FY 2014

$62,277 to Promotores Unidas para Educacion Nacional de Tecnologias Sostenibles (PUENTES), Stockton, CA, to expand the appeal and capacity of the Stockton Harvest CSA, through an advertising campaign and adding a farm stand.

Final Report

Farmers Market Promotion Program (FMPP)
Final Performance Report

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

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

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

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

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

Report Date Range: *(e.g. September 30, 20XX-September 29, 20XX)*	9/30/14 – 9/30/16
Authorized Representative Name:	Jeremy Terhune
Authorized Representative Phone:	(209) 922-8215
Authorized Representative Email:	jterhune@puentesca.org
Recipient Organization Name:	PUENTES
Project Title as Stated on Grant Agreement:	Expansion of StocktonHarvest CSA and PUENTES Farmer Marketing in San Joaquin County, CA.
Grant Agreement Number: *(e.g. 14-FMPPX-XX-XXXX)*	14-FMPPX-CA-0024
Year Grant was Awarded:	2014
Project City/State:	Stockton, CA
Total Awarded Budget:	$62,277

FMPP staff may contact you to follow up for long-term success stories. Who may we contact?
☒ Same Authorized Representative listed above (check if applicable).
☐ Different individual: Name: _____; Email: _____; Phone: _____

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0581-0287. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable sex, marital status, or familial status, parental status religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program (not all prohibited bases apply to all programs). Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

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

    i. Objective: To expand the appeal and capacity of the Stockton Harvest CSA, through an advertising campaign and adding a farm stand.
        a. Goal #1: Expand the StocktonHarvest CSA
            1. Progress Made:
                a. Object/Activity 1: We developed and continue our partnership with Blue Door Catering Co. to provide weekly recipes and descriptions of the produce in every box. Blue Door is focusing on recipes that would attract Hispanic/ Latino customers to our products. Support from the CSA apprentices continues to allow a smoother packing and delivering process.
                b. Object/Activity 2: The Black Urban Farmer Association (BUFA), began growing for us and adding high value greens to our product mix; they have now taken the role of our premier contract grower for Boggs Tract Community Farm. PUENTES piloted a marketing program with local marketing agency RoadFinch and, with their assistance, increased our subscriptions rates and began to offer our CSA products to SNAP/EBT customers using our approved Point of Sales device. Negotiations are underway to develop a contract to continue collaboration with RoadFinch beyond the duration of the FMPP grant.
                c. Object/Activity 3: PUENTES has executed the 2-year marketing plan provided by UpTown Studios. As part of this plan PUENTES consolidated and rebranded Stockton Harvest CSA, changing the brand name to PUENTES CSA. We made major changes to improve the viability of CSA operations by delivering to drop-off sites instead of households, and by increasing the price of our CSA by approximately 30%. As previously mentioned, we are working out a deal with RoadFinch marketing to reinitiate SNAP/ EBT promotions, using the RoadFinch office as a Downtown Stockton delivery hub.
                d. Object/Activity 4: PUENTES brought professional beekeeper George Dale on board as our new beekeeper. George has augmented honey production, repackaged and raised the price of our Boggs Bees honey to $15/ lb. Farm fresh eggs and honey continue to completely sell out available supply and are our most popular items.
                e. Object/Activity 5: As a result our price increase and transition to delivering exclusively to drop-off sites, our customer base decreased by 40%. However, the cost savings have allowed us to deliver a better product, and to hire several paid farm apprentices to assist with operations. Community members

have begun to regularly give to PUENTES' Community Dividend program, which has added an average of 8 CSA customers whom are sponsored by local businesses and private donors. By spring 2017, we expect to renew our efforts with RoadFinch to subscribe SNAP/ EBT customers to our service.

2. Impact on Community: Over the duration of the grant period, over 150 unique families directly benefitted by receiving fresh boxes of fruits and vegetables to their households. PUENTES CSA is a known and respected brand in the greater Stockton area, and the new changes made to our CSA program have created a positive framework for growing our brand and products in the community.

