, and that it is the single ingredient lacking at virtually every farm stand.

Currently, senior customers dominate the customer base of the financially successful farm stands. Among the stands with average to high sales figures, only Lawrenceville has a client base representative of their generational demographics. All of the other successful stands rely almost exclusively on senior populations that actively seek out fresh produce with little encouragement. In order to serve the complete FSP target population, expand our customer base, and decrease our cost per pound, the FSP must invest in outreach to non-senior low income households.

Close examination of the resources and partners available in the aforementioned “produce deserts” suggests that establishing eight new farm stands, two in each geographic region, is a realistic first step towards eliminating produce access gaps. The logistical difficulties of program expansion (stand oversight, ordering, repalletizing, and delivery), as well as the clear need for improved social marketing lead to one conclusion: the necessity of hiring a fulltime Farm Stand Project Assistant.

Solution: Community Expansion & Marketing and Outreach Coordinator

Though expansion requires this additional staff support, limiting the expansion to eight additional stands (20 total) also allows the FSP to ensure adequate stand support, improve individual stand marketing, and increase existing stand sales by targeting more non-senior low income individuals. The new staff position would therefore serve two purposes: to increase each stand’s sales (40%), and to share the workload associated with managing twenty instead of twelve farm stands (60%). This 40/60 time breakdown is based on the evidence that a full staff person can manage a maximum of 12 stands. Assuming constant returns to scale, 60% of a staff person would cover 7.2 additional stands.

By investing in additional staff, the GPCFB can overcome the greatest controllable factor responsible for weak sales and unproductive stands: ineffective marketing. McKeesport, even with its standard setting sales figures, is a prime example

of untapped sales potential and the potential impact of active outreach. In 2002, its final year as a mobile farm stand, McKeesport had \$13,072 in sales. Five years later as a senior dependent, community farm stand, it had only \$8,178 in total sales (GPCFB, 2007). By taking the lead in an area which our sponsor organizations lack the time, expertise, and commitment, the GPCFB has the potential to drastically improve the FSP's ability to reach potential customers, all the while maintaining the "soft" benefits of a community operated farm stand.

The second component of Option I, expanding the program into eight new communities, is guided by five factors: gaps in current FSP coverage and produce access in high-need communities; the limited number of viable sponsor organizations; the evidence that a full time staff person can manage a maximum of 12 farm stands; the capacity of our warehouse to adjust to FSP's seasonal transportation demands; and the priority of improving the performance of existing farm stands.

By limiting expansion to eight new farm stands, the program will utilize the most promising potential community partnerships to address many of our service area's critical gaps in produce access. Targeting the most needy and viable communities increases the resource demands of the GPCFB warehouse, but not at an unrealistic level.

Currently, the FSP require a dedicated driver and truck for two full days a week (12 hours after time allocated to other pick-ups) for the 23 week farm stand season. This is roughly 13.3% of one driver and truck's operational time annually. By increasing the program size 66%, we estimate eight additional hours of necessary pick-up and delivery time. According to CFO Sharon Harm's calculations, the truck and driver cost of the FSP was \$6,419 for fiscal year 2006-2007. Holding costs constant, a 66% increase in the size of the program will result in an additional \$3,851 in FSP transportation costs. This cost increase is roughly 1.2% of the \$308,431 annual cost associated with operating and maintaining the GPCFB fleet and employing our staff drivers. With twenty optimally performing farm stands, this \$3,851 shipping investment could serve an additional 21,600 people, resulting in an additional 143,200 pounds of produce distributed and \$98,700 in additional sales.

Cost: Due to their variety and complexity, the costs associated with this program expansion are detailed in Appendix D and summarized in the table below.

Total Cost of Expansion	
Staff	\$48,374.00
Farm Stand Investment	\$24,752.00
Nutrition Education	\$ 2,248.80
Trucking	\$ 4,279.57
Total	\$79,654.37

Obstacles: Aside from finding the resources to higher an additional FSP staff member, the main obstacles to expansion are the logistics of the trucking schedule, warehousing, and repalletization. Though we can estimate the costs of additional trucking, it is impossible to approximate the logistical feasibility of an expanded trucking schedule without first determining our new community partners and securing their farm stand

locations. As this process progresses, maintaining a continuous dialogue with Ron Bossart is critical for a smooth transition into the farm stand season.

There are two main issues concerning storage and repalletization: space and volunteer support. The current collection, organization, and distribution chain is as follows: produce pick-up on Monday; storage over night; repalletization on Tuesday morning; and farm stand delivery on Thursday and Friday. Under the current schedule and program size, this process requires the use of the “holding area” on Tuesday morning for repalletization, 160 sqft of cooler space from Tuesday to Wednesday, and 80 sqft of cooler space from Wednesday to Thursday. Under the current process, eight additional stands would require an additional 107 sqft of cooler space (13 1/3 sqft per pallet). The “holding area” would also be needed all day Tuesday for repalletization due to space limitations.

Having a dependable team of volunteers to sort the farm stand orders on Tuesday has been an ongoing challenge and is one that should be addressed before any farm stand expansion takes place. Sorting produce for twenty farm stands will require at least two teams (AM and PM) of three able bodied volunteers.

D. Program Creation (\$45,000 - \$170,000)

1. Unmet Need & Constant Returns to Scale

Option II, Program Creation, consists of the most costly, complex, and long term actions for improving produce access in the greater Pittsburgh area. Though each of these programs has a sizable price tag, they all address the primary flaw of the Phase I & Option I recommendations: unmet need & constant or diminishing returns to scale.

With some low-cost changes and strategic investments in the program, the Farm Stand Project can reach a lot more people and improve produce access in several more communities. If, however, the ultimate goal is to eradicate produce deserts in the greater Pittsburgh area, a program that loses or merely maintains efficiency with increasing scale is not viable. Each additional farm stand requires a new sponsor organization, new equipment, significant additional staff time for orders, and additional warehouse pallet space (whether an entire pallet is used or not).

Each stand sponsor has unique personality, needs, and relational requirements. Maintaining these relationships and meeting the needs of each stand is a complex and time consuming process that multiplies in complexity with each additional stand. Though this relational complexity puts limits on FSPs returns to scale, it is the customized ordering process that makes a sufficient scale¹² Farm Stand Project cost prohibitive. By standardizing our unit of distribution (a box rather than a peck, bushel, or half-bushel), and limiting order choice to quantity (not type), we gain the ability to reduce our average cost with increased scale. As we reach more people, it becomes cheaper to do so, further enabling the program to reach more people. The two proposals in this section—particularly the Good Food Box—require a lower investment per community, increasing returns to scale, and the prospect of self sufficiency.

¹² Reaching every community of need.

Solution: Healthy Corner Stores Alliance

The first of these options is a Health Corner Stores Alliance. As mentioned in the Healthy Corner Stores section of Option I, there are several permutations of this program model nationally. Rather than the intensive one-to-one relationship with a handful of corner stores described in Option I, a Healthy Corner Stores Alliance would focus on organizing a coalition of Pittsburgh area corner stores, groceries, and bodegas. The “Alliance” would help coordinate collective ordering to gain members a competitive purchase price, develop a “Good Neighbor” brand and marketing strategy to promote the member stores, assist store owners in reorganizing their shelves to prominently display produce, and help them access the PA Fresh Food Financing Initiative¹³ funds to improve their cooler and display areas. This collective bargaining and branding model is a combination of The Food Trust’s “Corner Store Campaign”¹⁴, the Hartford Food System’s “Healthy Food Retailer Initiative”¹⁵, and Baltimore Healthy Stores¹⁶. The Hartford Food System provided the GPCFB with a budget for their program¹⁷, and Baltimore Healthy Stores website offers a step by step guide as well as the marketing materials used by their program.

Costs: This project can be extremely low cost depending on the amount of GPCFB infrastructure being used. Regardless of the program model, a functioning alliance (ranging from 30 to 60 stores) requires one fulltime staff person. If the GPCFB acts as the whole sale purchaser and distributor for the corner stores, the price tag will be roughly \$1,220 per store for produce pick-up, delivery, marketing support, and nutrition education. If, however, the food bank coordinates collective purchasing from the produce terminal in the Strip District or works with PASA to connect with local farmers rather than purchasing and shipping internally, the cost per store can be reduced to \$240 to \$400 per stand.

Assuming a 45 member alliance, one staff member, and an average cost of \$300 per store, the annual cost of the program would total \$61,874. Assuming the corner stores have a similar marketing effort and client base as the 1999 McKeesport mobile farm stand, weekly sales figure will be \$568. With a year-round program, that totals \$29,544 worth of produce per store and over \$1.3 million dollars or 1.9 million pounds of produce a year. This yields a pound per GPCFB dollar ratio of 31.17.

Obstacles: The biggest challenge with this program model is the extremely diverse constituency that must be negotiated in order to have program success. This includes corner store owners (diverse in themselves), farmers, and wholesalers. Though the list sounds similar to the Farm Stand Project, the relationship maintenance and logistics of such a large scale coalition are exponentially more complex. The experience of other corner store programs suggests that gaining and ensuring the continued cooperation of risk averse corner store owners is never ending, labor intensive task.

¹³ For funding application see: http://thefoodtrust.lightsky.com/catalog/resource.detail.php?product_id=104

¹⁴ <http://www.thefoodtrust.org/php/programs/corner.store.campaign.php>

¹⁵ <http://www.hartfordfood.org/programs/Stores.htm>

¹⁶ Description and marketing materials available at <http://www.healthystores.org/BHSmaterials.html>

¹⁷ See GPCFB Database, <L:\Programs\Promar\FARM STANDS\Farm Stand Project 2007\Hunger Fellow\Hunger Fellow Reports\Final Recommendation\Healthy Corner Stores>

The other major draw back of this program compared to the one that follows is its delicate sustainability. As any experienced grassroots organizer can attest to, creating organizations and programs that are able to indefinitely sustain interest, energy, and community investment is extremely difficult. The only way in which a Healthy Corner Store Alliance can truly be called “sustainable” is if the store owners gradually take over the leadership, logistical, and social marketing roles. Sustainable, in these terms, means the eventual discontinuation of GPCFB staff-time. Though this end result is feasible, to date no corner store coalition has achieved this.

Solution: The Good Food Box

The Good Food Box, is the most sustainable, innovative, and farthest reaching recommendation in this report. For the GPCFB, this project model is superior to the Healthy Corner Stores model for two reasons: first, it capitalizes upon the GPCFB’s existing relationships (farmers and wholesalers), infrastructure (warehouse, repack, and trucking), and expertise (Vicki!); and second, the standardized ordering unit simplifies the logistics of ordering, shipping, customer service (consumers vs. store owners). With an investment between \$96,000 and \$170,000¹⁸ over a three year start up period, the GPCFB has the opportunity to create a self-sustaining program which delivers fresh produce year round to every needy community in the greater Pittsburgh area.

The Good Food Box program is a project of FoodShare Metro Toronto that has been successfully replicated over the past 13 years in urban and rural communities across Canada. According to an article by Edible Strategies Consulting, as of October 2nd, 2006, there were “over 44 programs listed under the Ontario GFB Network, approximately 35 communities in British Columbia with access to a GFB program, and over 20 additional GFB programs across Canada (Storey, 2006).”

The *Good Food Box Guide* distributed by FoodShare Metro Toronto provides step by step instruction for how to replicate the program model in our community. In addition to a detail of the organizational model, resource needs, marketing techniques, and major challenges facing the program, the guide also provides case studies of how the model has been replicated in other Canadian communities. The executive summary found in the guide offers a succinct program overview:

The Good Food Box is a non-profit fresh fruit and vegetable distribution system...runs like a large buying club with centralized buying and coordination. Twice a month individuals place orders for boxes with volunteer coordinators in their neighborhood. Customers pay between \$10 and \$30 for their box, depending on the version that they choose. FoodShare’s buyers purchase top-quality fruit and vegetables from the Ontario Food Terminal, or directly from local farmers, and volunteers pack the boxes at the FoodShare warehouse. Each box contains the same mixture of food, though the contents change with each delivery, depending on what is in season and reasonable at the time. FoodShare truck drivers deliver the boxes to the neighborhood drop-offs, where the local volunteer coordinators ensure that customers pick up their boxes. Established in 1994 with 40 boxes, an average of 3,000 Good Food Boxes are now [1997, 4,000 in 2006] distributed in Toronto each month. (Scharf & Morgan, 1997)

¹⁸ This depends on whether or not 2 full staff are dedicated to the program from the start, or whether the program begins with one full time staff and adds a half position each year as the program grows.

In addition to eliminating the transportation cost for low income consumers, the average Good Food Box provides significant savings over supermarket prices. The table below shows an example Good Food Box provided by FoodShare Toronto, and how much this box would cost at a Pittsburgh area Giant Eagle.

Good Food Box Contents					
GFB Price: \$15 Savings to Consumer: \$16.83	Lbs	Retail Price/Lb	Retail Cost	Wholesale Price/unit	COGS
5 lb potatoes	5	\$ 0.60	\$ 3.00	\$ 1.38	\$ 1.38
2 lb onions	2	\$ 1.69	\$ 3.38	\$ 0.80	\$ 1.60
2 lb carrots	2	\$ 1.98	\$ 3.96	\$ 0.57	\$ 1.14
1 lb field tomatoes	1	\$ 2.99	\$ 2.99	\$ 0.58	\$ 1.74
1 broccoli (.75 lb)	0.75	\$ 1.99	\$ 1.49	\$ 1.86	\$ 1.86
1 green pepper (.5 lb)	0.5	\$ 1.29	\$ 0.65	\$ 0.33	\$ 0.33
1.5 lb green beans	1.5	\$ 2.49	\$ 3.74	\$ 1.06	\$ 1.06
1 romaine lettuce (1.5 lb)	1.5	\$ 1.99	\$ 2.99	\$ 0.77	\$ 0.77
4 corn on the cob (2 lb)	2	\$ 0.50	\$ 1.00	\$ 0.25	\$ 1.00
1 cucumber (1 lb)	1	\$ 0.99	\$ 0.99	\$ 0.27	\$ 0.27
5 apples (2.5 lb)	2.5	\$ 1.79	\$ 4.48	\$ 0.16	\$ 0.80
1 bunch bananas (2.25 lb)	2.5	\$ 0.49	\$ 1.23	\$ 0.44	\$ 1.10
Total Lbs.	22.25		\$ 29.88		\$13.05

Source: Retail prices were obtained from Giant Eagle, West Mifflin; Wholesale prices were obtained from Harvest Valley Farms and Jordan Banana Co., 2007

Costs: The majority of the necessary infrastructure for this program already exists within the food bank: warehouse, transport, volunteer repack, wholesale buying relationships, and ordering systems. As explained in the Good Food Box Guide, at 3,000+ box capacity a year-round program requires two fulltime staff persons: a coordinator and a customer service representative. The coordinator handles purchasing, transport and storage logistics, and helps with community outreach. The customer service position “takes orders, handles customer input, responds to information enquiries, assists in volunteer organization, and assists in money collection and delivering replacements for missing or spoiled items (Scharf & Morgan).” As estimated by Sharon Harm, GPCFB CFO, a full time staff position for this level of work costs roughly \$48,374 annually. In addition to two fulltime staff, a fully mature GFB program—distributing upwards of 4,000 boxes a month—requires 3 delivery trucks five days a month.

Tables detailing the projected fixed cost (staff), variable cost (shipping and COGS), total cost, and revenue for the first four years of a GFB program can be found in Appendix G. The sales projections used to produce these tables are modeled on the historical start-up data for FoodShare Metro Toronto. Following a similar growth pattern, the Good Food Box model would reach the GPCFB average cost per pound distributed of \$.41¹⁹ after just eight months of operation. Sustained operation at this level would have a net cost of \$6,873 per month, and would distribute over a quarter million pounds of produce annually if operated year-round. These figures are summarized in the table below.

¹⁹ See Figure 2, page 3 of this report.

Here, “Total Cost” is the sum of all fixed costs (two fulltime staff persons), variable costs (trucking), and COGS (based on retail produce prices). Revenue is based on a \$15 per box price point.

Operating @ GPCFB Average Cost (\$.41/lb)					
After 8 months					
	Total Cost	Revenue	Net Cost	Boxes	Lbs
Monthly	\$17,868	\$10,995	-\$6,873	733	21,990
Annually	\$214,417.47	\$131,940	-\$82,477	8,796	263,880

If program growth continued to follow that of Toronto’s, revenues would cover all operating expenses after just 44 months.

Operating @ Break Even Point (\$.10/lb)					
After 44 months					
	Total Cost	Revenue	Net Cost	Boxes	Lbs
Monthly	\$55,784	\$55,785	\$1.38	3,719	111,570
Annually	\$669,403	\$669,420	\$16.51	44,628	1,338,840

Projected operating expenses net of sales revenue for the program over the three and a half years before it breaks even would total \$170,000²⁰. Thus, a one time \$170,000 investment over three and a half years has the potential to yield a self-sustaining program that annually provides 1.44 million pounds of produce to 48,000 low to moderate income families for a fraction of the regular retail price.

