

**Local Food Promotion Program
Final Performance Report**

Report Date Range:	October 1 st , 2015 – September 30 th , 2017
Today's Date:	October 31 st , 2017
Authorized Representative Name:	Don Guerra
Authorized Representative Phone:	520-275-1194
Authorized Representative Email:	don@barriobread.com
Recipient Organization Name:	Barrio Bread LLC (Barrio Bread)
Project Title as Stated on Grant Agreement:	"Community Supported Bread" Promotion Program
Grant Agreement Number:	15LFPPAZ0053
Year Grant was Awarded:	2015
Project City/State:	Tucson, Arizona
Total Awarded Budget:	\$99,980.48

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: _____

1. State the goals/objectives of project as outlined in the grant narrative and/or approved by LFPP staff.

- i. Goal/Objective 1:** *Increase domestic production and consumption of locally produced bread, wheat flour, and related products by providing public education/outreach and by improving readily available access to these food products.*

Progress Made: At the beginning of the LFPP, Barrio Bread was producing approx. 800 bread loaves per week. By the end of the Year 1 of the grant, the production increased 20% with an average weekly bread production of 960 loaves. With the LFPP funds, Barrio Bread expanded his bakery to a new 1,000-square-foot store front facility. This expansion increased the production capacity, allowing Barrio Bread to supply more artisan bread to the local community. The new facility was put in operation in November 2016 and it is located in the Broadway Village at 18 S. Eastbourne Ave, Tucson, AZ, 85716. After the new facility was established, Barrio Bread increased its production to over 3,000 loaves per week. Now is the end of the Year 2 of the grant. The bakery produces approx. 4,000 loaves of bread per week, which is about 400% more than the initial bread production before the grant.

Outreach and public education were also offered as part of marketing efforts to promote locally grown wheat and artisan bread. Over 200 members of the community attended the educational programs provided by Barrio Bread including training sessions, community classes, consulting, and presentations (**Table 1**).

Table 1: Barrio Bread Outreach and Education Events

Place	Session Topic	Date
<i>Finca Altozano Restaurant in San Diego and Valle de Guadalupe, Mexico</i>	General Bakery Consultation	October 11-13, 2015
<i>Hayden Flour Mills</i>	Introduction to Artisan Bread Making Class	October 25, 2015



<i>The University of Arizona</i>	Artisan Bread Demystified Class	November 9, 2015
<i>Rocky Mountain Seed Alliance</i>	Presentation and Baking Class using Heritage Wheat	January 15-16, 2016
<i>The University of Arizona</i>	Artisan Bread Demystified Class	Feb 12, 2016
The Carriage House, Tucson	Panel Discussion about Local Food Sourcing with Simran Sethi, a famous journalist focusing on food sustainability and social change	May, 2016
Mercado San Augustin	Training session titled "Seed to Eat". Demonstration of artisan bread making and local grain economy discussion	May, 2016
The University of Arizona Cooperative Extension	Tucson Village Farm Camp	June 2016
The Carriage House, Tucson	Focaccia Bread Class	July 2016
The University of Arizona Cooperative Extension	Artisan Bread Demystified Class	September 2016
Ms. Green's World at the Downtown Tucson Historic Train Depot	Sustainable Living Forum	Feb. 1, 2017
Barrio Bread Bakery Facility	1 tour and presentation of bakery history	Feb. 17, 2017
Barrio Bread Bakery Facility	3 tours and presentations of bakery history and local food production	April, 2017
Barrio Bread Bakery Facility	Artisan Bread Demystified Class	June, 2017
Arizona Historic Preservation Society	Lecture at the UNESCO City of Gastronomy Award	June, 2017
Mission Gardens	Presentation titled "Seed to Loaf"	July, 2017
University of Arizona Eller College	Social Entrepreneur Presentation	July, 2017
Barrio Bread Bakery Facility	Artisan Bread Demystified Class	July, 2017
Tucson Village Farm	Bread demonstration	July, 2017
Barrio Bread Bakery Facility	Artisan Bread Demystified Class	August, 2017
Local First Arizona	Local Entrepreneurship Presentation	September, 2017
Taiwan Conference	Lectures/Presentations on Local Grain Economy and Micro-Bakery (CSB)	September, 2017

Barrio Bread also donated over 30 loaves of bread to San Xavier Coop Farm on August 27th, 2016 during a "Food Safety Workshop #3" held at the Farm. The artisan bread baked from locally grown wheat flour was shared among the attendees and presenters. In addition, Barrio Bread hosted a booth together with San Xavier Coop Farms and BKW Farms in the event "Tucson Meet Yourself", October 7th – 9th, 2016.

