Local Food Promotion Program (LFPP)
Final Performance Report

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

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

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

LFPP Phone: 202-720-2731; Email: USDALFPPQuestions@ams.usda.gov; Fax: 202-720-0300

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

Report Date Range: *(e.g. September 30, 20XX-September 29, 20XX)*	October 1, 2015 – September 29, 2017
Authorized Representative Name:	Janis Garcia
Authorized Representative Phone:	619-417-5588
Authorized Representative Email:	janis@dailyharvestmarket.com
Recipient Organization Name:	Daily Harvest Express LLC
Project Title as Stated on Grant Agreement:	Mobile Farm Stands Expansion Project – Increasing Accessibility and Sales of Local Produce by Coming Directly to the Workplace
Grant Agreement Number: *(e.g. 14-LFPPX-XX-XXXX)*	15-LFPP-CA-0114
Year Grant was Awarded:	2015
Project City/State:	Carlsbad, CA
Total Awarded Budget:	$99,900.00

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

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

2. Goal/Objective 1: To acquire and retrofit 2 refrigerated trucks for mobile farm stand vehicles in order to expand our service area, increasing consumption of local produce and the revenue for our local farms located within San Diego and contiguous counties no more than 250 miles from the end buyer.
   i. Progress Made: Both trucks have been retrofitted; fully insulated, with 2 pull up doors cut in each side and display racks installed around the three sides for point of sale. Truck # 1 box has been wrapped with graphics and most recently had a small cooler installed to operate off of a battery bank. We are in the process of getting Truck #2 graphics and cooler installation completed. Both trucks have their Mobile Food Truck permits from the San Diego County Dept. After using Truck #1 for a few months, we had both trucks racking revised to more efficiently be able to stock the truck and service customers. Now, customers can shop from all sides of the truck, accessing the produce that is displayed on the display racks through two doors on each side of the box and the back roll-up door is used for access to loading the truck. We are a certified SNAP (California’s Supplemental Nutrition Assistance Program) retailer and our merchant services now works with SNAP’s EBT (Electronic Benefit Transfer cards) on a wireless card reader so that we can accept SNAP on the road. We’re working with community non-profits such as the San Diego Food Bank, Compaq and The Lemon Grove Heal Zone to bring our mobile farm stand into low income/low access neighborhoods. We have set up regular weekly and biweekly routes with several large organizations and are holding about 40 events per month. We have not yet started using the truck #2 until we reach capacity for truck #1 install the cooler in it.

Truck #1

Truck #2 anxious to get to work!

Truck #1 at work –Mills <u>Building</u>

We are promoting awareness and the availability of the mobile farm truck through social media, direct mail to businesses, attendance at health fairs, company and community events, such as the Good Food Showcase, the Rancho Santa Fe Farmers Market in the Park, Healthy Living Festival and local street fairs. We’ve also been interviewed and published in some of the local papers which are attached. See Item #6

a. Impact on Community: We are happy to report that due to our increased number of farm stop locations and growing customer base our purchases from local farms increased accordingly. New farms have started selling their produce to us as well as our long time farms saw an increase in sales. We also added many more food artisans, helping build our local business sector. Unfortunately, 2 of our favorite farms closed this year due to finances which

underscores the imminent need to support local farming. We currently purchase from 25 farms/18 food artisans, adding 6 new farms and 12 new food artisans since October 2016.