This reduces the risk of food insecurity for low income households in three fundamental ways. First, the beginning-of-the-month ordering and end-of-the-month delivery cycle allows families to pay for food when they have the money and receive their food when resources (cash or food stamps) traditionally run short. Second, the price point of the Good Food Box provides families with supermarket quality produce at less than supermarket prices. Third, the transportation costs of produce purchases (in time and money) are all but eliminated.

Action steps for a staged implementation of a GFB program are detailed in *The Good Food Box Guide*.²¹ With an estimated program budget of \$191,790 and projected revenue of \$105,210, the programs first year would cost the GPCFB \$86,580.²² These cost estimates for the expected program budget are based on Sharon Harm’s calculations for all staffing, warehouse, transportation and overhead expenses related to the Farm Stand Project. Two full time staff members and overhead expenses were assumed to be fixed costs of the program. Warehouse and shipping were calculated as a variable cost and tied to the number of boxes projected to be sold.

²⁰ Assuming 2 fulltime staff for all three years.

²¹ See GPCFB Database, <L:\Programs\Promar\FARM STANDS\Farm Stand Project 2007\Hunger Fellow\Hunger Fellow Reports\Final Recommendation\Good Food Box\GFB Guide>

²² Detailed sales projections, cost estimates, and calculations for all the estimates mentioned can be found in Appendix G

Obstacles: Aside from those detailed in *The Good Food Box Guide*, the primary challenge for a GPCFB Good Food Box program is the image of “the Food Bank selling food” and the confusion this may cause among potential donors, volunteers, and clients. Outside of the emergency food system, few are aware of the complex purchasing, donation, storage, and distribution system we currently operate. To our donors and clients, what the food bank does is simple: we get food and give it away to the hungry.

Under the Farm Stand Project, there is little risk of misperceptions, rumors, and misinformation discouraging donors and clients because community sponsors are the ones selling the produce to customers, not the GPCFB. The small scale, low visibility, and partner driven structure of the Farm Stand Project minimize any possible confusion. In contrast, the Good Food Box at full scale will be a highly visible program. The true risk of possible client, volunteer, and donor misperception in Pittsburgh is difficult to determine, but a good starting point is a conversation with the two Canadian food banks that are currently operating Good Food Box programs: Cambridge Food Bank, and The Food Bank of Waterloo Region.

Whether or not this is determined to be a significant risk, steps can be taken to mitigate any potential problems. One solution would be the creation of an independent, but GPCFB supported, 501c3 whose sole function is to coordinate the GFB program. Another alternative is a partnership with PASA, in which they become the face of the GFB program. Whatever the approach to this issue, it is critical that the advantages of the GPCFB repack and transport infrastructure, volunteer base, and fund raising are not lost to the project.

III. Final Recommendation

This report has identified a variety of alternatives for improving program efficiency and reducing the number of produce deserts in the greater Pittsburgh area. The first Phase consists of low cost changes which can be implemented immediately to improve the reach of the current Farm Stand Project. The proposals in Option I and II present two alternative pathways from which to choose from.

A. Phase I – Internal

Going forward, the first step is to integrate the five internal improvement suggestions detailed earlier in this report. This includes:

- Creating a produce co-insurance program to encourage larger farm stand orders
- Articulating concrete annual performance goals and evaluation criteria based on the Farm Stand Goal Setting Template
- Implementing competitive awards and performance based stipend systems
- Incorporating the Youth Entrepreneurship model in at least two current farm stand communities
- Relocating farm stands and hours of operation to coincide with the activities of our underserved target clientele.

Each of these initiatives is low cost and targets the historical problems which have reduced the Farm Stand Projects effectiveness: under-ordering, stagnant sales,

complacent management, un-sustained community outreach, and inconvenient times and locations.

B. Option I – Expansion

Beyond the low cost changes above, there are two divergent pathways for future program investment. This first option, existing program expansion, is the less effective, less sustainable, and most costly of the two options. Minimally, this plan includes:

- Hiring a full time staff member for the FSP
- Establishing farm stands in eight new communities

The new staff position serves two purposes: to increase each stand's sales (60%) and to share the workload associated with managing twenty instead of twelve farm stands (40%).

Price Tag: \$164,882 in year one, \$140,130 for all subsequent years

Annual Pound Potential: 240,983 pounds

Pounds per GPCFB Dollar: 1.46 pounds

C. Option II – Program Creation

The final recommendation of this report is a combination of low-cost internal changes to the FSP and the hiring of an additional full time staff member to launch a Good Food Box (GFB) program. In the initial stages, the GFB will be a one person project, with the Farm Stand Coordinator assisting in program development during the farm stand off-season. Eventually the Good Food Box program will supplant the Farm Stand Project as the primary source for produce for low income families in our current farm stand communities. As this transition occurs, the Farm Stand Coordinator will spend increasingly more time on the GFB program.

Price Tag: \$107,622 in the first year and \$169,179 over three years if there are two full time staff from the beginning. \$59,248 in the first year and \$96,618 over three years if there is one staffer the first year, 1.5 the second year, and 2 the third year. After three years the program is projected to be self sustaining.

Annual Pound Potential: 1,302,840 pounds

Pounds per GPCFB Dollar: 15.98 pounds (pre self-sufficiency)

D. Comparing the Options

The figure below summarizes the first, third, and three year average cost and output figures for the various recommendations. Additional details comparing the program costs and potential outcomes can be found in Appendix D.

Appendix D, Figure 1

Recommendation Comparison Table						
			Year One Totals			
	New Costs	Additional Pounds	Net Program Cost	Pounds	ROI (pounds / dollar)	
Phase I (12 Stands)	\$6,835	16,841	\$92,062	110,889	1.20	
Option I (20 Stands & Marketing)	\$79,654	130,073	\$164,882	240,983	1.46	
Option II (GFB)	\$59,248	210,420	\$59,248	210,420	3.55	
			Year Three Totals			
	New Costs	Additional Pounds	Net Program Cost	Pounds	ROI (pounds / dollar)	
Phase I	-	-	\$92,062	144,590	1.57	
Option I	-	-	\$140,130	240,983	1.72	
Option II	-	288,320	\$1.00	1,302,840	1,302,840	
			Three Year Totals			
Sources: GFB Cost-Benefit.xls, "Phase I" ; Goal Setting Template.xls, "Goals"			Net Program Cost	Pounds	ROI (pounds / dollar)	
			Phase I	\$276,186	366,367	1.33
			Option I	\$445,141	722,948	1.62
			Option II (Phased Staff)	\$96,618	2,703,760	27.98
			Option II (2 Staff)	\$169,179	2,703,760	15.98

With a side by side comparison, it becomes clear that a Good Food Box program is superior in terms of pounds distributed, cost per pound, and sustainability. What the above comparison does not capture are several of the “soft” benefits associated with the Farm Stand Project, namely:

- Business skills and experience for volunteers
- Volunteer empowerment through the freedom to order produce and manage the stand how they believe best serves their community
- Community empowerment, sense of ownership and identity associated with a successful community market
- Stand profits invested in community projects / organizations
- Food Bank collaboration with diverse community groups

Though the Good Food Box program requires significant volunteer and community collaboration, volunteers do not gain business experience, the program does not create a gathering place, and the community partnerships exist on a more individual and fragmented level. These soft benefits are valuable; however, the upside of the GFB in terms of scale justifies the sacrifice.

IV. Conclusion

This report is an attempt to evaluate the Greater Pittsburgh Community Food Bank’s current efforts to eliminate produce deserts in the Pittsburgh area, identify the limitations of these efforts, summarize the merits and demerits of alternative program

models for our community, and justify a larger investment in market-based produce access programming.

The significant gaps in produce access throughout the greater Pittsburgh area identified in the Farm Stand Mapping Project highlight the immense need for an expanded produce access program. Though establishing produce market access in low income communities may appear outside the traditional food banking model, the changing dynamics of the emergency food system points towards this new direction in the fight against hunger. The recommended investments in this report capitalize on the immense assets of our current infrastructure and take them in a sustainable direction that attacks the root causes of hunger. Community and household food security, adequate nutrition, good health, and academic performance are all part of a complex web of causation that leads to systemic poverty reduction and the elimination of hunger in America.

According to the *Dietary Guidelines for Americans* published jointly by the US Departments of Agriculture and Health and Human Services, the average adult should consume 4.5 cups of produce daily, but the average American eats only about 2.55 (USDA, 2006). Though this is clearly a problem for the “average” citizen, evidence suggests it is a crisis among low income Americans. “An adult living in a household with income above 250 percent of the poverty line is more than twice as likely to meet fruit/vegetable guidelines as an adult of the same age, ethnicity, and educational attainment living in poverty (Casagrande et al., 2007).” Several studies have shown the negative correlation between income, food insecurity, and nutritional deficiency (Olson, 1999; Frongillo et al., 1997; Townsend et al, 2001; Adams, et al., 2001): factors which are also correlated with higher rates of obesity, diabetes, heart disease, and cancer (Hyson, 2002).

According to a 2002 Center on Hunger and Poverty report, children living in food insecure households are more likely to suffer the adverse health, psychosocial, behavioral, and academic consequences of nutrition deficiency. These include:

Health

- Poorer overall health status and compromised ability to resist illness
- Elevated occurrence of health problems such as stomachaches, headaches, colds, ear infections, and fatigue
- Greater incidence of hospitalizations

Psychosocial and Behavioral

- Higher levels of aggression, hyperactivity, and anxiety as well as passivity
- Difficulty getting along with other children
- Increased need for mental health services

Learning and Academic

- Impaired cognitive functioning and diminished capacity to learn
 - Lower test scores and poorer overall school achievement
 - Repeating a grade in school
 - Increased school absences, tardiness, and school suspension
- (Consequences, 2002)

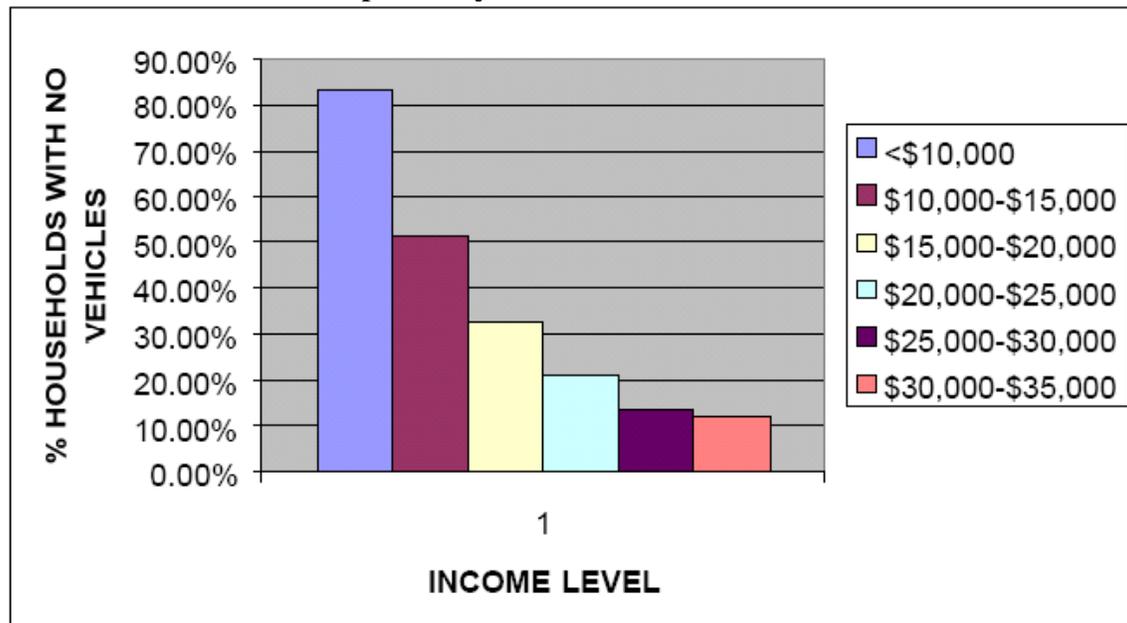
These public health and economic implications have led to new empirical studies which look deeper into the relationship between incomes and produce consumption. The USDA Economic Research Service published such a study in January, 2008, finding that:

In 2003, households earning below 130 percent of the poverty line spent less than higher income households on six out of seven food types... Even so, a small increase in income will not likely induce them to spend more on fruits and vegetables. Beef expenditures and spending on frozen prepared foods do increase. Focus group analyses suggest that beef and frozen prepared foods may be priorities over fruits and vegetables for reasons of taste and convenience.

However, it appears that a household's income does not need to rise much higher than 130 percent of the poverty line—a cutoff for the Food Stamp Program—before the average household does allocate additional resources to fruits and vegetables, given a small increase in income. A positive income effect is found among households earning between 130 and 185 percent of the poverty line. Among such households, a 10-percent increase in income prompts a 1.15-percent and 1.93-percent increase in fruit and vegetable expenditures, respectively (Stewart & Blisard, 2008).

Here, the USDA identifies two likely causes of the neutral income effect below 130% of poverty: taste and convenience (transportation costs). A previous USDA report provides evidence that the second factor, transportation costs, may be of greater significance. According to their research, “only 22% of food stamp recipients drove their own car to purchase groceries as compared to 96% of non-food stamp recipients (Nelson & Zellner, 1980).” Further supporting this hypothesis, the figure below shows that over 50% of households with incomes between \$10,000 and \$15,000, and over 80% of those below \$10,000, do not have access to a vehicle. As a point of reference, 130% of the poverty level for a family of 3 is equal to \$22,332.

Level of Transit Dependency in Low-income Households in California



Source: Mohan V, Cassady D. *Supermarket Shuttle Programs: A Feasibility Study for Supermarkets Located in Low-Income, Transit Dependent, Urban Neighborhoods in California*. Center for Advanced Studies in Nutrition and Social Marketing, University of California, Davis, CA, 2002.

In a world where vendors of healthy foods are often convenient only for the well-to-do, it is no surprise that increases in income for the poor do not necessarily result in greater consumption of fruits and vegetables. As the Farm Stand Mapping Project shows, residents in the greater Pittsburgh area's low income communities face two significant non-income barriers which limit their access to healthy food: full-service supermarkets are few and far between, and households are less likely to own automobiles.²³ As suggested by Mohan and Cassady (2002), "this double bind may be partly responsible for low consumption of fruits and vegetables"; fruits and vegetables that protect against the leading causes of death, including heart disease and cancer (Hysdon, 2002). According to Foerster et al (1999), "only 24% of consumers from households with a total annual income of less than \$15,000 consumed five or more servings of fruit and/or vegetables daily, the federal recommendation for disease prevention."

Hunger and food insecurity in America are often boiled down to one fundamental issue: the cost of food exceeding families' ability to pay. In a food system where \$1 can purchase 1,300 calories of potato chips or 250 calories of carrots (Pollen, 2006), food-insecure households have a clear incentive to purchase junk food and forego produce. Exacerbating this price difference even further is the issue of access.

On a national level, a study of US Census and grocery store data for 20 major metropolitan areas found that there were 30% fewer supermarkets in low-income areas than in high-income areas, and that low-income consumers were less likely to possess automobiles (Cotterill & Franklin, 1995). The Food Trust published a report in 2001 which found that the situation in the Philadelphia region is "five times worse [than the average metropolitan area]; the number of supermarkets in the lowest-income neighborhoods was 156 percent less than in the highest-income neighborhoods (The Food Trust, 2001)." Our own Farm Stand Mapping Project provides a similar but less sophisticated analysis of datasets for the Pittsburgh region, and comes to much the same conclusion.

The need has been identified, models have been assessed, options presented, and the imperative to action made clear. The Greater Pittsburgh Community Food Bank has the resources, staffing, and infrastructure to ensure every low-income Pittsburgher has access to fresh produce. All that is necessary now is the organizational commitment.