Impact on Community: Barrio Bread's LFPP is a quite successful project. The facility expansion in conjunction with the public education activities significantly increased the production and consumption of locally grown and milled wheat flour and freshly baked local bread in the community. Guerra, who's been working 80-plus hours a week,

said the new facilities has the capacity to make about 2,500 loaves a week. During this two-year the grant, the sale of the artisan bread increased by 400%.

ii. Goal/Objective 2: *Develop new market opportunities for local wheat growers and value-added processors to better serve local food markets and to improve community self-reliance.*

Progress Made: Developing new market opportunities is about increasing the supply of artisan bread and other related bakery goods. Progress for this objective can be measured by the amount of artisan bread sold and the amount of wheat flour aggregated from local growers. Barrio Bread increased sales of artisan bread from approx. 800 loaves per week to over 4,000 loaves per week, which is a 400% increase before and after the LFPP Program.

Before the program, Barrio Bread consumed about 600 pounds of wheat flour per week and ~20% of the flour came from local/regional sources. Today, with the new facility established, ~60% of the flour used is from local source. Barrio Bread expects to use 100% local flours by the end of this year.

Impact on Community: Barrio Bread has developed a new market opportunity by expanding the bakery, developing connections and collaboration with local producers, and reviving the growth and use of ancient grains in Arizona to strengthen the local grain economy and community autonomy. In addition, the new facility allowed Barrio Bread to increase its customer base significantly. Now, customers can get different varieties of artisan bread at different times of the day, instead of having to purchase at the farmer's markets on specific days and time.

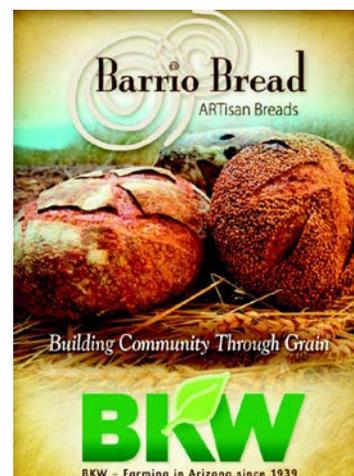
The expanded operation also means Barrio Bread will be served in several local restaurants including North Italia, Augustin Kitchen, Cup Café, and Downtown Kitchen + Cocktails, Guerra said.

iii. Goal/Objective 3: *Improve the economic viability of small wheat growers in Southern Arizona and reduce unnecessary food waste by effective aggregation, marketing, and distribution*

Progress Made: The economic viability of small bakery operations is measured by the increase in sales of artisan bread and bakery goods. The value-added processing facility at the new bakery has improved the economic stability of Barrio Bread as well as the local small wheat growers through the connections and collaborative partnerships in the community. It is Barrio Bread's mission and vision to help strengthen the local grain economy.

Currently, 50% of the wheat grain Barrio Bread uses is sourced from BKW Farms, located about 12 miles north of Tucson (**Figure 1**). These include durum, White Sonora, Khorasan, and hard red spring wheat. The farm recently planted red fife, which will be available in about a year. Barrio Bread also partners with Hayden Flour Mills (in Queen Creek, AZ) which supplies about 10% of the wheat grain that Barrio Bread currently uses. The bakery also collaborates with San Xavier Coop Farms by providing technical assistance concerning milling and seed selection. In the near future, Barrio Bread will support and participate in San Xavier District's commercial land development planning for small local food businesses under the 2017 Rural Business Development Grant.