3. Goal/Objective 2: To move our current distribution center into a larger warehouse facility and add a large cooler to improve efficiencies and compliance with local health regulations.
    i. Progress Made: We completed the required retrofitting and received our Warehouse Permit from the County Dept. of Environmental Health on November 7 so we could then get the mobile truck permits. Our cooler is operational and already feeling a bit small!
    ii. Impact on Community: The warehouse and larger cooler space has added to our ability to service more clients and support local businesses. Our mobile farm truck service has been featured on the Fox 5 Morning News Show, the Carlsbad Business Journal and other local media outlets, increasing awareness. We have started buying from other local food businesses, such as Leap Coffee, Prager Brothers Bread and Ocean Ranch Organics that are in our complex. In addition, we joined with the Carlsbad Chamber of Commerce and are using the services of local businesses to provide the services we need for our warehouse and trucks (Mario's Mobile Truck Repair, TriVista Inc, Coastal Refrigeration, On Time Signs, etc.) which in turn builds our local economy.
4. Goal/Objective 3: Hire and train new employees to pack, staff and drive our mobile farm stand.
    i. Progress Made: We now have 8 employees with 4 working on the mobile farm stands. Hiring, training and retaining staff can be challenging but we anticipated that and are confident we will maintain adequate staffing for the routes. We have learned that it takes a specific skills to work successfully on the mobile farm stand; good customer service attitude plus able to cashier, lift and drive a box truck. We are building a waiting list for the next truck and will hire accordingly.
    ii. Impact on Community: We are bringing jobs into the community and as well as increasing the hours and income for the current workers we employ. We have partnered with non-profits, such as Interfaith Community Services and the Community Resource Center to employ veterans and minorities.
5. Goal/Objective 4: Identify and increase the number of locations for the mobile farm stand
    i. Progress Made: We are holding about 40 stops each month – rotating locations on a biweekly or monthly basis. To fill a route for Truck #2 we are promoting the mobile farm stand through social media, direct mail and community events.
    ii. Impact on Community: The business community is excited about the opportunity to influence healthy eating habit changes by making organic, locally grown produce easily accessible and available through the mobile farm stand. The mobile stand concept is viewed as more easily implemented versus a traditional farmers' market. Local farms are getting increased orders.
6. Goal/Objective 5: To support education and awareness through speaking engagements and cooking classes demonstrating how to prepare meals using locally sourced food.
    i. Progress Made: A major challenge is that many people do not know how to prepare fresh produce and therefore gravitate towards unhealthy processed foods. We believe that as we help them learn simple recipes and the benefits of eating fresh, local, unprocessed food, we can increase consumption and improve health outcomes. So, we contract with a local chef, holding cooking demos on behalf of employers. We send weekly emails to our mailing list with recipes that concur with the available produce on our farm stand and nutrition information. We offer incentives and promotions to encourage participation. We partner with food educators to

provide samples of food prepped with farm stand ingredients.

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ii. We want to help our farmers through education and support so we make ourselves available to help local farms be able to continue and help establish new farms. As part of our effort to support our valued suppliers, Daily Harvest has been providing some of our local farms pro bono professional consultation to help bring their produce to market by bringing in experts that have assisted them questions about growing practices and marketing.

iii. Impact on Community: The healthy cooking classes have been remarkably well-received and we see greater participation at the farm stands where these classes have been held.

iv. Through providing the expert consultation service to newer farmers, we saw positive impact for two new hydroponic farmers that were able to overcome obstacles related to nutrients, pest control and greenhouse operations and successfully get their produce growing again. We saw Sundial Farms, which recently was purchased by a new farmer increase their production and fulfill orders more consistently.

7. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2015). Include further explanation if necessary.
   i. Number of direct jobs created: 5 – farm stand staff, warehouse employees
   ii. Number of jobs retained: 4 – farm stand, warehouse employees
   iii. Number of indirect jobs created: 2 – marketing assistant, event & sales associate
   iv. Number of markets expanded: 15 new organizations we started with
   v. Number of new markets established: 12 new organizations we continue to service with the mobile farm truck
   vi. Market sales increased by $101,000 and increased by 25% overall since the start of the award.
   vii. Number of farmers/producers that have benefited from the project:
   viii. Percent Increase: 72% - Since 2015 we have added 6 new farms and 12 new food artisans we purchase regularly from. However, two of our favorite farms shut down during this time period, Suzie's Farm & Blue Heron Farm.
   ix. During the period Oct. 2016 to Sep. 2017, purchases from local farms and artisans increased $57,000 (46%) over the previous year (10/15 to 9/16)