²³ See *Farm Stand Mapping Project*, Appendix C

Appendix A, FSP Evaluation Tables

Figure 1, Selected Stand Characteristics 2006-07

Community	Sponsor Name	Sponsor Type	Years of Partnership	Sales '06
Addison Terrace	AT Tenant Council	Tenant Council	14	\$5,238.68
Braddock		MH / MR	2	\$4,061.43
Carnegie	Chartiers		1	N/A
Clairton	Lifespan	Senior Support Center	2	\$7,291.34
East Hills	Homewood YMCA	YMCA	2	\$3,381.65
Rankin	Hawkins Village	Tenant Council	5	\$3,979.00
Hazelwood	YMCA	YMCA	3	\$5,993.77
Crawford-Roberts	Hill House	Service Agency	8	\$7,340.99
Homewood	Diakonia Ministries	Religious Group	6	\$4,351.57
Lawrenceville	Catholic Youth Assoc.	Religious Group	2	\$7,954.88
McKeesport	Mon Yough Comm. Serv.	Service Agency	6	\$8,178.00
Turtle Creek	Turtle Creek MH/MR	MH/MR Center	3	\$3,558.81
Wilmerding	East Alleg. Fam. Cent.	Family Support Center	5	\$3,502.16

Figure 2, Stand Performance Measures, 2006-07

	Wholesale Value / Invest	Sales / Invest	\$ / Lbs	\$ / Transaction
	Higher is Better	Higher is Better	Lower is Better	Lower is Better
	Dollars distributed / Dollar Invested		Cost per Lb	Cost per Transaction
Total	\$0.64	\$0.76	\$0.91	\$7.74
Addison Terrace	\$0.50	\$0.74	\$1.16	\$9.98
Braddock	\$0.56	\$0.57	\$1.04	\$7.71
Clairton	\$0.69	\$1.03	\$0.84	\$5.90
East Hills	\$0.50	\$0.48	\$1.16	\$9.24
Hawkins Village	\$0.55	\$0.56	\$1.05	\$9.39
Hazelwood	\$0.71	\$0.84	\$0.82	\$8.21
Hill House	\$0.83	\$1.03	\$0.70	\$8.08
Homewood	\$0.57	\$0.61	\$1.02	\$8.88
Lawrenceville	\$0.96	\$1.12	\$0.60	\$4.36
McKeesport	\$0.98	\$1.15	\$0.59	\$7.57
Turtle Creek	\$0.47	\$0.50	\$1.23	\$8.40
Wilmerding	\$0.35	\$0.49	\$1.64	\$10.15
FB Average	\$2.27		\$0.41	\$5.61

- Also included above but not discussed in this report are ratios of Wholesale Value and Sale Value of product to the cost of program operation. Though these variables offer the advantage of monetizing the benefits of the FSP, the assumptions necessary to produce these figures make them less dependable than the Cost per Pound and Cost per Client statistics.

Figure 2.1

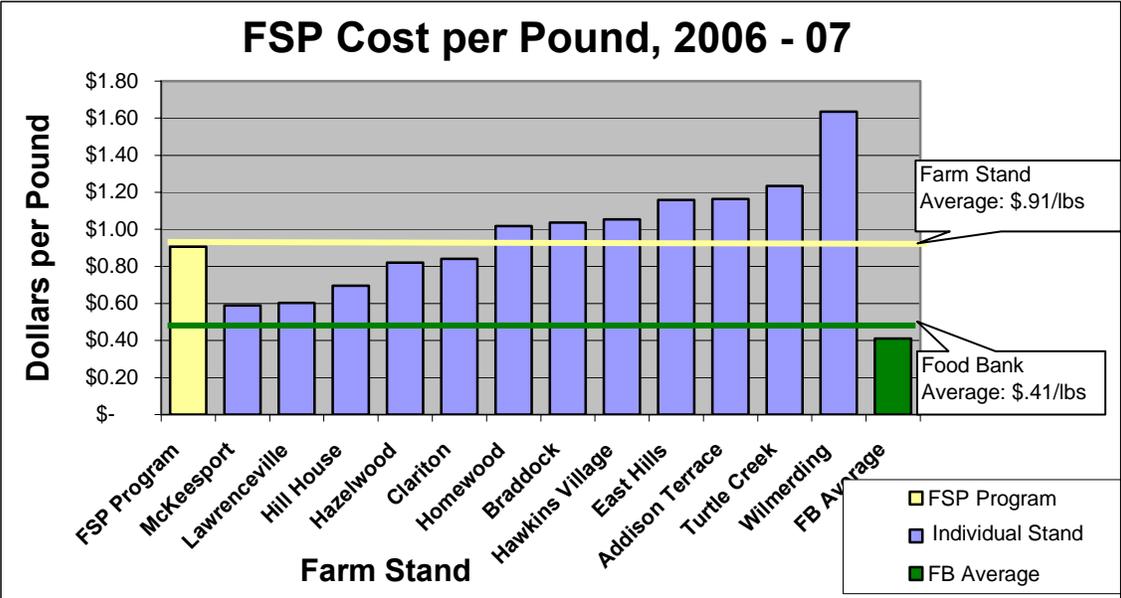


Figure 2.2

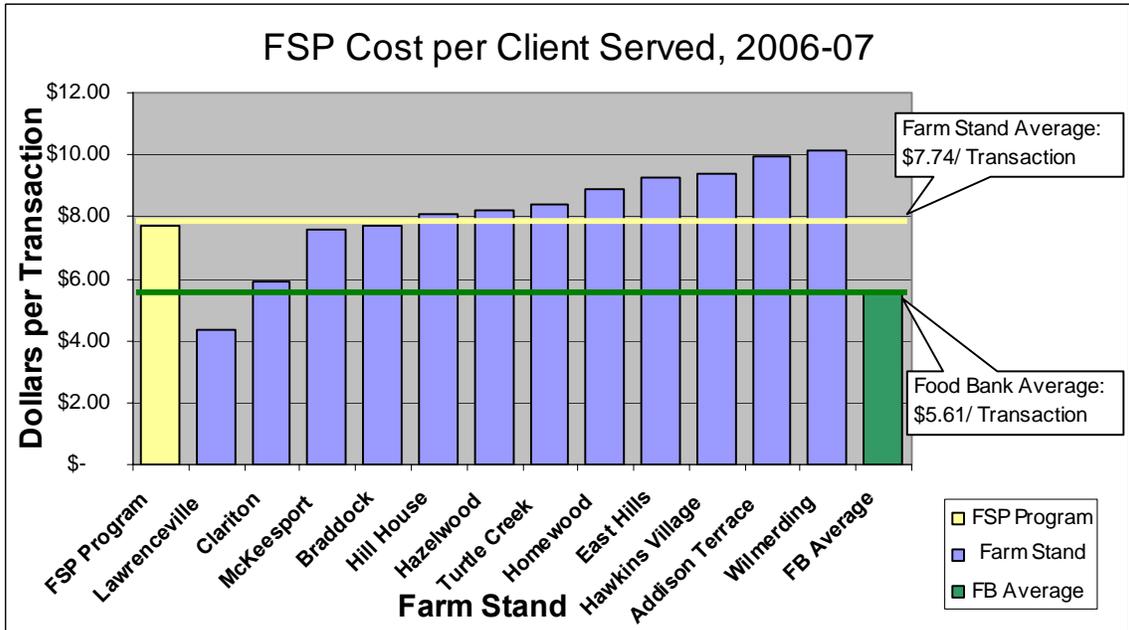


Figure 3.1, Cost Per Pound 2006-07 vs. Optimal Operation

	2006 – 2007 Season		Optimal		Needed Change	
	Pounds	Cost per Lb	Pounds	Cost per Lb	Poundage Increase	Percent Increase
Total	94038	\$0.91	144590	\$0.59	50552	54%
McKeesport	12049	\$0.59	12049	\$0.59	0	0%
Lawrenceville	11785	\$0.60	12049	\$0.59	264	2.2%
Hill House	10206	\$0.70	12049	\$0.59	1844	18%
Hazelwood	8654	\$0.82	12049	\$0.59	3395	39%
Clairton	8445	\$0.84	12049	\$0.59	3604	43%
Homewood	6977	\$1.02	12049	\$0.59	5072	73%
Braddock	6852	\$1.04	12049	\$0.59	5198	76%
Hawkins Village	6740	\$1.05	12049	\$0.59	5309	79%
East Hills	6128	\$1.16	12049	\$0.59	5922	97%
Addison Terrace	6105	\$1.16	12049	\$0.59	5944	97%
Turtle Creek	5757	\$1.23	12049	\$0.59	6293	109%
Wilmerding	4342	\$1.64	12049	\$0.59	7707	178%

Figure 3.2, Cost Per Transaction 2006-07 vs. Optimal Operation

	Current		Optimal		Needed Change	
	Transactions	Cost per Trans	Transactions	Cost per Trans	Transaction Increase	Percent Increase
Total	11011	\$7.74	19560	\$4.36	8549	78%
Addison Terrace	1630	\$4.36	1630	\$4.36	0	0%
Braddock	1203	\$5.90	1630	\$4.36	427	35%
Clairton	938	\$7.57	1630	\$4.36	692	74%
East Hills	921	\$7.71	1630	\$4.36	709	77%
Hawkins Village	879	\$8.08	1630	\$4.36	751	85%
Hazelwood	865	\$8.21	1630	\$4.36	765	88%
Hill House	846	\$8.40	1630	\$4.36	784	93%
Homewood	800	\$8.88	1630	\$4.36	830	104%
Lawrenceville	769	\$9.24	1630	\$4.36	861	112%
McKeesport	756	\$9.39	1630	\$4.36	874	116%
Turtle Creek	712	\$9.98	1630	\$4.36	918	129%
Wilmerding	700	\$10.15	1630	\$4.36	930	133%

Figure 3.3

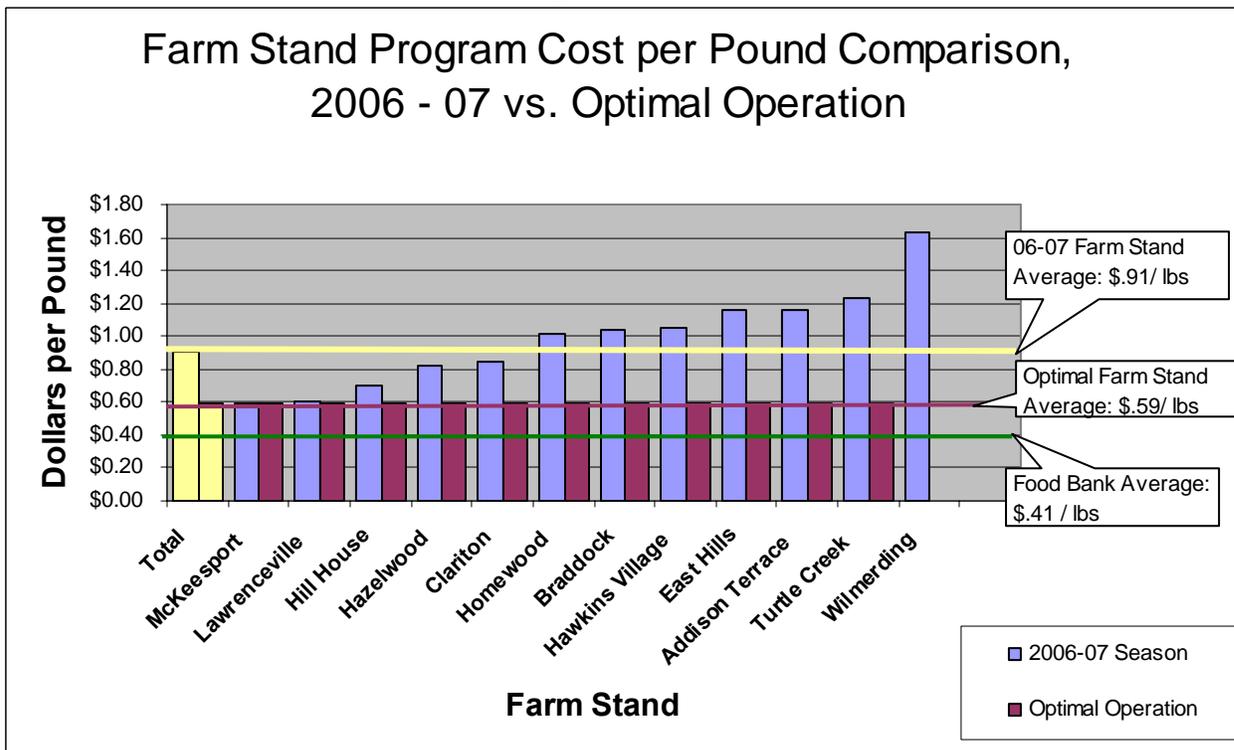


Figure 3.4

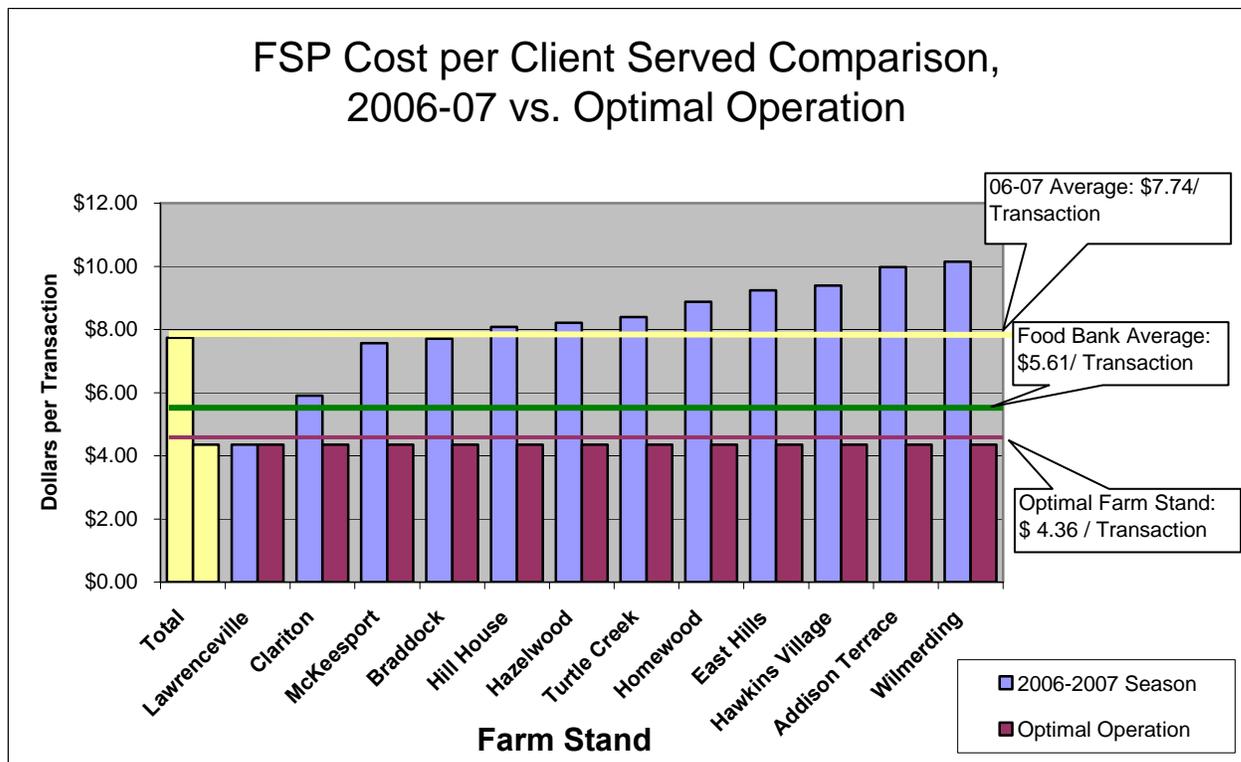


Figure 4

	FSP Cost FY2006-07: \$85,227		Optimal Performance: \$8,178 / Stand		
	Sales	Transactions	Pounds	Cost per Trans	Cost per Lbs
Current	\$64,832.28	11,011	94,038	\$7.74	\$0.91
Optimal	\$98,136.00	19,560	144,590	\$4.36	\$0.59
Change Needed	\$33,303.72	8,549	50,552	-\$3.38	-\$0.32

Appendix B, Entrepreneurial Organizations

NFTE Certified		
Organization	Address	ZIP
Pittsburgh Allderdice High School	2409 Shady Ave	15217
Pittsburgh CAPA High School	111 9th St	15222
Pittsburgh Carrick High School	125 Parkfield St	15210
Pittsburgh Peabody High School	515 N Highland Ave	15206
Pittsburgh Westinghouse High School	1101 N Murtland Ave	15208
Steel Valley Senior High School	3113 Main St	15120
East Allegheny High School	1150 Jacks Run Rd	15137
Career Connections Charter High	4412 Butler Street	15201
AW Beattie Career Center	9600 Babcock Boulevard Phone	15101
McKeesport Area Tech Center	1960 Eden Park Blvd	15132
Western Area Career & Tech Center	688 Western Ave	15317
Communities in Schools(M)	225 Boulevard of the Allies	15222
Allegheny Center Alliance Church	250 East Ohio Street	15202
Cardinal Wright Regional School	Principal 711 West Commons	15212
Holy Family Institute	8235 Ohio River Boulevard	15202
Imani Christian Academy	235 Eastgate Drive	15235
The Pittsburgh Project	2801 North Charles Street	15214
Urban Youth Action	333 Forbes Avenue	15222
Other Entrepreneurial Programs		
Youth Enterprise Zone (B&G Club)	4412 Butler Street	15201
Urban Youth Action	333 Forbes Avenue	15222
4-H (Through Cooperative Extension)		
Youth Development Programs		
Camp Fire USA	5432 Butler Street	15201
Chartiers Boys & Girls Club	630 Washington Ave	15106
Duquesne-West Mifflin Boys & Girls Club	29 North 3rd Street	15110
Estelle S. Campbell Boys & Girls Club	4600 Butler Street	15201
Evergreen Boys & Girls Club	16559 RTE.286 Highway East	15729
LaRosa Boys & Girls Club	901 Ravine Street	15132
Northern Area Boys & Girls Club	500 Farragut Street	15209
Shadyside Boys & Girls Club	6 Brownell Place	15232
Sto-Ken-Rox Boys & Girls Club	Willow & Deweyville Road	15136
Walnut Avenue Boys & Girls Club	938 Chesnut Street	15110
Wilksburg Boys & Girls Club	813 South Ave	15221