- Goal #2: Increase Direct Sales at the Boggs Tract Farm and Develop New Products for Sale to Respond to Diverse Tastes and Market Niche Opportunities.
    1. Progress Made:
        a. Object/ Activity 1: As mentioned, PUENTES has now become a vendor and is marketing to clients of the USDA SNAP program. We plan to re-open our produce stand beginning spring 2017, when there is sufficient traffic and produce to meet our sales goals.
        b. PUENTES experimented by adding canned goods, PINXTO Sauce, and a variety of heirloom fruits and vegetables to our product mix. We are very pleased to have developed an arrangement that incubates the BUFA group to our hub operations as well as adding more diverse fruits and vegetables to our product mix.
    2. Impact on Community: PUENTES has successfully incubated the Black Urban Farmers Association (BUFA) and provided them the resources needed to begin growing for us independently and at Boggs Tract Community Farm. RoadFinch marketing signed-up 30 EBT/ SNAP customers over the duration of the grant period.

b. Goal #3: Formalize and Expand PUENTES Food Hub Operations.
    1. Progress Made:
        a. Object/ Activity 1: PUENTES designed and implemented a quality control matrix that is being used by all participants assisting in the harvesting and packing of PUENTES CSA boxes. We have continued to implement and refine our matrix as our product mix changes, and we receive feedback from customers. Using grant funds, we hired a customer service representative that has conducted customer satisfaction surveys and continuous communications and has assisted with aforementioned transitions in the CSA program.
        b. Object/ Activity 2: BUFA has become the primary contract grower for PUENTES CSA. We also began delivering produce to several liquor stores in South Stockton as a result of a new Food Hub partnership with Mandela Marketplace.

2. Impact on Community: Fresh fruit and vegetables are now available for purchase on a regular basis at two South Stockton liquor stores! The BUFA group was incubated at Boggs Tract community Farm and has become a viable farming organization with the help of PUENTES' collaboration with the USDA.

2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2014). Include further explanation if necessary.
   i. Number of direct jobs created: 7
   ii. Number of jobs retained: 4
   iii. Number of indirect jobs created: 12
   iv. Number of markets expanded: 1
   v. Number of new markets established: 3
   vi. Market sales increased by $2,085 and increased by 10.35%.
   vii. Number of farmers/producers that have benefited from the project: 5
      a. Percent Increase: Infinite. There were no regulars before.

3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?
   i. Yes, PUENTES was able to make our fresh produce available to EBT/ SNAP customers and has served over 60 low-income families during the course of the grant via our Community Dividend marketing program.

4. Discuss your community partnerships.
   i. Who are your community partners?
      a. Port of Stockton;
         1. The Port provides farm land and institutional support to PUENTES for the Boggs Tract Community Farm, enabling us to expand from 2 to almost 7 acres later this year, at a nominal cost, and collaborates in the development of one of Stockton's worst food deserts and environmentally endangered low income communities.
         2. The Port has now joined with us formally in our urban forestry project sponsored by California ReLeaf which will enable PUENTES to start a tree nursery and plant over 200 large canopy trees over the next two years as a pilot project in the city's worst neighborhood to demonstrate how progress can be achieved and spread across the city.
      b. Black Urban Farming Association (BUFA);
         1. BUFA has been a tremendous help to the FMPP project. They have grown and provided very high quality produce for us to include in our product mix, and have now taken over as the primary grow contractor for PUENTES CSA at Boggs Tract Community Farm. PUENTES is collaborating with BUFA to expand their available crop space by at least another acre and will continue to offer use of our tractor, equipment, and facilities, and technical support.
      c. Mandela Marketplace;
         1. Mandela Marketplace received a contract to provide fresh fruits and vegetables to corner stores in food insecure areas of South Stockton

and chose to purchase produce from PUENTES CSA as the primary grower and distributer. A result of this program is that PUENTES has been able to provide our fresh produce to a diverse crowd of low-income customers in South Stockton. Plans are currently in place to continue out deliveries in the foreseeable future.

d. Reinvent South Stockton;
    1. PUENTES has participated actively in this organization spearheaded by a former City Councilman, just elected Mayor of Stockton, to create a new community garden project in Stockton's largest food desert. With his election, the crucial institutional support needed now seems assured to add to the small family garden plot project PUENTES has maintained there for years.

e. Catholic Charities and the Stockton Hunger Task Force;
    1. Catholic Charities has been a supporter and collaborator of PUENTES CSA and Boggs Tract Community Farm since its inception in 2010.
    2. As a result of this collaboration, the Stockton Hunger Task Force, invited PUENTES to join the Task Force. As a result, PUENTES has become a principal partner in a proposal just submitted for a Food Insecurity and Nutrition Incentive grant and is working with the task force on other proposals for state, federal and private funding. Catholic Charities and the Task Force have done a marvelous job connecting PUENTES to the local EBT/ SNAP community, and we will continue our partnership in the future.