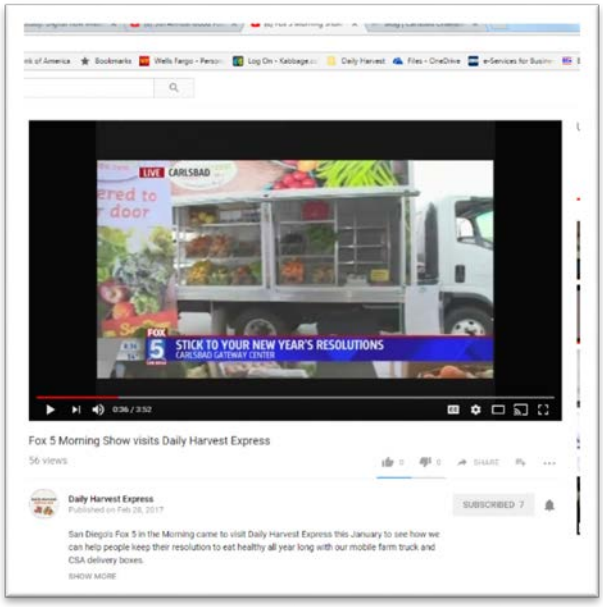
8. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?
   i. We have grown our customer base by adding new businesses and organizations throughout the County of San Diego that has our farm truck come to their employees and bringing the farm truck to community events; reaching people that work in diverse areas.
9. Discuss your community partnerships.
   i. Who are your community partners? Community Health Improvement Partners (CHIP), The Lemon Grove Heal Zone, Chronic Disease & Health Equity Unit, County of San Diego, Escondido Education (COMPACT), Live Well San Diego, UCSD Center for Community Health, The Leichtag Foundation, Preach The Word Ministries and San Diego Food Bank

ii. How have they contributed to the overall results of the LFPP project? We have become well known through our participation in events with these organizations and they have referred our services to businesses and farmers in the area. Through CHIP, Daily Harvest has presented at a Farmers Workshop for the San Diego Farm Bureau for the last 2 years, helping prepare farmers to sell their goods to distributors, institutions and restaurants. We are on the planning committee for CHIP's annual Good Food Showcase that helps connect local farms and artisans to sell to the community. Through our participation in the Showcase and Workshops, we have specifically started purchasing from 6 more farms, and saw many farm's develop new customers at the Showcase.
We most recently have been accepted as Live Well San Diego Partners, which allows us to participate in health related events throughout the County, plus brings us together with many other organizations that are focused on building a thriving, healthy community.
Donating extra produce left over at the end of each week to Preach the Word Ministries has reduced food waste and help feed our community, by bringing to senior centers and feeding the homeless. No LFPP funds were used for these donations, as the LFPP funds were not used to purchase produce.

iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant? We are in discussions with the San Diego Food Bank on using the Trucks to bring fresh produce to their constituents. We are a preferred vendor for UCSD's Live Well at Work program and they are offering the truck to their work-partners, so we hope to be developing routes with them. University of California San Diego (UCSD) is leading the Healthy Markets Action team in Lemon Grove as part of Kaiser's Health Eating and Active Living (HEAL) Zone. Lemon Grove has many food options, but not many healthy options. Bringing the mobile farm stand to the community would be welcome and beneficial for all involved. Also, Escondido Education COMPACT is seeking a partnership with a healthy mobile food vendor and believe our Mobile Farm Truck could be a great fit.

10. Did you use contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project?
    i. We found a local company who retrofitted both of the trucks.
    ii. We hired a graphic designer who created an eye-popping wrap for the truck which has helped us to promote the farm truck as well as increase participation at events.
    iii. We hired a contractor to wrap the truck who came highly recommended and gave us a very fair price. The workmanship was excellent and has held up well.
    iv. We have an accountant to help us manage the grant and reporting to track and report expenses.
    v. We hired a contractor to install the larger cooler for the warehouse - essential to the business.
    vi. The chef we hire has provided the education that has inspired people to start preparing their own meals and choose fresh, local produce. This, in turn, increased participation and sales.
11. Have you publicized any results yet?* Yes
    i. If yes, how did you publicize the results? We have conducted interviews with several media outlets, both written publications, e-magazines and television
    ii. To whom did you publicize the results? Carlsbad Business Journal, Fox 5 News in the Morning, San Diego Entertainer Magazine, San Diego Metropolitan Magazine
    iii. How many stakeholders (i.e. people, entities) did you reach? Between the news, letter writing campaign and events, its several thousand, but I don't have a specific number.