Impact on Community: The expansion of the operation significantly increased the supply of artisan bread and other local wheat based food products. The bakery provides a great outlet for locally grown wheat to enter local food market, which inevitably stimulated the wheat economy in Arizona.



**Figure 1: Locally Sourced
Wheat Flour**

iv. Goal/Objective 4: *Improve food safety through training while promoting vertical integration of local food production, value-added processing, marketing and distribution.*

Progress Made: At Barrio Bread, we understand the criticality of food safety to local food business development. We are committed to provide safe, fresh, healthy, and nutritious artisan breads to the local customers; participate in events and training to promote our artisan bread. All our classes and training sessions include safety practices, recommendations about processing, baking, and handling food products. All our staff is well-trained to meet the food safety requirements. **Figure 2** shows how we make bread at our new facility.



Figure 2: Making Bread at Barrio Bread

Impact on Community: Food safety training is essential to the success of any food enterprise. This objective ensures the production of high quality artisan bread and related products to the consumers, and the success of bakers and the bakery business. Through training, student trainees are able to gain knowledge on baking skills, the local food system and in networking. All these steps combined will promote the development of successful new bakeries in the near future. **Figure 3** shows some training sessions held.




University of Colorado Colorado Springs and Rocky Mountain Seed Alliance present:

Grain School

UCCS University of Colorado Colorado Springs

ROCKY MOUNTAIN SEED ALLIANCE

Invited Presenters:

Stephen Jones
The Bread Lab, Washington State University

Don Guerra
Barrio Bread, Tucson, AZ

Jeff Zimmerman
Hayden Flour Mills, Tempe, AZ

Learn How to Grow, Harvest, Mill, Cook, Bake, and Brew with Heritage Grains in this Three-day Workshop!

January 12–14, 2018 University of Colorado Colorado Springs
Public Grain Forum Saturday, January 13, 2018

UCCS students (for credit): HSCI 4890 or 6170 section 002 ✪ Non-credit: \$450*
 *Includes breakfasts, lunches, and all materials

Registration: www.cvent.com/d/n5qgm7/4W

Your path to seed citizenship begins with Grain School!
RockyMountainSeeds.org/attend/grain-school



Figure 3: Bakery Training’s Sessions

v. Goal/Objective 5: *Stimulate economic development and community building by creating new jobs and business opportunities.*

Progress Made: With the LFPP and the establishment of the new facility, 7 direct jobs have been created, 2 jobs have been retained and 2 indirect jobs have been created. Barrio Bread hand-picked a small number of apprentice bakers and support staff to meet consumers demand for artisan bread. More jobs are expected to be created in the near future while we continue building the local bakery and grain economy.

In addition, during this 2-year period, Don Guerra received the **2017 Masters of the Southwest Award** from Phoenix Home and Garden. Several news media reported Barrio Bread’s contribution to local food economy including **New York Times**. In August 2016, Don Guerra met with NY Times Food Reporter Kim Severson and Dr.

Jonathan Maubry, Historic Preservation Officer of Tucson. Don was interviewed about Tucson's designation as an UNESCO City of Gastronomy and local food production and promotion.

Impact on Community: The implementation of this program stimulated the economic development of the community. The establishment of the bakery facility increased the production and sales of bread and other related value-added products, created new jobs, and improved the revenue for bakers and workers. More importantly, this project sets a successful example as a small local food business. Barrio Bread Business Plan will be shared and used to provide guidance to others who are interested in developing community bakeries or other local food businesses.

2. Quantify the overall impact of the project on the intended beneficiaries, if applicable. Include further explanation if necessary.

i. Number of direct jobs created: 7

ii. Number of jobs retained: 2

iii. Number of indirect jobs created: 2

iv. Number of markets expanded: 3

v. Number of new markets established: 2

vi. Market sales increased by \$11,800/month and increased by 400 %

vii. Number of farmers/producers that have benefited from the project: 10

a. Percent Increase: 350%

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?

Barrio Bread continues to sell bread at the Metal Arts Village on Saturdays. This complex has attracted a variety of new customers. In addition, we are providing local artisan bread to the Community Food Bank of Southern AZ's Farmers Market, where customers are able to buy bread using EBT (former food stamps). Barrio Bread also offers discount priced bread (*Pan Birote* and *Nana Bread*) at the bakery to meet the needs of a more diverse clientele.