f. Boggs Tract Community Center (BTCC);
    1. Located just behind Boggs Tract Community Farm, BTCC, has been a pillar of support for PUENTES CSA. They are currently a Community Dividend pick-up site for 8 low-income families in the Boggs Tract Neighborhood surrounding the Farm. They also have helped promote PUENTES CSA and encouraged community volunteers to help at the Farm.
    2. Our relationship with the Community Center is very healthy, and they have just agreed to support our new project for using sustainable agriculture to revive the urban forest canopy in Boggs Tract which suffers from the highest index of environmental pollution in the state of California.

g. Green's Nutrition;
    1. Green's Nutrition is a key drop-off location for our PUENTES CSA customers. They also sell our eggs and help promote subscriptions to our CSA as a way to encourage healthy eating habits in their customers.

h. In-Season Market and Nursery;
    1. Owned by Eric Firpo, PUENTES' former Farm Manager, In-Season heavily promotes memberships to PUENTES CSA, and is our "go-to" CSA drop-off spot. Firpo also purchases produce from PUENTES from time to time for resale in the store. We have a great relationship, and expect to continue in the future, with further collaboration on other products like honey, eggs, and eventually poultry.

i. Mile Wine Company;

1. Mile Wine company is a restaurant in Stockton, CA that exclusively offers deviled eggs using PUENTES CSA eggs, as well as purchases produce from us for their menu from time to time.

j. Louie's Frutta Market: Producer/ Distribute

1. Louie's has collaborated with PUENTES in our food hub activities by offering us additional local produce to sell at our farm stand and in our boxes at competitive prices.

k. Educational and other partners;

1. PUENTES has many other partners that do not contribute directly to our CSA and local food marketing activities but contribute more to our broader mission of using sustainable agriculture for the benefit of urban communities.

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

i. PUENTES is using several contractors to contribute to this project

a. Jennifer Wood: Customer Service

1. Jennifer plays a crucial role in retaining our CSA customers though our recent changes, as well as surveying and documenting customer feedback regarding the quality of our product.

b. Jessica Bryant: PUENTES CSA Manager

1. Jessica has done a wonderful job planning an overseeing the harvesting, packing, and distribution of our produce to our CSA customers.

c. RoadFinch Marketing;

1. RoadFinch has done a wonderful job using our Point of Sales device to directly market and sale weekly CSA box deliveries to SNAP/ EBT customers. They also market and sale produce for us at local event such as the StockMarket. While our contract with RoadFinch has now expired, we are negotiating a new contract for continuing to enroll SNAP/ EBT customers in spring 2017.

d. Black Urban Farming Association (BUFA): Producer

1. BUFA has recently taken over as our growing contractor and is now managing the crop plan and growing fruits and vegetables we use for our PUENTES CSA deliveries and sales.

6. Have you publicized any results yet?* - No we have not publicized the results yet.

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

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

a. When we transitioned to our new CSA format we conducted a formal customer satisfaction survey using the Survey Monkey application to measure the perceived quality of our produce, and our customer's willingness to adjust to our new pricing and delivery model. Jennifer, our customer service contractor, also conducted informal interviews with customers when they closed out their accounts to ask what we could do better to serve them and on other occasions.

ii. What feedback was relayed (specific comments)?

a. Informal interviews: According to Jennifer, the most important factors for customer retention are avoiding scheduling conflicts and mix-ups in picking up

CSA boxes, having a diverse product mix, and quality of produce. Pricing can also be a factor, although our pricing is lower than other regional competitors, such as Farm Fresh to You.

b. Survey Monkey results:
    1. When asked how they would rate our all-natural produce, 52.8% of our customers rated our produce as "pretty good", 38.9% as "great", and 8.3% as "mediocre".
    2. When asked how an increase in price would affect them, 53.3% of our customers said that they would be willing to pay more if it led to bigger and better produce in the boxes, 25% said they would continue their subscription without any reservations, and 21% said they would discontinue their subscription.
    3. The average customer response was 48 (on a sliding scale of 50) in favor picking up their boxes at a drop-off site.