Fox 5 Morning Show, 1/3/2017



Flyer we include with letter campaign

Loyalty card program

Weekly email

12. Have you collected any feedback from your community and additional stakeholders about your work?
    i. If so, how did you collect the information? Emailing questionnaires to farmers, artisans, wellness coordinators at businesses and non-profits we work with
    ii. What feedback was relayed (specific comments)?

From a company we visit: "Our team members benefit tremendously from having Daily Harvest onsite twice a month. The convenience of having locally grown, organic produce at their fingertips without running an "errand" is worth its weight in gold. They always know when Daily Harvest is onsite they are getting very friendly service and great quality produce. They enjoy getting outside and socializing with other co-workers while they shop. It is not only convenient but it serves as a means for our team members to take a break from their computers and stretch their legs. Including Daily Harvest in our wellness program is a no brainer. Our wellness program is very comprehensive and we are always trying to think outside the box when it comes to bringing awareness to living a healthy lifestyle. Daily Harvest supports that initiative in more ways than one. We have seen so much success with Daily Harvest, we invite them to our health fair each year. This year we invited them to our Earth day fair as well. We include them in our wellness challenges by purchasing gift certificates as prizes for the winners. We have offices across the country and I wish I could talk Daily Harvest into expanding into other markets because they have been so wonderful to work with!" *Candice H, Senior Wellness Administrator*

Farms - We sent the farms a questionnaire asking 3 questions, some their responses are below:

1. *Have you benefitted from Daily Harvest Express increased ordering this year? If so, can you describe?*
2. *Has your production increased in the last year? If so, what is the percentage of increase?*
3. *If you have experienced growth in production, what percentage do you attribute to Daily Harvest?*

1. "Sundial Farm has had an influx of sales this year as a direct result of working with Daily Harvest. We have been receiving consistent weekly orders, which directly positively influences our production growth.
2. Yes, Sundial's production has increased in the last year.
3. Rudimentarily estimated, I would say that Daily Harvest has directly increased production by 12% - 15%." *Sundial Farms – Luis Palacio*

1. "My farm has benefited greatly from Daily Harvest orders for the year of 2017. Overall my farm had an increase in sales. Daily Harvest orders make up 28.08% of my sales to date.
2. My Production was about the same as last year and my revenue did increase this year. As of today my farm has already surpassed last year sales by $13,000.00 and we still have 3 months to go.
3. Daily Harvest impact was significant. My reports show that from January-September 2016 Daily Harvest purchased $21961.00. For January-September 2017 sales are at $30262.00. Which is $8301.00 increase from last year. This is a 37.80% increase in sales to Daily Harvest to date. If sales for the last 3 months remain the same as last year Daily Harvest will reach sales of $37,980.00 for the year. This would be nearly 38% increase. I believe they will most likely have an increase in their purchases for the last three months. This would follow with their current purchasing trend for previous months. 38% sales increase is likely to look more like 42%. I also think it important to add that Daily Harvest is my #1 client in terms of sales. Last year they were #2." *Sweet Tree Farms – Annie Florendo*

1. "We are able to receive a fair market price for our produce, very comparable to what we receive from local grocery stores but with a more manageable volume and delivery system for us.
2. We increased our revenue in 2016 (from November 5, 2016 to to December 31, 2016) for $1331.95 to our 2017 revenue of $4,808 to date. We have received $6,142.95 total, increasing revenue 10%." *Immanuel Farms – Maria Huang*

Non-Profit Community Group: "Daily Harvest Market has been a resource and asset for educating San Diego County growers on farm-to-institution procurement practices and helping to connect them with the local buying market. Community Health Improvement Partners hosts various events and trainings throughout the year that helps bridge the gap between institutional produce demand and local supply. One training is the Growers Workshop on Farm-to-Institution 101. This training provides an overview and knowledge on how to sell produce to institutions. For the last two years, Daily Harvest Market has served on the buyer panel at this workshop, sharing their experiences with buying from local farms and what farms can prepare for to make the procurement process more streamlined. Daily Harvest Market has also been involved with CHIP's annual event, The Good Food Showcase, for the last three years. The Showcase acts as a networking event for local growers to meet with institutional buyers. Daily Harvest Market attends this event to help connect local farms with the institutional market and they have also served on the planning committee of the event for the last two years. Daily Harvest Market is a tremendous resource for the farmers of San Diego County!" *Elizabeth Vaughan, Food Systems Manager, Community Health Improvement Partners*