Organization	Description	Model	Address	Contact
Arbor Education & Training	This program targets East Liberty youth with the goal of the attainment of work readiness skills, specific occupational skills tied to regional growth industries, employer recognized credentials, employment and/or entry into post-secondary education.	Out-of-School	204 N. Whitfield St. Pittsburgh, PA 15206	Beth Crawford Phone: 412-661-7810 e-mail: bacrawford@hotmail.com
Bloomfield-Garfield Corporation	The BGC program offers paid and unpaid work experience to in-School youth, mainly from Peabody High School and Pittsburgh's east end, in healthcare or financial industries. Academic and career enrichment activities are mandatory program components.	In-School	5129 Penn Ave. Pittsburgh, PA 15224	Kadija Sidibe Phone: 412-441-9833 e-mail: kadija4bgc@hotmail.com
Bloomfield-Garfield Corporation	The BGC program offers paid work experience in healthcare or financial industries to out-of-school youth. Occupational skills & Microsoft Office Specialist credentialing is provided. Support services are provided to participant upon, and after exit from the program.	Out-of-School	5129 Penn Ave. Pittsburgh, PA 15224	Kadija Sidibe Phone: 412-441-9833 e-mail: kadija4bgc@hotmail.com
Communities in School of Pittsburgh/Allegheny County	This program offers high school dropouts a second chance to earn a diploma from their respective home high school and obtain work readiness training; basic computer certification; employment counseling; and cognitive and perceptual skills development.	Out-of-School	6435 Frankstown Ave. Pittsburgh, PA 15206	Jennifer Caul Phone: 412-661-8751 e-mail: jcaul@cispa.org
East Side Neighborhood Employment (ESNEC) Center YouthLINK	ESNEC YouthLINK Provides job placement services to all interested youth and supports the job placement efforts of WIA eligible in-school and out-of-school youth program participants. The ESNEC specializes in youth appropriate job opportunities for both job seekers and employers and targets opportunities for Pittsburgh's East side families and employers.	YouthLINK	5100 Penn 2nd fl Pittsburgh, PA 15224	Kraig Makhous Phone: 412-362-8580 e-mail: eastsideyouthlink@gmail.com
Goodwill Industries of Pittsburgh YouthLINK	YouthLINK provides core CareerLink services to all interested youth, in a youth-friendly CareerLink environment, and supports the job placement efforts of WIA eligible in-school and out-of-school youth program participants. YouthLINK targets opportunities for Pittsburgh's South neighborhood families and employers.	YouthLINK	2600 East Carson St., Pittsburgh, PA 15203	Jessica Durst Phone: 412-390-2441 e-mail: gjones@goodwillpitt.org

Organization	Description	Model	Address	Contact
Hill House Association	The Youth Employment Program provides low income youth with academic enrichment, job readiness training, industry recognized certification, career exploration, life skills and personal development and job placement.	Out-of-School	1835 Centre Ave. Pittsburgh, PA 15219	David Eyrich Phone: 412-392-4464 e-mail: eyrich@hillhouse.org
Life'sWork - C.I.T.Y.	The project provides youth with significant cognitive disabilities similar opportunities as their non-disabled peers. It includes functional skills like cooking and vocational training. The goal is a high school diploma, work readiness, and employment.	In-School	1323 Forbes Ave. Pittsburgh, PA 15219 (activity at other locations)	Barbara Lehman Phone: 412-471-2600 e-mail: blehman@lifesworkwpa.org
Life'sWork - Langley Model	The project provides youth with significant cognitive disabilities with community based work experience and job training leading to graduation. Participants receive real on-the-job training.	In-School	1323 Forbes Ave. Pittsburgh, PA 15219 (activity at other locations)	Barbara Lehman Phone: 412-471-2600 e-mail: blehman@lifesworkwpa.org
PHASE 4 Learning Center, Inc.	The P4LC City Diploma Retrieval Program provides students who have dropped out of high school with a second chance to earn their home district diploma and address individual needs, such as life skills, technology skills, employment preparation, and career development.	Out-of-School	5877 Commerce St. Pittsburgh, PA 15206 (activity also at other locations)	Cathy Mickolay Phone: 412-650-9004 e-mail: cfmickolay@yahoo.com
School District of Pittsburgh - ETPP	The Pittsburgh Public Schools will partner with Goodwill Industries of Pittsburgh, YouthWorks, Inc., YMCA of Homewood, and American Bridges Manufacturing to provide welding training and certification. The Employment Training and Placement (ETPP) will provide service as the employment training and placement component of Pittsburgh's Gang-free Schools program.	Out-of-School	341 S. Bellefield Ave. Pittsburgh, PA 15213 (activity at Connelley Technical Center)	Errika Jones Phone: 412-622-3921 e-mail: ejones2@pghboe.net

School District of Pittsburgh - Start On Success	SOS is part of a four year transition to employment program for students with learning disabilities at six Pittsburgh High Schools. Core components are a transition class and a paid internship with local universities, hospitals and businesses. SOS has been recognized by the Department of Education as a best practice and designated as technical assistance agency for similar programs.	In-School	2140 Saw Mill Run Blvd. (activity at other locations)	Stacie Dojonovic Phone: 412-377-4219 e-mail: staciej@yahoo.com
Three Rivers Employment Service Inc.	To provide City of Pittsburgh out-of-school youths, ages 17-21 the opportunity to participate in Office Technology Programming, Insight Training, High School Diploma Class, and Keys2Work Training. All participants will be employed upon exiting the program, and extensive case management will be provided to ensure quality follow-up services with all participants.	Out-of-School	100 Columbus & Preble Ave. Pittsburgh, PA 15233	Edward Weatherly Phone: 412-323-0100 e-mail: edweatherly9@aol.com
Western Pennsylvania Hospital, The	The WPH will place out of school youth in a training program and work experience for a Support Service Associate and other positions within the hospital.	Out-of-School	4800 Friendship Ave. Pittsburgh, PA 15224	Ashley Aldinger Phone: 412-578-5344 e-mail: cwenger@wpahs.org

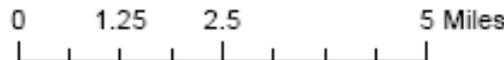
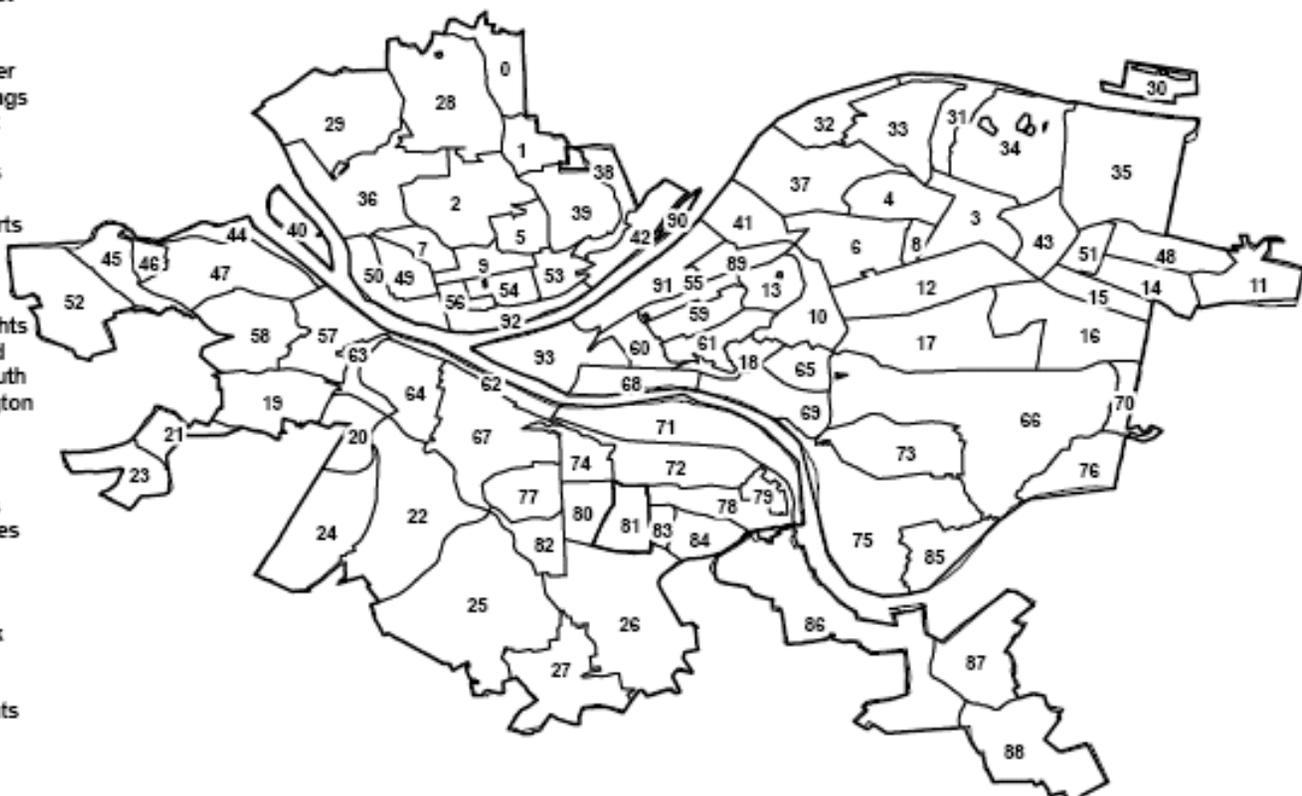
Appendix C, Farm Stand Mapping Project

Greater Pittsburgh Area



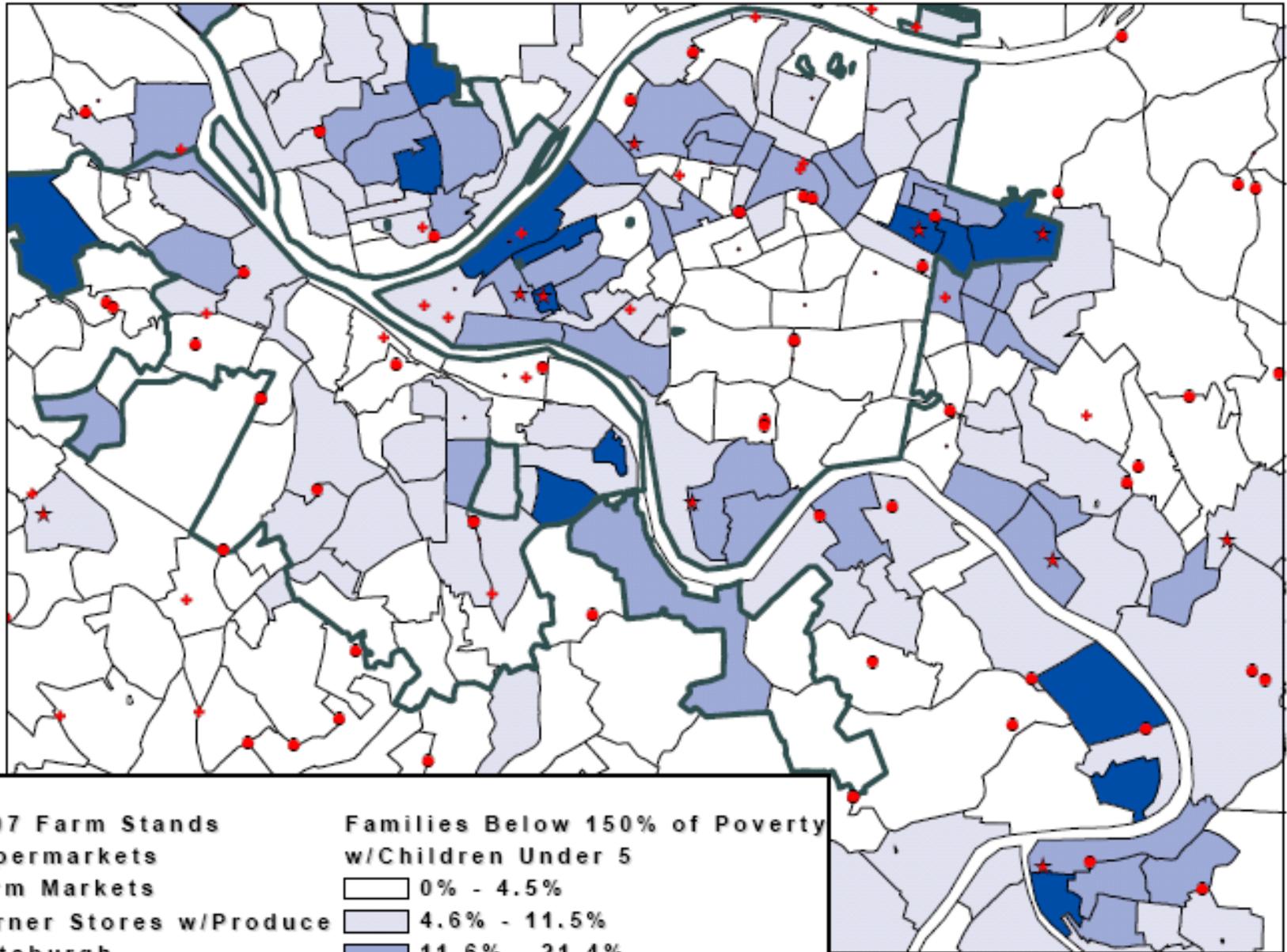
Pittsburgh Neighborhoods

<u>Neighborhood</u>	
0 Summer Hill	47 Sheraden
1 Northview Heights	48 Homewood North
2 Perry South	49 Manchester
3 East Liberty	50 Chateau
4 Garfield	51 Homewood West
5 Fineview	52 Fairywood
6 Bloomfield	53 East Allegheny
7 California-Kirkbride	54 Allegheny Center
8 Friendship	55 Bedford Dwellings
9 Central Northside	56 Allegheny West
10 North Oakland	57 Elliott
11 East Hills	58 Crafton Heights
12 Shadyside	59 Middle Hill
13 Upper Hill	60 Crawford-Roberts
14 Homewood South	61 Terrace Village
15 Point Breeze North	62 South Shore
16 Point Breeze	63 West End
17 Squirrel Hill North	64 Duquesne Heights
18 West Oakland	65 Central Oakland
19 Westwood	66 Squirrel Hill South
20 Ridgmont	67 Mount Washington
21 Oakwood	68 Bluff
22 Beechview	69 South Oakland
23 East Carnegie	70 Regent Square
24 Banksville	71 Southside Flats
25 Brookline	72 Southside Slopes
26 Carrick	73 Greenfield
27 Overbrook	74 Allentown
28 Perry North	75 Hazelwood
29 Brighton Heights	76 Swisshelm Park
30 Lincoln-Lemington-Belmar	77 Beltzhoover
31 Morningside	78 Arlington
32 Upper Lawrenceville	79 Arlington Heights
33 Stanton Heights	80 Knoxville
34 Highland Park	81
35 Lincoln-Lemington-Belmar	82 Bon Air
36 Marshall-Shadeland	83 Mt. Oliver
37 Central Lawrenceville	84 St. Clair
38 Spring Garden	85 Glen Hazel
39 Spring Hill-City View	86 Hays
40 Marshall-Shadeland	87 New Homestead
41 Lower Lawrenceville	88 Lincoln Place
42 Troy Hill	89 Polish Hill
43 Larimer	90 Troy Hill
44 Esplen	91 Strip District
45 Windgap	92 North Shore
46 Chartiers City	93 Central Business District