8. Budget Summary:
    i. As part of the FMPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report: ☐
    ii. Did the project generate any income?
        a. Yes, PUENTES generated **$86,031.30** in gross income from produce sales via PUENTES CSA, Mandela Marketplace, and from produce stand sales during the period of September 30, 2014 – September 30, 2016.

9. Lessons Learned:
    i. Summarize any lessons learned. They should draw on positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).
        a. Thanks to the guidance of our marketing firm and Board of Director, PUENTES made the crucial decision about halfway through the project to abandon our former system of delivering produce to people's doorsteps at a very low price. While this approach helped us hold a roster of 75+ customers, it was not cost effective even with the larger customer base. As a result, we decided to change our approach. Instead of focusing on a high volume of customers at a high delivery cost, we chose to raise our prices closer to the price range of our competition, and have our customers pick up their boxes at drop off sites. While our quantity of customers was reduced, the extra time and hands and the increased prices reduced our losses to a great extent, and we were able to hire hourly waged farm apprentices to assist our CSA Manager with operations.
        b. FMPP funds were used to develop and implement a Quality Control matrix that our CSA Manager uses when harvesting and packing our boxes. This has resulted in significant improvements in the quality of our CSA boxes.
        c. Providing recipes and a list of what to expect in next week's CSA delivery box has really helped engage our customers and increase their satisfaction with our product.
        d. We developed the Community Dividend program as a way to encourage community organizations to "sponsor" CSA memberships for low-income families that would otherwise not be able to afford fresh produce.

e. Getting the crop plan and product mix right to meet the diverse culinary tastes of the community members visiting the farm stand in addition to satisfying CSA customers has been very challenging and requires constant monitoring and adjustment.

ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:

a. Goal #1: Expand the StocktonHarvest CSA

i. Object/Activity 1: We failed. The program had to be reduced. The aforementioned changes in personnel as well as the business decision to restructure the CSA definitely changed the pace of the project, albeit, we now have a more sustainable CSA model as a result. We developed and will continue our partnerships as mentioned above.

ii. Object/Activity 2: YES, goals are being accomplished in the adjusted timeline as set forth in our third progress report. Although serious issues with invasive Bermuda grass and bindweed and personnel changes have slowed production on our primary site, BUFA is doing a great job and we are on track for a full product mix by spring 2017.

iii. Object/Activity 3: We are behind for the goals set for this activity in our timeline. Although, after restructuring, our customer base has slowly begun to climb again and our operations model is more sustainable. We have continued our social media marketing as well as offered better customer service, and we are beginning to gain new subscribers.

iv. Object/Activity 4: We are on target for this activity; egg production sales are consistent with strong demand; we have repackaged and adjusted the pricing of our honey without reducing demand, and we are offering higher value produce with the help of BUFA. PUENTES professional beekeeper George Dale has augmented honey production, repackaged and raised the price of our Boggs Bees honey to $15/ lb. Farm fresh eggs and honey continue to completely sell out and are one of our most popular items.

v. Object/Activity 5: NO, we did not meet our goals. Our hopes were to hit and maintain over 150 customers but were misguided, given the high operational costs and inelastic pricing structure of our product. Our low cost did not win us more customers but simply worsened our financial structure. However, by restructuring, we have set forth a scaffolding that we are hopeful will be much more sustainable and generate a more stable revenue flow with fewer customers, but enabling us to diversify our income stream with other activities, such as retail and work with other partners. The Dividend program has not produced the follow on sales expected, but under our new model it continues to have appeal and is slowly growing. We are also renegotiating with RoadFinch to reinitiate marketing to new SNAT/ EBT clientele.

b. Goal #2

i. Object/Activity 1: NO, we fell behind on our goals. However, with the help of BUFA we did open the farm stand part time since March 2016, and we have been selling honey and eggs. We plan to open the farm stand on a weekly basis beginning again in spring 2017.

ii. Object/Activity 2: YES, we successfully developed and test marketed a diverse array of products, although sales have been slower than expected. Honey and chicken eggs are doing well, and we have also experimented with other products such as PINXTO sauce, jams, preserves, specialty greens, quail eggs and culinary herbs.

c. Goal #3

i. Object/Activity 1*:* YES, we delivered on our goal**.** We have multiple partnerships in place and are regularly delivering produce for Mandela Marketplace, In-Season Market, Mile Wine, and Greens Nutrition.

iii. Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:

a. Forecasting cash advances and reimbursements effectively is absolutely critical for successful implementation of the project, even more so for very small organizations that operate on a tight budget.

b. Any non-profit organizations that apply should really make sure their Board is well educated on how cash/ accrual based Federal grants work, and how cash flow moves throughout the budget year as expenses are either reimbursed or advances are requested.

c. It is very difficult to contract with smaller marketing firms at times, since they usually cannot afford to provide services and wait for a reimbursement. Most of the time they need payment before executing the contract.