13. Budget Summary:

i. As part of the LFPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report: ☒

ii. Did the project generate any income? Yes

iii. If yes, how much was generated and how was it used to further the objectives of the award? The new farm truck generated slightly over $100,000 in sales from the period of June 2016 to Aug 2017. These funds were used to purchase food from local farms and artisans, pay and pay employees to staff the truck.

14. Lessons Learned:

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

ii. **We saved money by finding used vehicles that already had a box installed** and found local contractors that insulated the box to help keep the produce temperate in hot weather without using a refrigerated box. We installed a small cooler inside for cold items and have it set up to run off battery banks instead of a generator which produces fumes and is very noisy.

iii. **Delays and budget changes occurred in getting the project completed because we weren't aware of all the permitting requirements to get a health certification.** We learned that we are designated as a Pre-Packaged Mobile Food Truck and that involves not only the having a permit and certain requirements for the truck, but also having the special equipment installed at the warehouse so it could be a permitted as a Wholesale Warehouse and Mobile Food Truck Commissary. If we had known this when we moved into the warehouse, we could have negotiated to have some of this work done, saving time and money. Because of the delays to get the trucks on the road, it delayed getting new routes established, plus delayed hiring and training for the second truck.

iv. **Fluctuations in farm truck participation and sales on a route create issues in accurately stocking the truck to minimize waste and be financially sustainable.** This is challenging to accomplish but we are learning and getting better at it. We promote the truck in advance of our arrival, even send each location emails with a "pre-order" list of what will be on the truck so people can order in advance, pay online and pick up. We work with a point person at each location to let their people know when we arrive and use social marketing to let people know where we are. We offer specials to generate excitement and build customer loyalty. We have also started asking the organizations that we go to "sponsor" the farm truck by charging them a fee for us to come. We have a fee schedule based on how often we come. The fee insures that the organization is committed to supporting the outcome by promoting it within to their people.

v. **The cost for locally grown produce is often higher than produce sold at regular stores that comes from anywhere**. Many people don't want to pay the extra price. Increases in water and employee costs make it difficult for local farms to compete on price alone. We buy efficiently as possible so that farmers can price better to us. We educate customers on the benefits of buying local and why costs are higher. We also give the organizations we go to the opportunity to subsidize the cost of the produce for their employees so they can afford to buy it. Many times we have found that companies can use their "wellness dollars" from their health insurance payors to sponsor the mobile farm stand. When an organization helps pay, they are more supportive of the outcome.

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

a. Our timeline goals were delayed because we didn't know all the requirements to obtain permits for use from the County Dept. of Environmental Health.

Contact your County health department and any other city, county agencies to find out exactly what will be required! That said, we honestly thought we had covered all the necessary permits but learned through we still were missing some significant ones.

b. **We didn't meet our timeline/budget for completing 3 trucks**
We underestimated the amount of time, cost and human resources it would take to move and set up the warehouse, find the right vehicles, then hire, design and manage retrofitting the trucks. We did this without additional help to manage the existing business.
Initially we didn't understand that the mobile farm trucks would qualify for special purpose equipment and thought we could only lease the vehicles. Our initial budget and timeframe was set based on leasing trucks, purchasing and retrofitting the boxes. Fortunately, we were able get approval to have the mobile farm trucks purchased as special purpose equipment and adjust the budget to two trucks. Although the number of trucks adjusted from 3 to 2, it insures the farm truck program can continue on after the grant is completed.

c. **Getting both truck routes filled has taken more time than we planned**
The approval process to go to a company or organization can take a long time. Many companies have property management organizations that require approval prior to our coming. We have all our permits, insurance, a full service description and a written agreement on hand to help expedite this process.