Source: Census 2000, SF-3

Percent of Families Below 150% of Poverty, w/Children Under 5



Legend

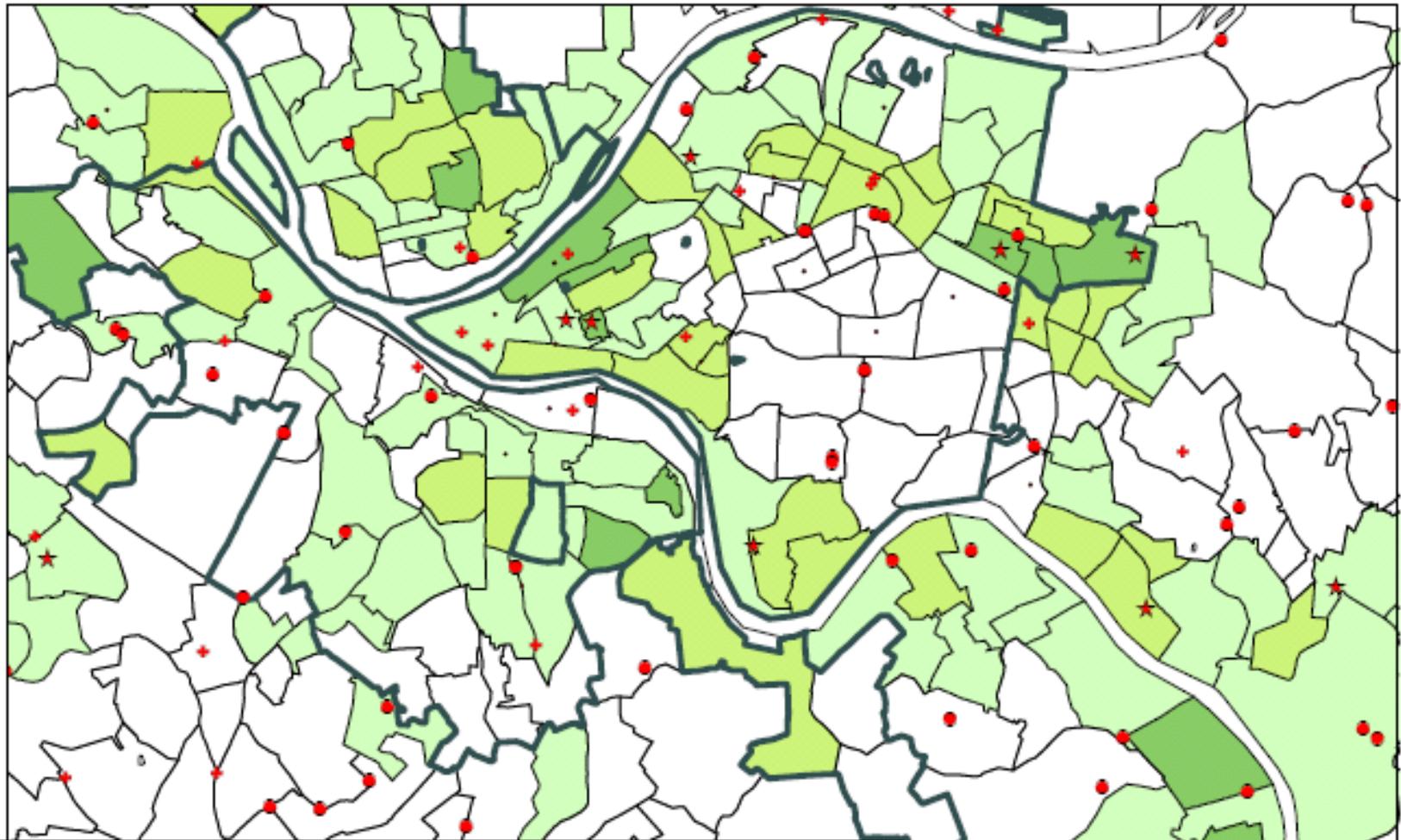
- ★ 2007 Farm Stands
- Supermarkets
- + Farm Markets
- Corner Stores w/Produce
- ▭ Pittsburgh

Families Below 150% of Poverty w/Children Under 5

- 0% - 4.5%
- 4.6% - 11.5%
- 11.6% - 21.4%
- 21.5% - 42.3%

Data Source: 2000 U.S. Census, SF-3, PCT50.
Farm Stand Mapping Project Database, Created 11/15/2007.

Percent of Families Below 185% of Poverty, w/Children Under 5

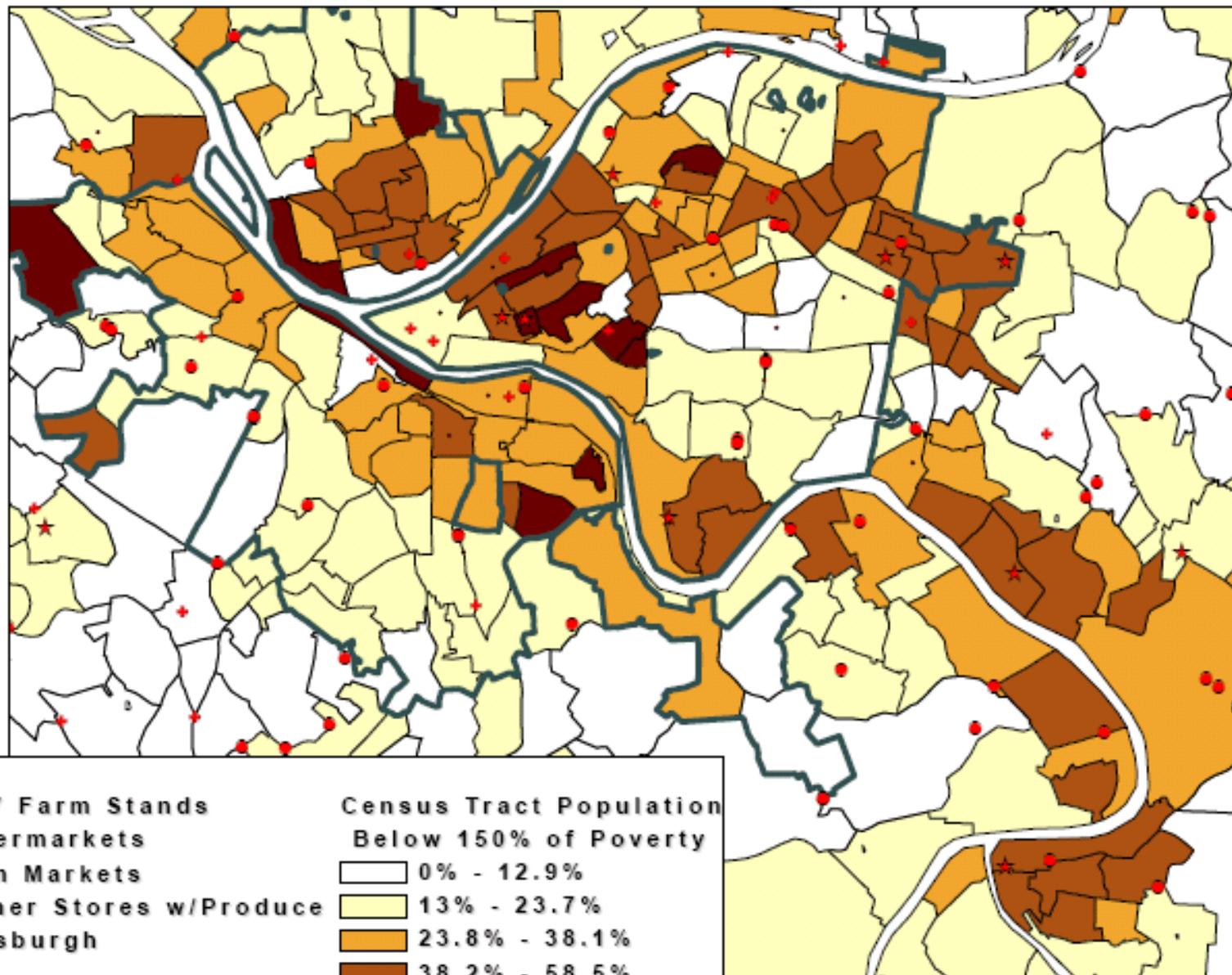


Legend

★ 2007 Farm Stands	Families Below 185% of Poverty w/Children Under 5
● Supermarkets	□ 0% - 5.4%
✦ Farm Markets	■ 5.5% - 12.6%
• Corner Stores w/Produce	■ 12.7% - 23.2%
▭ Pittsburgh	■ 23.3% - 46.1%

Data Source: 2000 U.S. Census, SF-3, PCT50.
Farm Stand Mapping Project Database, Created 11/15/2007.

Percent of Population Below 150% of Poverty

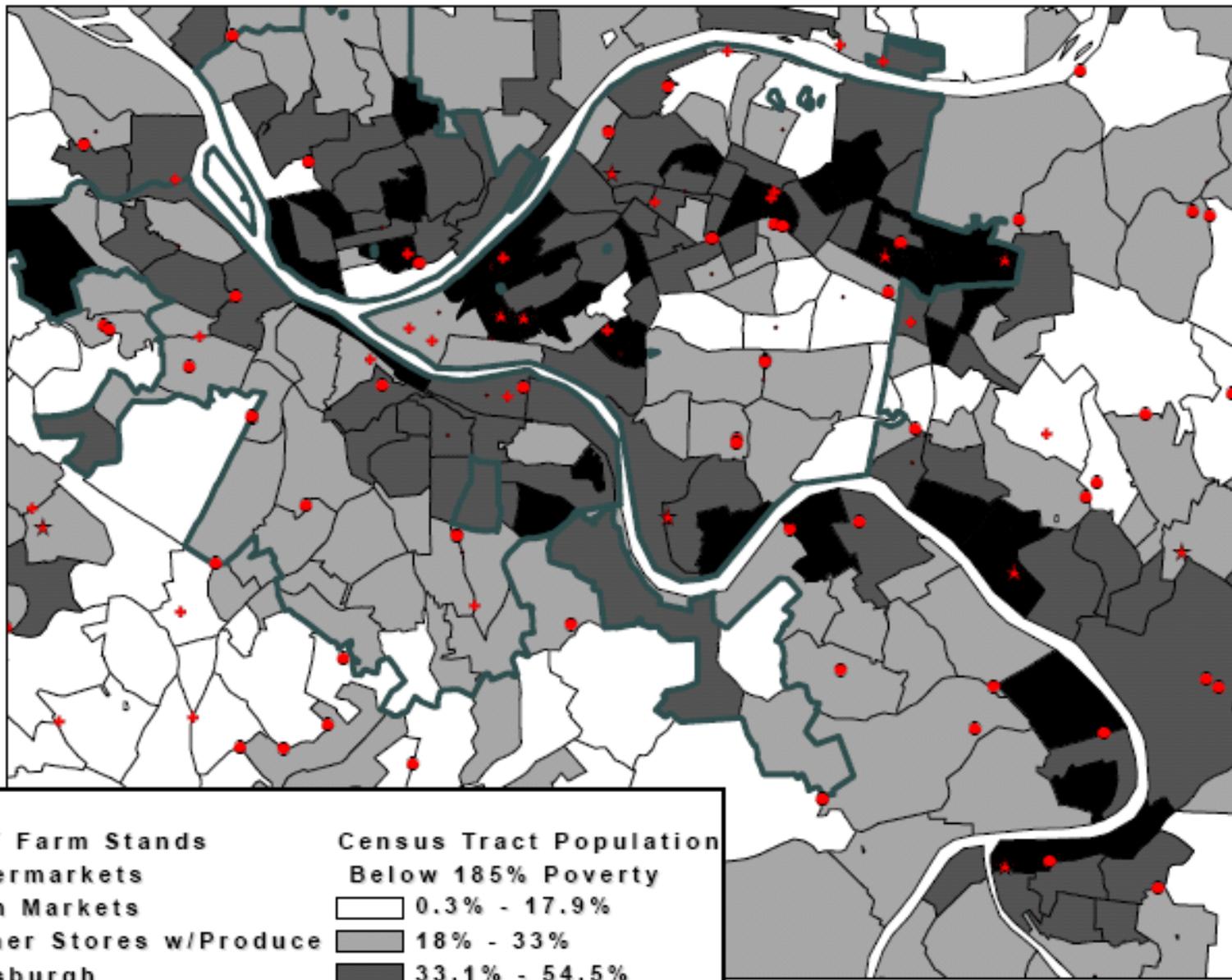


Legend

★ 2007 Farm Stands	Census Tract Population Below 150% of Poverty
● Supermarkets	□ 0% - 12.9%
✦ Farm Markets	□ 13% - 23.7%
• Corner Stores w/Produce	□ 23.8% - 38.1%
▭ Pittsburgh	□ 38.2% - 58.5%
	□ 58.6% - 100%

Data Source: 2000 U.S. Census, SF-3, PCT50.
Farm Stand Mapping Project Database, Created 11/15/2007.

Percent of Population Below 185% of Poverty

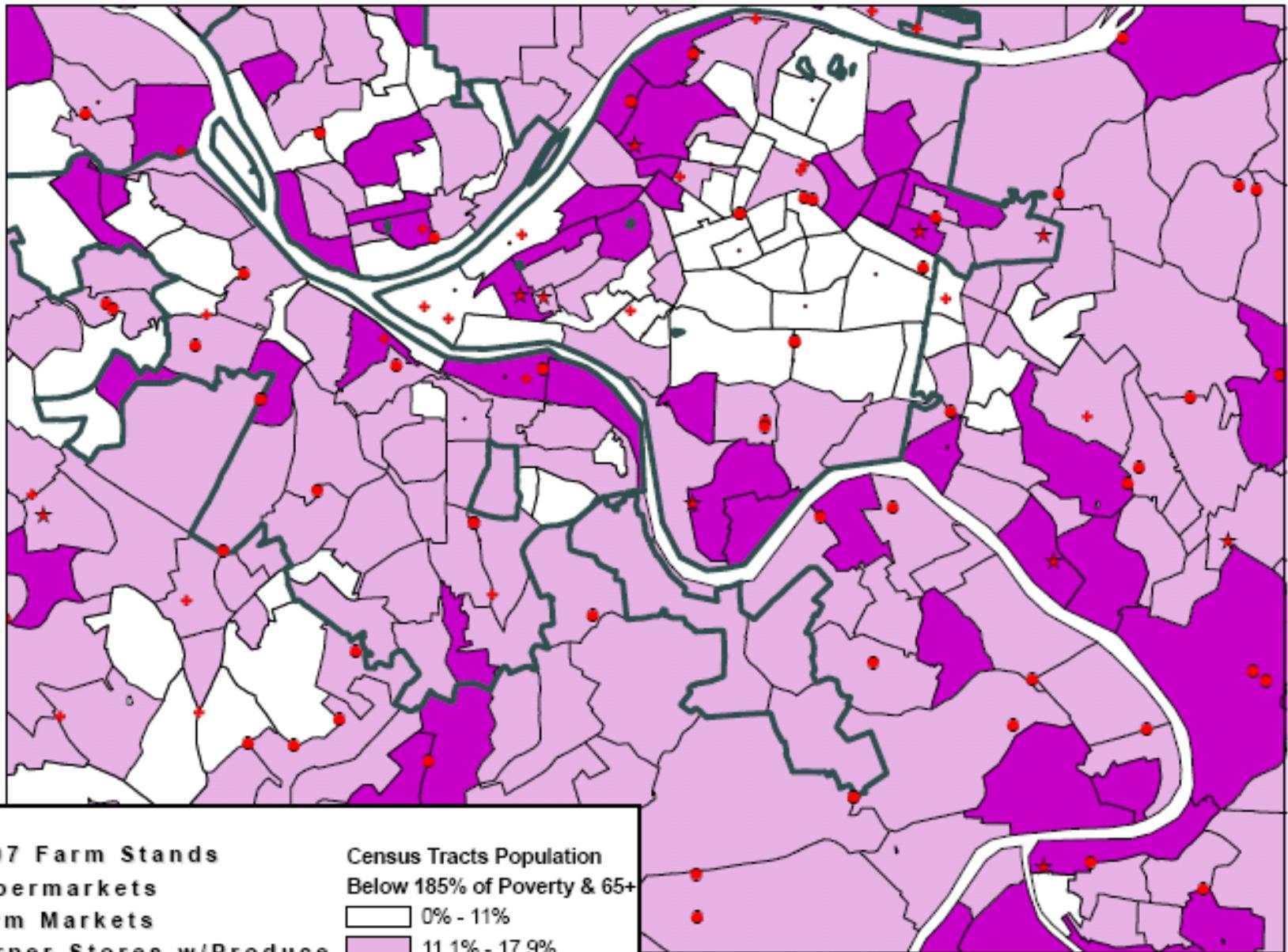


Legend

★ 2007 Farm Stands	Census Tract Population Below 185% Poverty
● Supermarkets	0.3% - 17.9%
+ Farm Markets	18% - 33%
• Corner Stores w/Produce	33.1% - 54.5%
▭ Pittsburgh	54.6% - 100%

Data Source: 2000 U.S. Census, SF-3, PCT50.
Farm Stand Mapping Project Database, Created 11/15/2007.