10. Future Work:

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

a. PUENTES intends to continue building on the momentum we have built after rebranding and restructuring our CSA. IN the next several months, we are reassessing and updating our business plan to reflect diversified revenue streams including our improved CSA model, the Community Dividend Program, and direct produce sales in the community. For the time being, our hopes are to build our CSA up to and maintain 60 customers instead of 150, and focus on securing new partnerships with local restaurants and farmers markets. OUR hopes are high that our program will continue to grow, and to feed the community, and we will be able to apply for another funding cycle with FMPP.

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

a. Further research in how to provide safe and healthy fruits and vegetable to low income families without passing the cost down to them would be very helpful.

b. PUENTES strongly believes that we can eventually develop our model, once it has become completely self-sustaining, into a regional template for other communities to leverage to build their own farms on vacant urban lots.

410 Alhambra Blvd.
Sacramento, CA 95816
916.446.1082
Fax 916.498.8911
www.UptownStudios.net

STRATEGY AND PLAN

Welcome to the PUENTES CSA marketing strategy. This strategy will help you create, develop, build and manage a marketing plan to better build awareness and subscriptions to your CSA program.

Various marketing efforts will be implemented to position you as a leader in your industry, share your message and create a strong network of members. We have broken these action items into phases for easier implementation and management. Please note that parts of this strategy have already began and will continue while you work through the phases detailed below. While the phases below will eventually overlap and integrate to create your overall marketing strategy, the steps below provide a clear outline of our recommended approach.

Included in this marketing strategy, you will find a customer service/retention plan. This plan should be implemented as soon as possible and treated as an ongoing priority - quality customer service is key to effective marketing.

We have also broken out potential future opportunities. These marketing items are not part of our initial plan as we would like to approach the foundational items detailed below before implementing these additional efforts.

MARKETING OBJECTIVE: Our goal is to increase membership to 250 CSA subscribers by the end of 2016.

MISSION AND VISION

MISSION:

PUENTES' mission is to spread the knowledge and the development of sustainable technology and stimulate a critical cooperative and positive attitude in at-risk communities throughout the Americas.

VISION:

Our vision is to build equity through sustainable technology that fosters social entrepreneurship, education and motivation of at-risk communities in the Americas to break cycles of food insecurity and injustice surrounding inadequate access to healthy whole foods.

UNIQUE SELLING PROPOSITION

PUENTES CSA delivers a weekly box of fresh produce from Boggs Tract Community Farm to doorsteps of residents from Manteca to Lodi. These CSA boxes include a variety of six-to-eight different kinds of fruits, vegetables and other edibles. Everything in your box is grown following organic standards.

410 Alhambra Blvd.
Sacramento, CA 95816
916.446.1082
Fax 916.498.8911
www.UptownStudios.net

MARKETING CRITERIA

Each of the action items detailed below meets at least one of the following marketing standards, lending itself to your overall marketing plan. As future opportunities arise, the following standards should be used as a means of measurement to determine whether the new effort should be pursued.

Every marketing action should:

- Strengthen brand name and messaging
- Expand brand reach and awareness
- Build and utilize community partnerships
- Produce measurable outcomes

KEY MESSAGES

In order to create consistent messaging that always speaks to your brand, we have established three pillars of your messaging. All messages and marketing materials should communicate these key concepts:

- **Easy** - We deliver directly to YOU, making it EASY to be:
- **Healthy** - Our fresh produce is delivered once a week, providing HEALTHY meal options that are always:
- **Local** - All of our produce comes from Boggs Tract Community Farm. Your CSA purchase supports a LOCAL farm and LOCAL workers, putting your money back into you very own community.