In addition, collaborating with other local food businesses and producers, Barrio Bread presents in community events, which continues to expand the community access to local bread and other local food products.

4. Discuss your community partnerships.

i. Who are your community partners?

BKW Farms, Tucson CSA, San Xavier Coop Farm (SXCF), Chris Bianco Marco Bianco of Pizzeria Bianco., Hayden Flour Mills, Native SEEDS Search, Tucson Village Farm, Local First Arizona, Arizona Farmer + Chef Connection, UNESCO- City of Gastronomy partners, and Edible Baja Magazine.

ii. How have they contributed to the results you've already achieved?

These partners have provided venues and shared information for community education. We jointly promote, market, and sale local food products. In addition, we promote vertical and horizontal integration of local food system. For example, BKW are growing new grains for Barrio Bread and other food/beverage producers; Native SEEDS Search, a research resource, preserves and provides native seeds; San Xavier Coop Farm grows new grains

and provides various types of grains for new food products; and the Biancos, as a group of restaurants, are strong proponents of local foods and supporting local farmers.

iii. How will they contribute to future results?

We have built a strong network of food local food champions - producers, food processor, and consumers who value locally grown and produced products and support the development of local food system. This local food network working together will create larger impact and generate lasting results to the local food promotion.

5. Are you using contractors to conduct the work? If so, how has their work contributed to the results achieved thus far?

We retained Apex Applied Technology, Inc. (AATech) to manage the grant implementation. Dr. Jing Luo and Dr. Ilse Rojas are great to work with. They worked closely with us and held us step by step from the program initiation to completion. Without their help, it is impossible for us to accomplish so much in such short period of time. In addition, AATech prepared our business plan, which laid out a road map for our business development for the next ten years.

6. Have you publicized any results yet?

No, Barrio Bread has not published any results yet.

i. If yes, how did you publicize the results? ___News Media, local Events (such as Tucson Meets Yourself) ___

ii. To whom did you publicize the results? ___Audients of the News Media and citizens in Tucson and Pima County___

iii. How many stakeholders (i.e. people, entities) did you reach? BKW Farms, Tucson CSA, San Xavier Coop Farm (SXCF), Chris Bianco Marco Bianco of Pizzeria Bianco., Hayden Flour Mills, Native SEEDS Search, Tucson Village Farm, Local First Arizona, Arizona Farmer + Chef Connection, UNESCO- City of Gastronomy partners, and Edible Baja Magazine, etc.

7. Have you collected any feedback thus far about your work?

Yes, Barrio Bread has collected some feedback from its customers and workshop/classes attendants.

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

Product feedback was collected by person, website or social media when customers purchase our bread. In addition, we collected feedback from workshop/class participants.

ii. What feedback have you collected thus far (specific comments)?

Customers are highly satisfied with the quality of our bread. Specific comments include: "the bread is beauty and perfect", "is so good", "the bread is easily the best I've had in Tucson", "this is what bread is supposed to taste like. Everything about it is wonderful!", "Yeah, this is great bread. Clean ingredients and lots of love are a good recipe", "amazing", "I have enjoyed Barrio Bread for several years. The only limiting factor is supply and availability."

8. Budget Summary:

a. 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:

b. Did the project generate any income? No

i. If yes, how much was generated and how was it used to further the objectives of the award? N/A

9. Lessons Learned:

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

We learned a lot through this process. We draw the following experiences:

1. Be open minded and look out for community collaboration

Barrio Bread is developing a successful community supported bakery that emphasizes on using locally grown and processed wheat flour in Southern Arizona. In the process, Barrio Bread has been taking an innovative approach by collaborating with BKW, San Xavier Coop Farm and other local food producers not only to expand its own operation but also to promote the development of local grain market by utilizing the distribution channels that these partners have already developed.