Percent of Population Below 185% of Poverty, Over 65



Legend

★ 2007 Farm Stands

● Supermarkets

+ Farm Markets

• Corner Stores w/Produce

▭ Pittsburgh

Census Tracts Population
Below 185% of Poverty & 65+

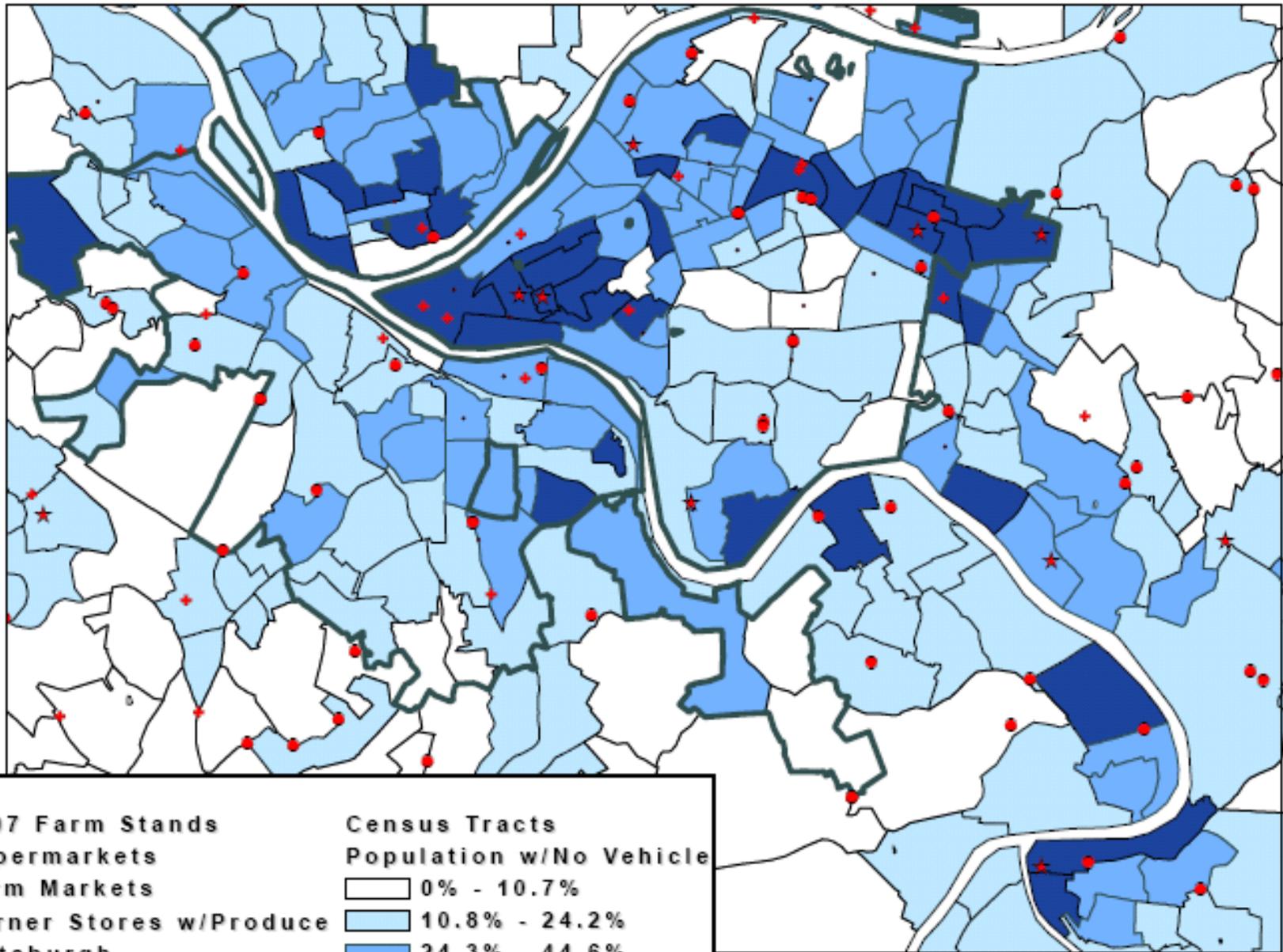
0% - 11%

11.1% - 17.9%

18% - 43.9%

Data Source: 2000 U.S. Census, SF-3, PCT50.
Farm Stand Mapping Project Database, Created 11/15/2007.

Percent of Population With No Vehicle Access



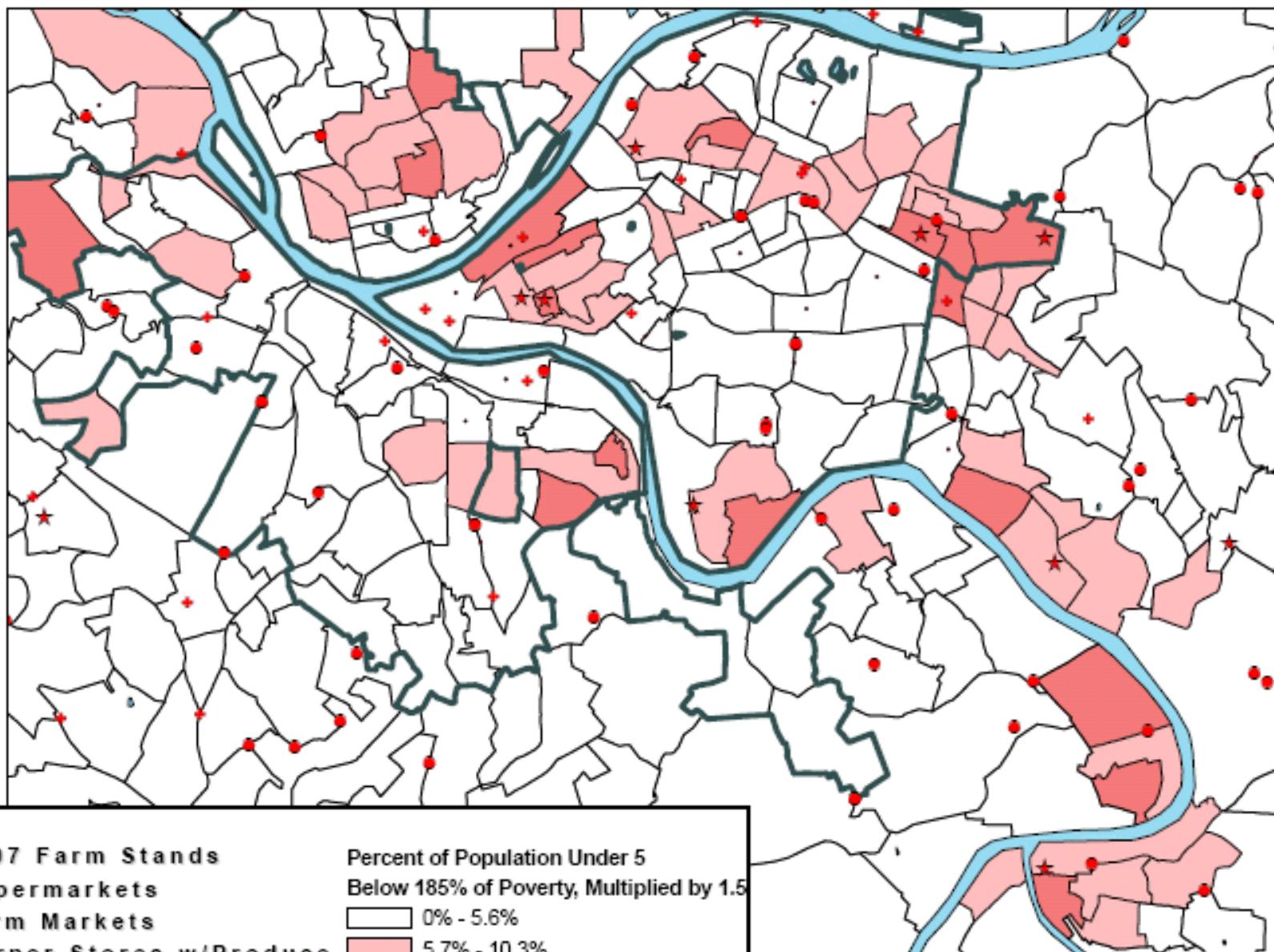
Legend

- ★ 2007 Farm Stands
- Supermarkets
- + Farm Markets
- Corner Stores w/Produce
- ▬ Pittsburgh

Census Tracts Population w/No Vehicle	
White	0% - 10.7%
Light Blue	10.8% - 24.2%
Medium Blue	24.3% - 44.6%
Dark Blue	44.7% - 90.6%

Data Source: 2000 U.S. Census, SF-3, PCT50.
Farm Stand Mapping Project Database, Created 11/15/2007.

Percent of Population Estimated To Be WIC Eligible



Legend

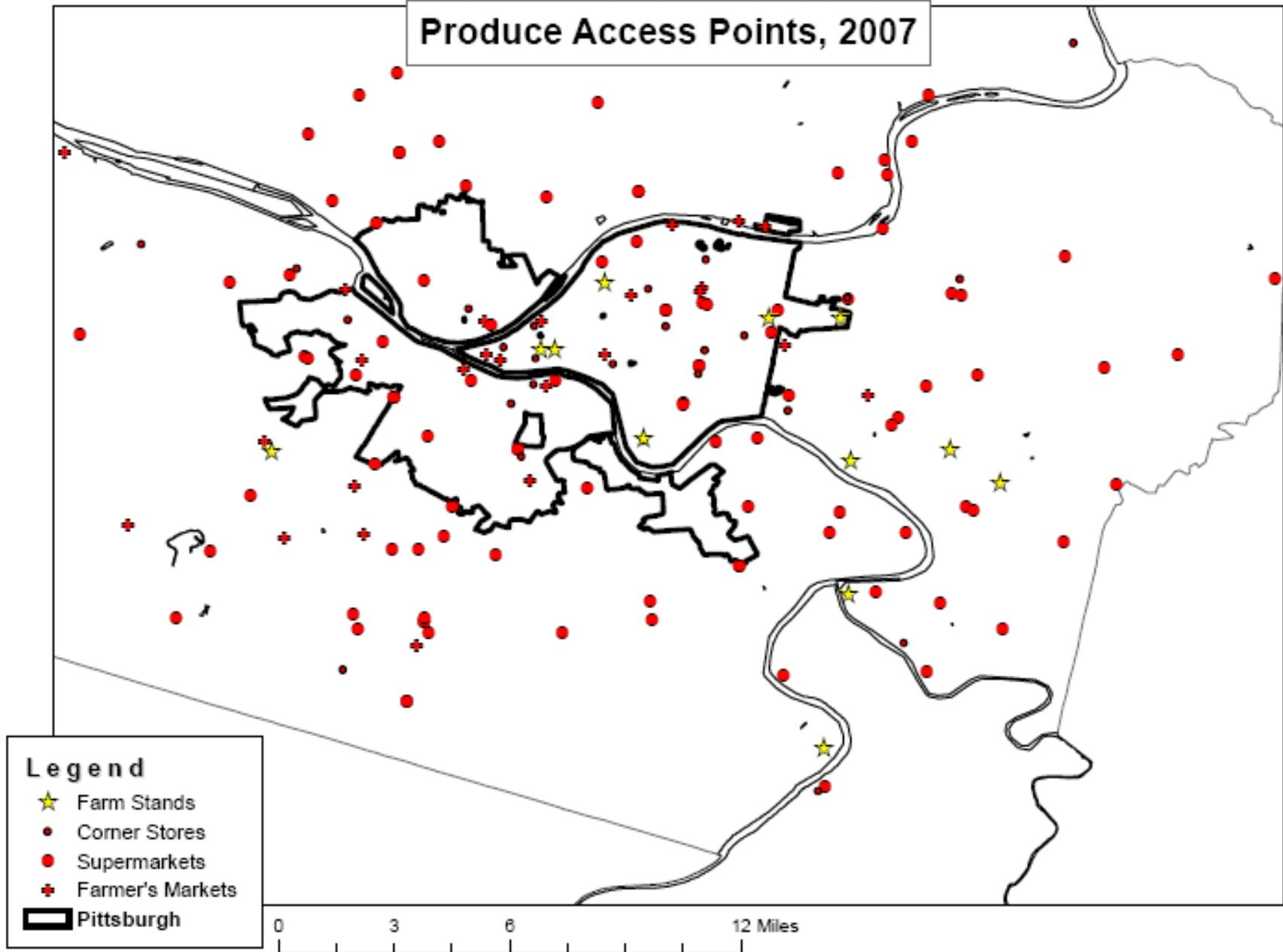
- ★ 2007 Farm Stands
- Supermarkets
- + Farm Markets
- Corner Stores w/Produce
- ▭ Pittsburgh

- Percent of Population Under 5
Below 185% of Poverty, Multiplied by 1.5
- 0% - 5.6%
 - 5.7% - 10.3%
 - 10.4% - 23.3%

Data Source: 2000 U.S. Census, SF-3, PCT50.
Farm Stand Mapping Project Database, Created 11/15/2007.

Greater Pittsburgh Area

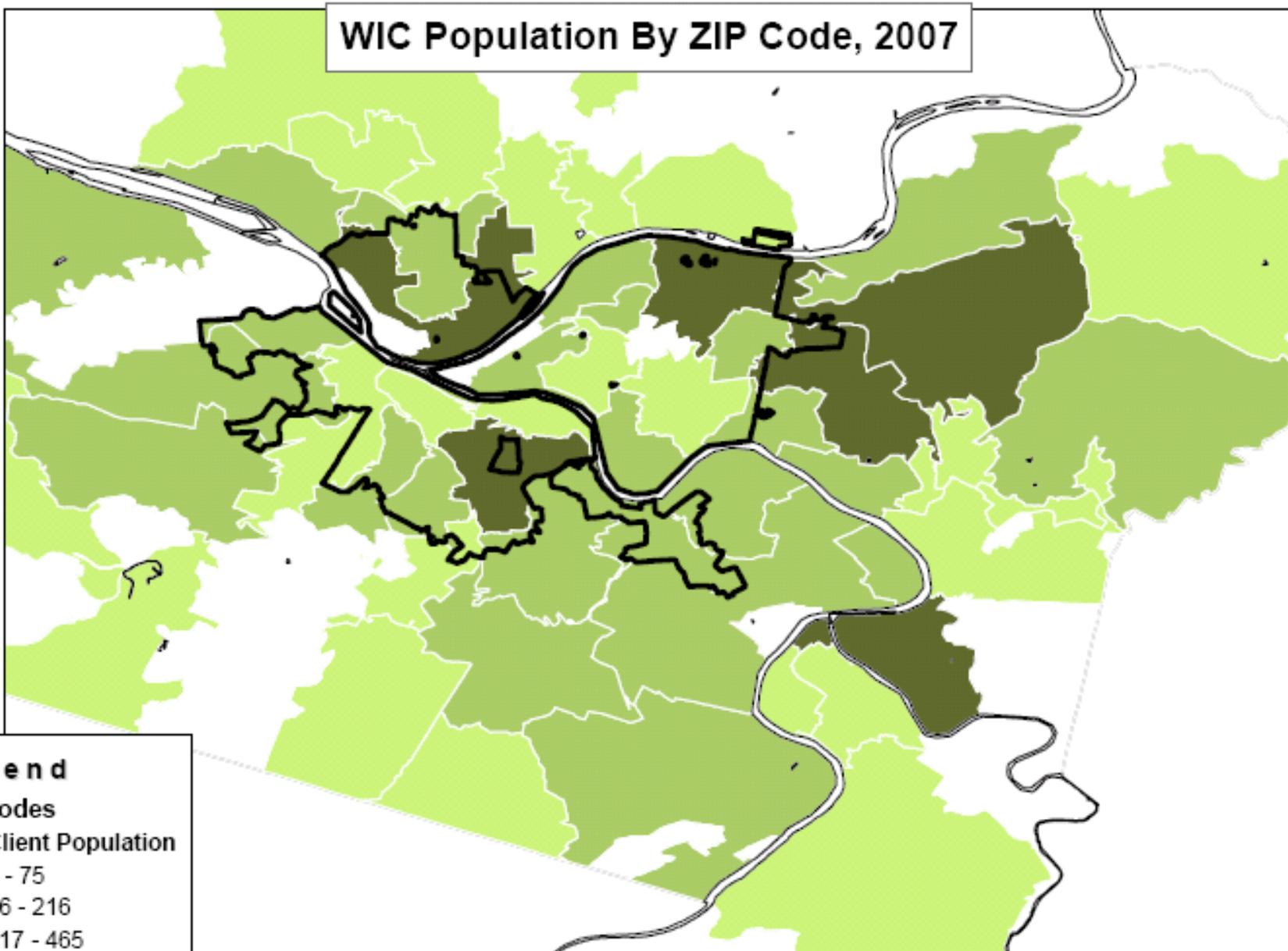
Produce Access Points, 2007



Sources: ReferenceUSA Database, JustHarvest.org, and the Farm Stand Project

Greater Pittsburgh Area

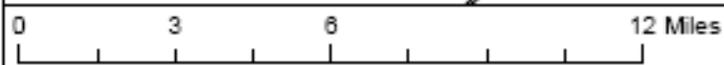
WIC Population By ZIP Code, 2007



Legend
ZIP Codes
WIC Client Population

- 0 - 75
- 76 - 216
- 217 - 465
- 466 - 1007

Pittsburgh



Source: Allegheny Department of Health, WIC Office Administration

Appendix D, Costs Comparison Tables

Figure 1

Recommendation Comparison Table					
			Year One Totals		
	New Costs	Additional Pounds	Net Program Cost	Pounds	ROI (pounds / dollar)
Phase I (12 Stands)	\$6,835	16,841	\$92,062	110,889	1.20
Option I (20 Stands & Marketing)	\$79,654	130,073	\$164,882	240,983	1.46
Option II (GFB)	\$59,248	210,420	\$59,248	210,420	3.55
			Year Three Totals		
	New Costs	Additional Pounds	Net Program Cost	Pounds	ROI (pounds / dollar)
Phase I	-	-	\$92,062	144,590	1.57
Option I	-	-	\$140,130	240,983	1.72
Option II	-	288,320	\$1.00	1,302,840	1,302,840
			Three Year Totals		
			Net Program Cost	Pounds	ROI (pounds / dollar)
Sources: GFB Cost-Benefit.xls, "Phase I" tab; Goal Setting Template.xls, "Goals" tab					
		Phase I	\$276,186	366,367	1.33
		Option I	\$445,141	722,948	1.62
		Option II (Phased Staff)	\$96,618	2,703,760	27.98
		Option II (2 Staff)	\$169,179	2,703,760	15.98