PHASE ONE: BRANDING AND MESSAGING UPDATE

Timeline Estimate: Up to 30 days

NEW NAME APPLICATION: PUENTES CSA..... $2,500

As you move forward with updating your name from StocktonHarvest to PUENTES CSA, it is critical that all marketing materials are also updated to ensure brand consistency moving forward. Your new name should be applied to all communications and marketing materials, including:

- Logo
- Website (See additional website recommendations in future opportunities)
- Print brochure
- Business listings (Farmigo, Local Harvest, etc.)
- Communications - internal and external
- Business system
- Social media

410 Alhambra Blvd.
Sacramento, CA 95816
916.446.1082
Fax 916.498.8911
www.UptownStudios.net

PHASE TWO: INCREASE LOCAL PRESENCE

Timeline Estimate:

- Immediate = HIGH PRIORITY - Start as soon as phase one is complete.
- Long-term = As budget allows, pending results of local advertising efforts.

IMMEDIATE:

LOCAL ADVERTISING .....ROADFINCH

PUENTES CSA will move forward with advertising with Road Finch, a local bicycle fleet that travels with a billboard and offers brand ambassador support to build brand awareness. Through this 90-day campaign, RoadFinch promises to increase the awareness of the PUENTES CSA program within strategic areas of Stockton.*

Through this campaign, Road Finch projects that they will:

- Grow if not double the monthly subscription base from the current mark of 50-60 current customers.*
- Increase community engagement with PUENTES through volunteer programs on the Boggs Tract Community Farm, as well as donation opportunities for those to wish to partner with PUENTES in this capacity.*

To ensure that this marketing campaign is effective for PUENTES, we recommend:

- Ensuring that Road Finch campaign messaging is current with overall PUENTES messaging.
- Keep billboard art simple with a large appetizing photo of fruit and veggies, a call to action to “Learn More” and PUENTES’ logo and website URL. Billboards only have a few seconds to catch a person’s attention, so messaging needs to be easy to understand and read.
- Track results of campaign by asking every new customer where they heard of or found PUENTES.

*Information provided by RoadFinch proposal

410 Alhambra Blvd.
Sacramento, CA 95816
916.446.1082
Fax 916.498.8911
www.UptownStudios.net

FARM EVENTS.....IN-HOUSE/PUENTES

Your own events are perfect places to market your CSA program and educate the public to this service. These simple steps can be taken at each farm event to build awareness of your CSA program:

- Add attendees to email list
- Offer discount on first delivery to those who sign up at your farm events
- Include CSA information in any packets/handouts provided at events
- Include CSA information in event follow-up emails
- Give away produce/food samples

LONG-TERM:

EVENT MARKETING ..... $1,500 (FOR MATERIALS)

Presence at local events is a great way to build brand awareness, build partnerships and meet current and potential customers. PUENTES should have strong brand ambassadors to share the responsibility of representing your organization at local events, as well as simple marketing materials to share at these events such as email sign-up forms, business cards, rack cards and brochures.

- Table/booth presence with brand ambassador presence
- Brochures/handouts
- Email list sign-up
- Pull up screens

LOCAL PARTNERSHIPS .....DONE IN-HOUSE/BY PUENTES

Establish partnership programs with local businesses, starting in Downtown Stockton. Partnership development should be managed by someone on your team who can communicate the importance of your organization and services, offer partnership deals such as discounts to new members who sign on from these partnership organizations, and provide ongoing customer service and follow up to provide partner organizations with the information they need to become partners and brand ambassadors. A partnership package should be developed to determine exactly what these partnerships will include, including benefits for those who join.

Partnership organizations may include:

- Local Business Organizations
- Greater Stockton Chamber of Commerce
  - Downtown Stockton Alliance
  - San Joaquin County Hispanic Chamber of Commerce
  - African American Chamber of Commerce of SJ County
  - Central Valley Asian-American Chamber of Commerce

410 Alhambra Blvd.
Sacramento, CA 95816
916.446.1082
Fax 916.498.8911
www.UptownStudios.net

  - San Joaquin Partnership
  - Better Business Bureau – Stockton Businesses
- Local Hospitals
- Schools
- Neighborhood Associations
- Health Food Stores
- Restaurants
- Coffee Shops
- Co-working Spaces
- Nonprofits providing services to low-income groups (homeless, affordable housing)

PHASE THREE: CUSTOMER SERVICE

Timeline Estimate: HIGH PRIORITY - Start immediately; ongoing. This is particularly important once advertising begins, a process will need to be in place to effectively manage and serve the increased number of subscribers.