2. Work with a good facilitator like Apex Applied Technology, Inc. (AATech)

It is challenging enough to develop a good grant program. Let alone the management of the program, cost control, and meeting all the reporting requirements. Working with a passionate and experienced facilitator is critical and absolutely necessary for the successful delivery of such programs. We are very grateful to have Dr. Jing Luo and Dr. Ilse Rojas with AATech lead us through entire program. They worked diligently and made the whole process smooth and seems effortless for us.

3. Utilize grant fund wisely, especially for a major business venture

Our greatest gratitude goes to USDA AMS for this wonderful Local Food Promotion Program (LFPP). This grant allowed us to overcome one of the biggest challenge facing most of the small businesses. That is the large initial costs and associated risks. With the help from this LFPP, we are able to establish our commercial bakery and expand our operation by 400%. And increased the use of local grains from 600 lbs. per week to over 2,500 lbs. per week. It is an amazing program.

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

All the goals and objectives of this grant were met.

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:

It would be very difficult to manage the grant project while managing the day-to-day activities at the bakery. Working with AATech, a professional program management consultant, made the grant management much easier and almost effortless. AATech handled all the administrative tasks professionally, allowing Barrio Bread staff primarily focus on the core efforts of the project. It has been a great experience.

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.

Barrio Bread will continue promoting local food and local grains economy in Southern Arizona and developing outreach and educational activities for community involvement. We have already reached out hundreds in our community and increased to 60% of the flour we use from local grain.

Based on the recommendations and current market conditions discussed in the business plan, Barrio Bread is also planning to continue expanding its bakery operation in the future years. The proposed expansion proved to be economically self-sustainable and profitable.

Our goal is to continue educating local communities about local foods and heritage grains. We hope that eventually we will get all the grains and other ingredients used in the bakery from local sources. We will keep working with our partners and building a strong local food network in Southern Arizona to promote both vertical and horizontal integration of the local food system and improve community autonomy and self-reliance.

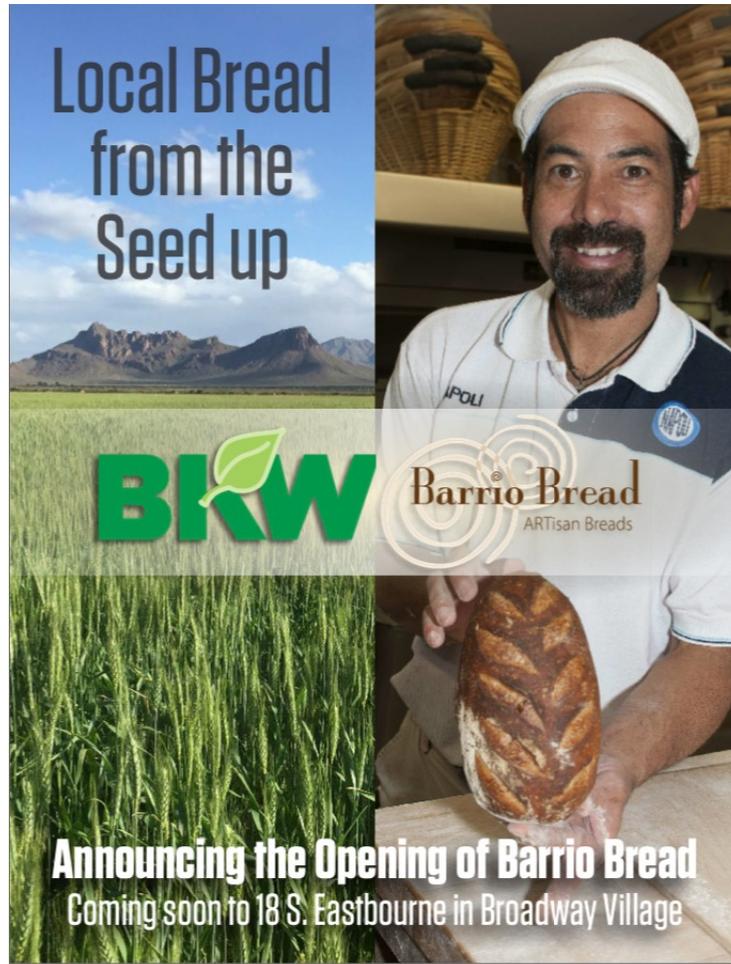
ii. Do you have any recommendations for future activities and, if applicable, an outline of next steps or additional research that might advance the project goals?