Estimated Costs Phase I

Figure 2

Total Cost of Phase I			
	Cost	Potential Revenue Change	ROI
Incentive Stipends	\$2,760.00	-	
Competitive Awards	\$300.00	-	
Youth Entrepreneurship*	-	-	
Coinsurance Fund	\$3,774.61	-	
Hours & Locations*	-	-	
Subtotal	\$6,834.61	\$33,303.72	4.87
Corner Store Partnership**	\$1,220.00	\$8,178 or more	6.70
Total Potential ≈	(\$8,055)	\$41,482	
Return on Investment ≈		5.15	
*Changing management of existing stands partnering with one store in addition to current farm stands		**Cost of	

Estimated Costs – Option I (Expansion)

Investment Per Stand	
Training	
Food	
\$7/person x 3 Sessions x 4 People	\$84.00
Travel for Stand Visit	\$12.00
Training Manual	\$8.75
Capital	
Equipment	\$1,000.00
Sandwich Board Sign	\$135.00
Banner	\$75.00
Flyers	\$15.00
Posters	\$3.75
Printing	\$2.50
EBT Phone Service	\$540.00
Volunteers	
Stipends	\$1,150.00
Recognition Banquet	\$68.00
Total	\$3,094.00
Total for Eight Stands	\$24,752.00

Transportation	
Average Driver hourly rate w/benefits	\$19.36
Average Truck hourly rate w/depreciation	\$3.90
Estimated Additional Hours	184
Total for Eight Stands	\$4,279.57

Nutrition Education	
Staff Time (4 hrs / demo x 4 demos)	\$208.00
Consumables for demo (\$1/demo)	\$4.00
Food for demo	\$40.00
Local travel (15 mi x \$0.485 x 4 demos)	\$29.10
Total	\$281.10
Total for Eight Stands	\$2,248.80
*Nutritionist: \$13/hr x 1.3 for benefits	

Additional Staff Person	
Salaries & Wages	\$37,587.00
Overtime Wages	\$24.00
FICA Employer Expense	\$2,806.00
Health Insurance Exp	\$3,950.00
Life & Disability Ins Exp	\$567.00
Dental Insurance Exp	\$176.00
Worker's Comp Ins Exp	\$291.00
Other Staff Benefits	\$50.00
Pension Expense	\$2,923.00
Staff Total:	\$48,374.00

Total Cost of Option I	
Staff	\$48,374.00
Farm Stand Investment	\$24,752.00
Nutrition Education	\$ 2,248.80
Trucking	\$ 4,279.57
Total	\$79,654.37

Figure 3

Total Cost of Option I			
	Cost	Potential Revenue Change	ROI
Staff	\$ 48,374.00	\$ -	
Farm Stand Investment	\$ 24,752.00	\$ -	
Nutrition Education	\$ 2,248.80	\$ -	
Trucking	\$ 4,279.57	\$ -	
Subtotal	\$ 79,654.37	\$ 98,727.72	1.24
Farm Shuttle (420 people)	\$ 3,500.00	\$ 4,200.00	1.20
Total Potential ≈	(83,154.37)	\$ 98,727.72	
Return on Investment ≈		1.19	
Current Farm Stand Program	\$ 85,227.36	\$ 63,950.95	0.75

Estimated Costs – Option II (Good Food Box)

Total Cost of Option II (Year 1)		
	Cost	Potential Revenue
Variable Costs		
Shipping	\$4,894	-
COGS	\$84,168	-
Total Variable Cost:	\$89,062	
Fixed Costs		
One Fulltime Staff		-
Salaries & Wages	\$37,587	-
Overtime Wages	\$24	-
FICA Employer Expense	\$2,806	-
Health Insurance Exp	\$3,950	-
Life & Disability Ins Exp	\$567	-
Dental Insurance Exp	\$176	-
Worker's Comp Ins Exp	\$291	-
Other Staff Benefits	\$50	-
Pension Expense	\$2,923	-
One Staff Total:	\$48,374	-
Two Staff Total:	\$96,748	-
Total Revenue		\$105,210
Total Cost (1 Staff)	(137,436)	
Net Cost		\$(32,226)
Total Cost (2 staff)	(185,810)	
Net Cost		\$(80,600)
	Cost	Revenue
Current Farm Stand Program	\$(85,227)	\$ 63,951
Net Cost of Program	\$(85,227.36)	

Total Cost of Option II (Year 2)		
	Cost	Potential Revenue
Variable Costs		
Shipping	\$14,841	-
COGS	\$255,240	-
Total Variable Cost:	\$270,081	-
Fixed Costs		
1.5 Fulltime Staff:	\$72,561	-
Two Fulltime Staff:	\$96,748	-
Total Revenue		\$319,050
Total Cost (1.5 Staff)	(342,642)	
Net Cost		\$(23,592)
Total Cost (2 staff)	\$(366,829)	
Net Cost		\$(47,779)
	Cost	Revenue
Current Farm Stand Program	\$(85,227)	\$ 63,951
Net Cost of Program	(85,227.36)	

Total Cost of Option II (Year 3)		
	Cost	Potential Revenue
Variable Costs		
Shipping	\$23,596	-
COGS	\$405,808	-
Total Variable Cost:	\$429,404	-
Fixed Costs		
Two Fulltime Staff:	\$96,748	-
Total Revenue		\$507,260
Total Cost (2 staff)	(526,152)	
Net Cost		\$(18,892)
	Cost	Revenue
Current Farm Stand Program	\$(85,227)	\$ 63,951
Net Cost of Program	(85,227.36)	

Three Year Net Cost Summary			
Option II (a)		Option II (b)	
Staff	Net Cost	Staff	Net Cost
1	\$(32,226)	2	\$(80,600)
1.5	\$(23,592)	2	\$(47,779)
2	\$(18,892)	2	\$(18,892)
Total	\$(74,711)	Total	\$(147,272)

* Break even point is midway through year 4 (44th month)

Appendix E, Definitions of variables

Costs for the FSP are equal to the year end FSP expense report *Total Ending Balance* line item, less the *COGS Purchased Food Ending Balance* line, plus FSP staff remuneration as well as expenses incurred by other Food Bank departments due to FSP activities. These ancillary expenses include transportation costs (fuel, truck depreciation, driver wages & benefits)²⁴ and nutrition education costs (ingredients, transportation, nutritionist wages & benefits). The estimated cost for each individual farm stand is calculated by dividing total FSP costs evenly among all stands.

Pounds Distributed is recorded for the entire FSP. Individual stand poundage is estimated using the stands relative sales volume in dollars. This is found for each stand by dividing a stand's year end invoice total by the entire FSP invoice total. Though cost and poundage are not synonymous, this gives an estimate of each stand's share of the program's total distribution. The FSP pounds distributed is then multiplied by this ratio for each stand to determine their respective pounds distributed.

The figure for pounds distributed by the FSP comes from the "Sales All Stands" report found in the 2006 Farm Stand Project folder. Costs and pounds distributed by the Food Bank as a whole come from the "Organizational Report 2006-2007".

Data Limitations: Though a one to one comparison of the Cost per Pound figure between the Food Bank and the FSP is illuminating, it can also be misleading. The pounds distributed figure does not capture variation in the quality of product (potatoes vs. potato chips) and the resulting health consequences for clients, nor does the figure reflect any profits earned by farm stands, profits which are reinvested into the community.

Cost per Client

Data Limitations: There are significant flaws in using the number of transactions recorded at a farm stand as a proxy for the number of individuals served. It is reasonable to assume that the transaction number is significantly higher than the actual number of individuals served by the farm stands. The number of transactions does not differentiate between repeat and first-time customers, nor does it account for individuals who make more than one purchase in a given market day. Despite these limitations, it is the best measure the FSP has to estimate the number of individuals served.

The Food Banks estimate of clients served is also problematic. After talking with several Food Bank staff, it is apparent that there was no documented method used to estimate the 120,000 client figure found in the "Organizational Report 2006-2007". This figure is supposed to be the number of non-repeat clients served

²⁴ See Appendix F for a summary of calculating associated transportation costs calculated by Sharon Harm, GPCFB Chief Financial Officer.

every month by the Food Bank and its partner organizations. Even if this figure is accurate, the cost per client ratio for the Food Bank fails to account for the significant resource investments of partner agencies and therefore drastically underestimates the true resource cost per client.

FMNP / Sales

Data Limitations: The concentration of WIC and Senior FMNP program participants varies by community, and accurate interpretation of the FMNP / Sales ratio should be placed within this context. A stand's ability to reach FMNP program participants is positively correlated with both the number of participants in their community *and* sponsor resources available for outreach.

Particularly in regards to WIC FMNP, dietary habits, work schedules, and insufficient information are barriers which require significant resources for a farm stand to overcome. Thus, a stand in a mixed income community like Lawrenceville with a relatively low FMNP population may have a higher FMNP / Sales ratio because they are better equipped to do outreach. Similarly, all things held equal, a stand in a senior community would likely have a higher ratio than a stand in a family neighborhood.

Appendix F, Supporting Calculations

Driver Hourly Rate Calculations

*Created by Sharon Harm 10/07		G/L Balance	Labor distribution		
			hours		
Drivers salaries info from Audit functional expenses	177,252.97		15,512.50	\$11.43	Avg hourly rate (including OT)
			FICA	\$0.87	(hrly rate x 7.65%)
			Unemployment hrly	\$0.14	(hrly rate x .01244)
			Health hrly	\$5.65	(979.56 x12 mo = 11,754.72 divided by 2080 hrs)
			Life & Dis hrly	\$0.19	(avg 32.90/mo x 12 mo = 394.80 divided by 2080 hrs)
			Dental hrly	\$0.08	(14.68/mo x 12 mo = 176.16 divided by 2080 hrs)
			Workers Comp	\$0.66	(hrly rate x .0575)
			Pension	\$0.34	(3% employer match = hrly rate x .03)
Average driver hourly rate w/benefits				\$19.36	

Truck Cost Calculations

*Created by Sharon Harm 10/07	
All Warehouse Trucks:	
Gasoline/Fuel	30,742.95
Vehicle Registration	965.00
Vehicle R&M	24,581.36
Depreciation Exp Vehicles	41,018.00
Total Warehouse Trucks	97,307.31
Number of trucks	\$12.00
Cost of 1 truck for a year	\$8,109.00

Farm Stand Transportation Costs

Weeks per season	23
Truck Days per week	2
Truck Days per season	46
Driver Hours per Day	6
Hours per Season	276
Total Driver Expense	\$5,343.36
FB Truck Hours a year	
5 x 8 x 52	2080
FSP Truck Hours a year	276
Percent of Truck hours	0.132692308
FSP Truck Cost / Year	\$1,076.00
Total FSP Delivery Costs	\$6,419.36

2006-2007 Fiscal Year Total Budgets

	Farm Stand Budget	COGS	COGS / Lbs	Lbs Distributed	People Served
<i>Total</i>	\$85,227.36	\$54,482.73	\$0.58	94038	11,011
<i>Per Stand</i>	\$7,102.28				
	Food Bank Budget	Cost of Goods	COGS / Lbs	Lbs Distributed	People Served
	\$8,081,052.00	\$18,367,890.09	\$0.93	19,700,331	1,440,000
	Prod to Ppl Budget	Cost of Goods	COGS / Lbs	Lbs Distributed	People Served
		\$462,118.28	\$0.58	797,623	48,915

Sources:

Organizational Report 2006-07

Farm Stand Project 2006\Sales Tracking 06\Sales All Stands 06

Farm Stand Program Expenses July 1, 2006 - June 30, 2007		Calculated By Sharon Harm 10/07		
No.	Name	Farm Stand Direct Exp	Farm Stand Indirect Exp	Total
6010	Salaries & Wages	37,587		37,587
6011	Overtime Wages	24		24
6210	FICA Employer Expense	2,806		2,806
6220	Unemployment Comp Exp		440	440
6310	Health Insurance Exp	3,950		3,950
6320	Life & Disability Ins Exp	567		567
6330	Dental Insurance Exp	176		176
6340	Worker's Comp Ins Exp	291		291
6350	Other Staff Benefits	50		50
6390	Pension Expense	2,923		2,923
6410	Auditing Services		73	73
6430	Professional Services		74	74
6540	Payroll Processing Fees		141	141
6560	Catering Services	1,060		1,060
6590	Other Fees for Service			-
	Supplies		864	864
6640	Program Supplies	15,680		15,680
6650	Recognition Expense	7		7
6660	Meals/Food for Meetings	273		273
6710	Telephone Expense		235	235
6730	Mobile Phones	2,630		2,630
6740	Email Internet Exp		190	190
7010	Postage	13	258	271
7120	Gasoline/Fuel		66	66
7130	Vehicle R&M		33	33
7140	Vehicle Reg & Inspection		5	5
	Building R&M, Pest & Security		140	140
	Electricity, Gas, Water & Sewage		291	291
7310	Insurance Expense		170	170
	Office Equip Leasing, R&M, Maint Cont		502	502
7510	Printing Expense	395	404	799
7610	Local Travel	83		83
7620	Long Distance Travel	506		506
7710	Conference/Trainings/Meetings	93		93
	Deprec Exp-Building\Cap Int\Land Improv		580	580
8130	Deprec Exp-Office Equip/Furn		1,143	1,143
8150	Deprec Exp-Vehicles		75	75
8410	A2H Membership Fees		296	296
8420	Other Membership Fees	80		80
8510	COGS-Purchased Foods	55,887		55,887
	Total Expenses	125,081	5,980	131,061
			Total Less Produce	\$75,174.00
			Driver & Truck Expense	\$6,419.36
			Nutrition Education	\$3,634.00
			Total	\$85,227.36