Customer service is a key component of marketing, as well as your mission and vision, and should always remain a top priority. To truly spread the knowledge and the development of sustainable technology and stimulate a critical cooperative and positive attitude, it is critical that you establish your self as a leader in the field, and a resource for your community to feel comfortable approaching for more information.

Word of mouth marketing through your current customers is one of the best forms of marketing, and must be nourished. The following strategies will be particularly important as your subscription base increases. As RoadFinch advertising and event marketing is increased, we will need to ensure that your team has strategies in place to take care of your customers, meet their needs and continue to provide your community with access to healthy foods.

To retain customers, and learn from lost customers, we have put together a customer on-boarding, retention and follow-up strategy for your team to implement and manage. To better evaluate each strategy, implementation has been divided into quarters.

YEAR ROUND

CURRENT CUSTOMERS

TESTIMONIALS/REVIEWS ..... IN-HOUSE/PUENTES

Encourage current customers to share their positive experiences. Include an easy link to leave a testimonial in all email communications. Make testimonial/reviews easy to find on website and social media.

410 Alhambra Blvd.
Sacramento, CA 95816
916.446.1082
Fax 916.498.8911
www.UptownStudios.net

QUARTER 1

NEW CUSTOMERS - IMPLEMENTATION IN JANUARY AND FEBRUARY

WELCOME EMAIL ..... IN-HOUSE/PUENTES

To welcome new members and ensure they understand your service and mission, we recommend a personalized email message be sent to every new CSA member.
These messages should be personalized and include the following messages:

- Thank you
- What to expect
- PUENTES CSA mission and vision
- Who to contact for help/questions
- Tips/take-aways such as:
  - Recipe ideas
  - Storing produce
  - What's in season
- Signature line with branded information

CURRENT CUSTOMERS - IMPLEMENTATION IN MARCH

SURVEY ..... IN-HOUSE/PUENTES

Your current customers are a great resource, and should be treated as a key part of your organization. Ensuring these customers that they are valued, and that their feedback is part of your success, should be implemented right away. One great way to collect information from these customers it to send surveys to current clients to find out what they want from you and how you can improve.

Questions should include:

- Where did they hear about you?
- Why do they pay for the produce?
- What do they want to see you do differently?
- What do you like best about our products?
- Would you refer a friend?

PAST CUSTOMERS - IMPLEMENTATION IN MARCH

FOLLOW-UP EMAIL ..... IN-HOUSE/PUENTES

Send follow-up email to past customers if you do not get a hold of them via phone. Include survey questions from above. We recommend asking a five question max in order to keep the survey easy, increasing chances of participation.

410 Alhambra Blvd.
Sacramento, CA 95816
916.446.1082
Fax 916.498.8911
www.UptownStudios.net

QUARTER 2

NEW CUSTOMERS - IMPLEMENTATION IN APRIL AND MAY

THANK YOU CARD ..... IN-HOUSE/PUENTES

Include a signed thank you card in each delivered box. Include a short blurb about your mission and vision and how, as members, they are helping break cycles of food insecurity and injustice surrounding inadequate access to healthy whole foods.

CURRENT CUSTOMERS - IMPLEMENTATION IN JUNE

REFERRAL PLAN ..... IN-HOUSE/PUENTES

Happy customers are a great marketing tool. By creating incentives for current customers to refer their contacts, your can reach a larger audience and create even more happy customers to subscribe to your services and help build awareness of your organization's mission and vision.

Incentives may include:

- One free CSA box
- Discounted CSA membership for one month
- Recipe book
- Invite to "on the farm" events

QUARTER 3

NEW CUSTOMERS - IMPLEMENTATION IN JULY THROUGH SEPTEMBER

FOLLOW-UP CALL ..... IN-HOUSE/PUENTES

After first delivery is received, call first time CSA customers to see if they have any questions or comments. This is another great opportunity to make the customer feel like they are part of your community, see if the customer has any questions and provide any additional information about your services.

PAST CUSTOMERS - IMPLEMENTATION IN JULY THROUGH SEPTEMBER

FOLLOW-UP CALL ..... IN-HOUSE/PUENTES

It is important to understand why customers end their subscriptions, and if there are any gaps in your communications and/or services that need to be filled in order to improve your program. We recommend that you CALL past customers who discontinued their membership and find out what changed/why they

410 Alhambra Blvd.
Sacramento, CA 95816
916.446.1082
Fax 916.498.8911
www.UptownStudios.net

left. Prepare a script for both in-person and voice mail messages, and have board members, staff, and/or volunteers call to gather more information. Set up a way to track calls to ensure all past members are contacted, and that these past members aren't being contacted too many times. Make sure to collect all responses and analyze for themes to be addressed.