d. **Not all locations sustain sufficient participation over time**. We have had to replace those that are not sustainable with new companies which is disappointing but necessary. When sales are inconsistent it creates cost overruns and wasted product. Because our food is perishable, we work to insure the best participation and minimize waste. We have learned several lessons on identifying and maintaining successful locations:

i. **Identifying:** Locations must have a minimum number of people (250) at that organization or surrounding area.
ii. **Organization:** We have a written agreement outlining both sides' responsibilities
iii. **Charging a fee:** Organizations that pay a fee for us to come out promote it internally to their people better. It is generally more successful because it becomes part of the company's wellness program and employees are encouraged to attend.
iv. **Fee schedule:** It is dependent on the size of the company and the frequency of our visits; for example, a one-time visit is more expensive than biweekly visits and the larger the organization, the higher the fee
v. **Communication:** We collect and send emails notifications prior to our arrival, when we'll be there, what will be available, plus announcing our arrival.
vi. **Retention:** We provide specials every week and have a loyalty card program

vii. 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. **Don't be afraid to ask companies to help sponsor the cost of your services.** When an organization helps pay for something, then they are much more supportive of the outcome and we've consistently had better participation with the organizations that fiscally support the farm truck coming to their employees through subsidy or sponsorship.

b. **Clear, consistent communication with the organizations we visit is vital for success**. Sending out the emails, offering opportunities to pre-order, using social media to promote our visit. All these things help build and maintain attendance when we arrive. We send weekly newsletters with the availability list and recipes, plus a "We've Arrived" email to subscribers.

c. **The right employee makes all the difference.** It takes a special person to be successful in this retail concept. They need to be outgoing, friendly and customer service oriented, plus be able to drive a box truck and lift heavy crates. We're providing our customers a "wellness experience"

along with our produce. Most corporate workers are taking a break from work and many have questions about the produce and how to prepare it. If we can provide a good experience they will come back.

d. **Manage cost of auto insurance.** We require our drivers to have at least 10 years of driving experience, a clean driving record and undergo a background check.
e. **Most organizations are located in managed buildings** and therefore, we always offer to supply them with our liability, worker's comp insurance and will add them as additionally insured so we can park in their parking lot which is safer and insures better participation. Sometimes, they will ask assign licenses and agreements – read carefully
f. **Price competitively while maintaining sustainable profit margins.** We buy efficiently as possible so that farmers can price better to us. We educate customers on the benefits of buying local and why costs are higher. We sample the produce so people can taste the quality.

15. 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. We plan to continue growing our farm truck program, with the trucks branching out into lower income/low access areas. That is why we became SNAP approved retailers and are in discussions with Lemon Grove Heal Zone, Escondido COMPACT and Live Well San Diego on how to get our truck into those areas.
b. To do more low income/access outreach we need to research grants and other ways to make the produce affordable for lower income customers.
c. We are very excited about our new LiveWell San Diego partnership. As LiveWell San Diego partners, we can participate in many County wide events for no cost. Plus, these events and the other LiveWell partners we get to work with align with our goals of building a healthier, more prosperous community.
d. We are also making the farm truck available for special event opportunities and bring it to community events to boost awareness.
e. Generate leads and interest among businesses to participate in the farm trucks through direct mail; targeting wellness coordinators, health insurance brokers and property managers.
f. Hire and train 2 more employees to coordinate, stock and staff the mobile farm trucks.
g. We are already out-growing the cooler space and the warehouse is becoming tight, so we are in discussions with our current landlord to hopefully move into a larger space next year when our lease renews. The owners of our complex are very supportive of the local food movement and have many other food producers in the complex. They hired a public relations firm which has provided us many opportunities already to promote awareness of the work we are doing.

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. Research and apply for grant opportunities that can help us bring the farm truck to lower income/low access neighborhoods with affordably priced produce
b. Start discussions with schools to bring the farm truck to the schools
c. Work with the San Diego Food Bank to explore how we can provide logistical assistance, using the farm truck to bring food into the neediest areas
d. Explore the viability of having a Daily Harvest Express non-profit arm
e. Plan for a larger facility for future growth