Appendix G, Good Food Box

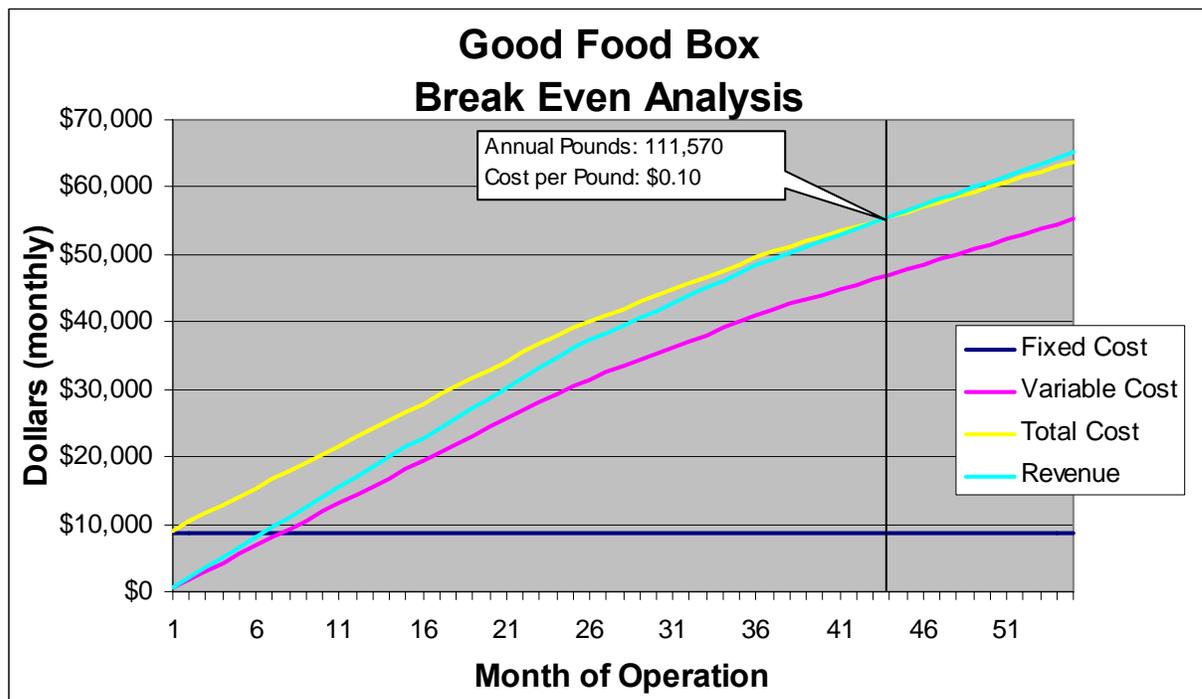
Toronto 2006	
Population	2,631,725
Population Density	10,287.4/sq mi
Unemployment Rate	7.51%
GDP (billions)	\$130
Median Income	\$39,166
Pittsburgh 2000	
Population	334,563
Population Density	5,636/sq mi
Unemployment Rate	5.90%
GDP (billions)	\$102
Median Income	28,588

Toronto 2003 Operation	
Boxes / month	4000
Drop Points	200
Coordinators	200
Packing Days	2
Delivery Days / month	5
Active Trucks	3
Driver / Truck Hours	
	Per Month 120
	Per Year 1440

GPCFB Good Food Box Break Points		
1 for 1 Return		Boxes a month @ 6
At	599	months
Food Bank's		Boxes a month @ 8
Cost / lb	733	months
Break Even		Boxes a month @ 44
At	3722	months

Good Food Box Contents		Good Food Box Contents	
5 lb potatoes	5	10 lb potatoes	10
2 lb onions	2	2 lb onions	2
2 lb carrots	2	2 lb zucchini	2
1 lb field tomatoes	1	2 lb carrots	2
1 broccoli (.75 lb)	0.75	1 lb field tomatoes	1
1 green pepper (.5 lb)	0.5	1 cauliflower (.75 lb)	0.75
1.5 lb green beans	1.5	1 honeydew (2 lb)	2
1 romaine lettuce (1.5 lb)	1.5	1lb strawberries	1
4 corn on the cob (2 lb)	2	1 romaine lettuce (1.5 lb)	1.5
1 cucumber (1 lb)	1	4 corn on the cob (2 lb)	2
3 mangoes (1.5 lb)	1.5	1 cucumber (1 lb)	1
6 oranges (3 lb)	3	3 mangoes (1.5 lb)	1.5
5 apples (2.5 lb)	2.5	10 oranges (5 lb)	5
1 bunch bananas (2.25 lb)	2.5	6 apples (3 lb)	3
Total Lbs.	26.75	Total Lbs.	34.75

Operating @ GPCFB Average Cost (\$.41/lb)					
After 8 months					
	Total Cost	Revenue	Net Cost	Boxes	Lbs
Monthly	\$17,868	\$10,995	-\$6,873	733	21,990
Annually	\$214,417.47	\$131,940	-\$82,477	8,796	263,880
Operating @ Break Even Point (\$.10/lb)					
After 44 months					
	Total Cost	Revenue	Net Cost	Boxes	Lbs
Monthly	\$55,784	\$55,785	\$1.38	3,719	111,570
Annually	\$669,403	\$669,420	\$16.51	44,628	1,338,840



*Data tables for the above graph follow

Good Food Box Growth Projections

Month	Boxes / Month	Fixed Cost	Transport Cost	COGS	Program Cost	Variable Cost	Total Cost	Revenue	Program Cost / Box	Program Cost / Lb	Total Cost / Box	Profit / Loss
1	40	\$8,561	\$27.91	\$480	\$8,589	\$508	\$9,069	\$600	\$214.71	\$7.16	\$226.71	(\$8,469)
2	139	\$8,561	\$96.99	\$1,668	\$8,658	\$1,765	\$10,326	\$2,085	\$62.29	\$2.08	\$74.29	(\$8,241)
3	238	\$8,561	\$166.07	\$2,856	\$8,727	\$3,022	\$11,583	\$3,570	\$36.67	\$1.22	\$48.67	(\$8,013)
4	337	\$8,561	\$235.14	\$4,044	\$8,796	\$4,279	\$12,840	\$5,055	\$26.10	\$0.87	\$38.10	(\$7,785)
5	436	\$8,561	\$304.22	\$5,232	\$8,865	\$5,536	\$14,097	\$6,540	\$20.33	\$0.68	\$32.33	(\$7,557)
6	535	\$8,561	\$373.30	\$6,420	\$8,934	\$6,793	\$15,354	\$8,025	\$16.70	\$0.56	\$28.70	(\$7,329)
7	634	\$8,561	\$442.38	\$7,608	\$9,003	\$8,050	\$16,611	\$9,510	\$14.20	\$0.47	\$26.20	(\$7,101)
8	733	\$8,561	\$511.46	\$8,796	\$9,072	\$9,307	\$17,868	\$10,995	\$12.38	\$0.41	\$24.38	(\$6,873)
9	832	\$8,561	\$580.53	\$9,984	\$9,141	\$10,565	\$19,125	\$12,480	\$10.99	\$0.37	\$22.99	(\$6,645)
10	931	\$8,561	\$649.61	\$11,172	\$9,210	\$11,822	\$20,382	\$13,965	\$9.89	\$0.33	\$21.89	(\$6,417)
11	1030	\$8,561	\$718.69	\$12,360	\$9,279	\$13,079	\$21,639	\$15,450	\$9.01	\$0.30	\$21.01	(\$6,189)
12	1129	\$8,561	\$787.77	\$13,548	\$9,348	\$14,336	\$22,896	\$16,935	\$8.28	\$0.28	\$20.28	(\$5,961)
13	1228	\$8,561	\$856.85	\$14,736	\$9,418	\$15,593	\$24,154	\$18,420	\$7.67	\$0.26	\$19.67	(\$5,734)
14	1327	\$8,561	\$925.92	\$15,924	\$9,487	\$16,850	\$25,411	\$19,905	\$7.15	\$0.24	\$19.15	(\$5,506)
15	1426	\$8,561	\$995.00	\$17,112	\$9,556	\$18,107	\$26,668	\$21,390	\$6.70	\$0.22	\$18.70	(\$5,278)
16	1525	\$8,561	\$1,064.08	\$18,300	\$9,625	\$19,364	\$27,925	\$22,875	\$6.31	\$0.21	\$18.31	(\$5,050)
17	1624	\$8,561	\$1,133.16	\$19,488	\$9,694	\$20,621	\$29,182	\$24,360	\$5.97	\$0.20	\$17.97	(\$4,822)
18	1723	\$8,561	\$1,202.23	\$20,676	\$9,763	\$21,878	\$30,439	\$25,845	\$5.67	\$0.19	\$17.67	(\$4,594)
19	1822	\$8,561	\$1,271.31	\$21,864	\$9,832	\$23,135	\$31,696	\$27,330	\$5.40	\$0.18	\$17.40	(\$4,366)
20	1921	\$8,561	\$1,340.39	\$23,052	\$9,901	\$24,392	\$32,953	\$28,815	\$5.15	\$0.17	\$17.15	(\$4,138)
21	2020	\$8,561	\$1,409.47	\$24,240	\$9,970	\$25,649	\$34,210	\$30,300	\$4.94	\$0.16	\$16.94	(\$3,910)
22	2119	\$8,561	\$1,478.55	\$25,428	\$10,039	\$26,907	\$35,467	\$31,785	\$4.74	\$0.16	\$16.74	(\$3,682)
23	2218	\$8,561	\$1,547.62	\$26,616	\$10,108	\$28,164	\$36,724	\$33,270	\$4.56	\$0.15	\$16.56	(\$3,454)
24	2317	\$8,561	\$1,616.70	\$27,804	\$10,177	\$29,421	\$37,981	\$34,755	\$4.39	\$0.15	\$16.39	(\$3,226)

Month	Boxes / Month	Fixed Cost	Transport Cost	COGS	Program Cost	Variable Cost	Total Cost	Revenue	Program Cost / Box	Program Cost / Lb	Total Cost / Box	Profit / Loss
25	2411	\$8,561	\$1,682.37	\$28,933	\$10,243	\$30,616	\$39,176	\$36,167	\$4.25	\$0.14	\$16.25	(\$3,010)
26	2485	\$8,561	\$1,734.00	\$29,821	\$10,295	\$31,555	\$40,116	\$37,277	\$4.14	\$0.14	\$16.14	(\$2,839)
27	2559	\$8,561	\$1,785.64	\$30,709	\$10,346	\$32,495	\$41,056	\$38,387	\$4.04	\$0.13	\$16.04	(\$2,669)
28	2633	\$8,561	\$1,837.27	\$31,597	\$10,398	\$33,435	\$41,995	\$39,497	\$3.95	\$0.13	\$15.95	(\$2,499)
29	2707	\$8,561	\$1,888.90	\$32,485	\$10,450	\$34,374	\$42,935	\$40,607	\$3.86	\$0.13	\$15.86	(\$2,328)
30	2781	\$8,561	\$1,940.54	\$33,373	\$10,501	\$35,314	\$43,875	\$41,717	\$3.78	\$0.13	\$15.78	(\$2,158)
31	2855	\$8,561	\$1,992.17	\$34,261	\$10,553	\$36,254	\$44,814	\$42,827	\$3.70	\$0.12	\$15.70	(\$1,988)
32	2929	\$8,561	\$2,043.81	\$35,149	\$10,604	\$37,193	\$45,754	\$43,937	\$3.62	\$0.12	\$15.62	(\$1,817)
33	3003	\$8,561	\$2,095.44	\$36,037	\$10,656	\$38,133	\$46,693	\$45,047	\$3.55	\$0.12	\$15.55	(\$1,647)
34	3077	\$8,561	\$2,147.07	\$36,925	\$10,708	\$39,072	\$47,633	\$46,157	\$3.48	\$0.12	\$15.48	(\$1,476)
35	3151	\$8,561	\$2,198.71	\$37,813	\$10,759	\$40,012	\$48,573	\$47,267	\$3.41	\$0.11	\$15.41	(\$1,306)
36	3225	\$8,561	\$2,250.34	\$38,701	\$10,811	\$40,952	\$49,512	\$48,377	\$3.35	\$0.11	\$15.35	(\$1,136)
37	3300	\$8,561	\$2,302.60	\$39,600	\$10,863	\$41,903	\$50,463	\$49,500	\$3.29	\$0.11	\$15.29	(\$963)
38	3358	\$8,561	\$2,343.07	\$40,296	\$10,904	\$42,639	\$51,200	\$50,370	\$3.25	\$0.11	\$15.25	(\$830)
39	3416	\$8,561	\$2,383.54	\$40,992	\$10,944	\$43,376	\$51,936	\$51,240	\$3.20	\$0.11	\$15.20	(\$696)
40	3474	\$8,561	\$2,424.01	\$41,688	\$10,985	\$44,112	\$52,673	\$52,110	\$3.16	\$0.11	\$15.16	(\$563)
41	3532	\$8,561	\$2,464.48	\$42,384	\$11,025	\$44,848	\$53,409	\$52,980	\$3.12	\$0.10	\$15.12	(\$429)
42	3590	\$8,561	\$2,504.95	\$43,080	\$11,066	\$45,585	\$54,146	\$53,850	\$3.08	\$0.10	\$15.08	(\$296)
43	3648	\$8,561	\$2,545.42	\$43,776	\$11,106	\$46,321	\$54,882	\$54,720	\$3.04	\$0.10	\$15.04	(\$162)
44	3706	\$8,561	\$2,585.89	\$44,472	\$11,147	\$47,058	\$55,619	\$55,590	\$3.01	\$0.10	\$15.01	(\$29)

Appendix H, Timeline and Action Steps

Phase I Timeline				
Suggested Change	Action Steps	Time Frame	Cost of Implementation	Potential Results
Co-Insurance Program	<ul style="list-style-type: none"> ➤ Apply for grant funding ➤ Explain program during sponsor training 	2008 Farm Stand Pre- Season	<ul style="list-style-type: none"> ➤ Grant for insurance pool funds, reallocation from underwriting fund. <p style="text-align: center;"><u>Total: \$3,774 or less</u></p>	(10% increase in program sales) <u>\$6,483.23</u>
Annual Performance Goals	<ul style="list-style-type: none"> ➤ Project farm stand performance using Templates and historical sales ➤ Discuss feasibility of goals with farm stand sponsor/manager ➤ Agree upon evaluation goals with farm stand sponsor/manager 	2008 Farm Stand Pre- Season	None	<p style="text-align: center;"><u>\$8,940</u> (over three years)</p> <p style="text-align: center;">*1/3 of the potential improvement towards “Optimal Performance”</p>
Systematic Stand Evaluation	<ul style="list-style-type: none"> ➤ Explain the evaluation process during farm stand training 	2008 Farm Stand Pre- Season	None	
Performance Based Stipend System & Competitive Year-End Awards	<ul style="list-style-type: none"> ➤ Establish awards based on total sales, FMNP sales, growth, best presentation, most dependable, best customer service, best innovation, most creative marketing, etc. ➤ Explain the awards process during farm stand training 	2008 Farm Stand Pre- Season	<ul style="list-style-type: none"> ➤ \$2,760 or less for bonuses ➤ \$300, 6 awards @ \$50 per gift <p style="text-align: center;"><u>Total: \$3,060 or less</u></p>	
Youth entrepreneurs managing Homewood, Perry South, and East Hills stands.	<ul style="list-style-type: none"> ➤ Solidify partnerships with Youth Business Council and Pittsburgh Project ➤ Secure locations for the stands, begin training, and ➤ Secure adequate supply of local produce through current relationships and PASA 	➤ March 2008	<ul style="list-style-type: none"> ➤ \$1,000 capital investment for Perry South Stand. ➤ \$1,150 for stipends ➤ \$817 for training, year end event, signage, printing, and other additional costs <p style="text-align: center;"><u>Total: \$2,967</u></p>	

Option I Timeline				
Suggested Change	Action Steps	Time Frame	Cost of Implementation	Potential Results
➤ Hire a full time staff member for the FSP	<ul style="list-style-type: none"> ➤ Create and post a detailed job description. ➤ Hire and orient Farm Stand Support Specialist 	<ul style="list-style-type: none"> ➤ February 1, 2009 ➤ March, 2009 	<u>\$48,374.00</u>	<ul style="list-style-type: none"> ➤ \$17,880 (over three years) *2/3 of the potential improvement towards optimal performance for original stands + 8 new optimal stands
➤ Establish farm stands in eight new communities	<ul style="list-style-type: none"> ➤ Identify Potential communities based on need and resources ➤ Contact potential Stand Sponsor organization ➤ Work with existing suppliers and PASA to secure local produce necessary for expansion 	<ul style="list-style-type: none"> ➤ Complete ➤ January 2009 ➤ Ongoing 	<ul style="list-style-type: none"> ➤ Equipment and Training for eight additional stands <u>\$24,752</u> ➤ Additional trucking and warehouse costs <u>\$4,279</u> ➤ Nutrition Education <u>\$2,248</u> 	<ul style="list-style-type: none"> ➤ \$65,424 (Annually) <u>Total: \$83,304</u>

Option II Timeline

Suggested Change	Action Steps	Time Frame	Cost of Implementation	Potential Results
➤ Launch a Good Food Box Program	<ul style="list-style-type: none"> ➤ Begin a feasibility study: Focus Groups(marketing interns), Supply Exploration (PASA / Food Terminal), visit FoodShare Toronto ➤ Hire a fulltime GFB coordinator ➤ Obtain FMNP certification ➤ Begin pilot program in West Mifflin & Duquesne (40 – 80 boxes) ➤ Continue active outreach and customer recruitment ➤ Shift half of the Farm Stand Coordinator’s position to the GFB program ➤ Work with PASA to develop a “Local Food Terminal” or gain access to the Strip District for local produce. 	<ul style="list-style-type: none"> ➤ March, 2008 ➤ April, 2008 ➤ March - May, 2008 ➤ May, 2008 ➤ Ongoing ➤ January, 2009 ➤ Ongoing 	<ul style="list-style-type: none"> ➤ \$48,374 ➤ Transportation and COGS (1-2 months) \$2,273 ➤ \$24,187 ➤ Transportation and COGS (3-9 months) \$47,553 	

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