Questions to past members should include:

- What could we have done to make your experience better?
- How do you purchase your produce now?
- Is there anything you could share with us to improve our services?

QUARTER 4

CURRENT CUSTOMERS - IMPLEMENTATION OCTOBER THROUGH DECEMBER

REFERRAL PLAN ..... IN-HOUSE/PUENTES

Happy customers are a great marketing tool. By creating incentives for current customers to refer their contacts, your can reach a larger audience and create even more happy customers to subscribe to your services and help build awareness of your organization's mission and vision.

Incentives may include:

- One free CSA box
- Discounted CSA membership for one month
- Recipe book
- Invite to "on the farm" events

PHASE FOUR: MULTILINGUAL OUTREACH

There is opportunity to provide services to individuals who primarily speak Spanish, the hardship for PUENTES is how to communicate and get questions answered in a timely manner. Below are the recommended steps to be able to communicate with and provide services to primarily Spanish speaking customers.

IMMEDIATE: PROVIDE TRANSLATED MARKETING MATERIALS

To provide initial information to potential customers who do not speak English, there needs to be two sets of all marketing materials (ex. flyers & banners), that are available in English and Spanish. Include specific contact information on the marketing materials that lead Spanish speaking customers to the correct communication channels, such as: special phone number, website, customer service email.

410 Alhambra Blvd.
Sacramento, CA 95816
916.446.1082
Fax 916.498.8911
www.UptownStudios.net

IMMEDIATE: SETUP VOICEMAIL AND EMAIL

With PUENTES' limited resources, the most efficient and cost-effective solution to answering questions for multilingual customers is to create a dedicated email and voicemail for customers to leave messages. Questions can then be address when a staff member or volunteer who speaks Spanish is available. It is recommended that PUENTES assigns a dedicated volunteer who speaks Spanish to call customers back and answer emails when time is alloted. This responsibility can be split up into more than one volunteer if needed.

LONG-TERM: CALL CENTER OR TRANSLATION SERVICES

As multilingual services are needed through the growth of PUENTES, it is recommended that PUENTES hires a third party call center or hires a translation service. Call centers and translators are available to answer questions provided by a script and can provide direct and immediate help for customers who have questions.

LONG-TERM: MULTILINGUAL WEBSITE OR LANDING PAGE

A website is the equivalent of a business card or informational brochure. When potential customers discover PUENTES, there needs to be the ability for them to find information online in Spanish. This can be accomplished by translating the whole website (using WordPress plugins such as, WPML), or creating a separate landing page with descriptions and contact information.

PHASE FIVE: MEDIA RELATIONS

Timeline Estimate: Start and establish relationships within 30 days after PHASE ONE is implemented. Continue building relationships on a regular basis with monthly check-ins.

MEDIA RELATIONS.....IN-HOUSE/PUENTES

Reach out to local media outlets to build relationships so they recognize you as a source for stories about local agriculture, food and local business. Let the media know how you can help them with their stories - don't just contact them with press releases or your own news. To build these relationships, we recommend the following steps be taken:

- Compile list of local reporters/media contacts
- Create talking points for team to use when contacted
- Use help a reporter website to provide quotes http://www.helpareporter.com/
- Stay on top of local trends/news so you know when to jump on a story and provide your information

*NOTE: For additional help with PR media relations, please work with a PR firm.

SIGN UP TODAY an receive farm fresh produce weekly!
100% Natural
PUENTES
Bridging Sustainable Communities
$20
FILL YOUR BAG
PUENTES
EGGPLANT
ORANGES
TOMATOES
WALNUTS
ALMONDS
SQUASH
DAIKON
RADISH
TURNIPS
PEPPERS
JALAPENOS
POMEGRANATES
PERSIMMONS
FRUITS and VEGETABLES

cowork + create
FARM FRESH
Delivered to your door step!
$40.00
SNAP
PUENTES
GO GREEN – BUY LOCAL – EAT HEALTHY
SIGN UP TODAY
puentesca.org
Finch