Barrio Bread intends to expand its current bakery operation and create multiple revenue streams by developing new products and offering value-added services, such as milling services to local farms/food growers. These services will bring addition revenue to the bakery, which will introduce new wheat flour blends and related value-added products, such as pizza crusts, whole grain sweets, and freshly milled flours, etc. Some of these future products will be made collaboratively with various local partners such as San Xavier Cooperative Farm (SXCF), BKW Farms, and Pizzeria Bianco. Each participant will maintain an independent business identity, but will greatly benefit from the collaboration, exchange of ideas, and support of a larger goals.

To achieve these goals, we propose:

- Actively seek local/state/federal funding to expand existing facility
- Expand to a 3,000-square foot facility
- Purchase required equipment, including ovens, refrigeration system, mixers, and exhaust system.
- Increase bread and new value-added products production
- Open a restaurant featuring local food
- Continue to promote local food, provide outreach, and public education
- Develop new marketing opportunities
- Collaborate with more community partners

Attachment A: New Facility Grand Opening





Home About Community Bread Barrio Sandwiches

Barrio Bread

ARTisan Breads

Broadway Village - 18 S. Eastbourne Ave
Tucson, AZ 85716

Phone: (520)327-1292

Hours: Tue-Fri: 9am-5pm, Sat: 9am-2pm or until gone

Appendix B: Media Recognition



The New York Times

Tucson Becomes an Unlikely Food Star

By KIM SEVERSON AUG. 23, 2016

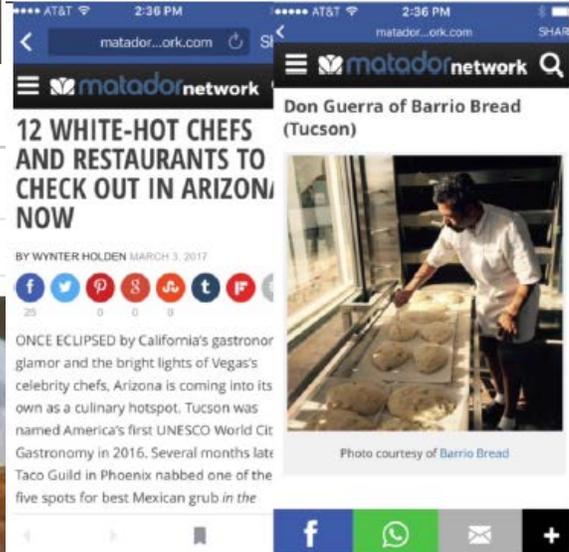


Loaves from Barrio Bread, a community-supported bakery in Tucson owned by Don Guerra. Chris Hinkle for The New York Times

TUCSON — There are food deserts, those urban neighborhoods where finding healthful food is nearly impossible, and then there is Tucson.

When the rain comes down hard on a hot summer afternoon here, locals start acting like Cindy Lou Who on Christmas morning. They turn their faces to the sky and celebrate with prickly pear margaritas. When you get only 12 inches of rain a year, every drop matters.

Coaxing a vibrant food culture from this land of heat and cactuses an hour's drive north of the Mexican border seems an exhausting and impossible





Click to watch video
Don Guerra - Taipei Workshop
September 2017



For the Love of Bread
Arizona Alumni Association
July/August 2017



Ten Southern Arizona ...
Edible Baja Arizona
March/April 2017



Artisanal Baker...
Phoenix Home & Garden
March 2017



Don of Bread
Tucson Weekly
Jan 12th, 2017



Our Daily Bread
Bite: Eat. Drink. Wander.
Jan 2nd, 2017



Barrio Bread's bricks-and-mortar bakery
Arizona Daily Star: Nov 30, 2016



Tucson Becomes an Unlikely Food Star
New York Times: Aug 23, 2016



Barrio Bread to open retail store...
Arizona Daily Star: Aug 13, 2016

---The end of the report---