

# Urban Growers' Collaborative Project

Phase Two Final Report 2018:  
Demand Assessment

UC San Diego | Center for  
SCHOOL OF MEDICINE | Community Health



# Urban Growers' Collaborative Project

## Phase Two Final Report: Demand Assessment

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## Executive Summary

This report shares the findings from the second phase of the UC San Diego Center for Community Health's Urban Growers' Collaborative Project. Phase Two consisted of a Demand Assessment, the goals of which were to:

1. Assess the local demand for urban-grown produce.
2. Provide initial recommendations for a collaborative action among urban growers.

The data for the Demand Assessment was collected via one-on-one interviews with local buyers and an online survey of consumers in San Diego County. Additionally, the assessment complemented the findings from the Phase One Product Supply and Needs Assessment, which identified the barriers to viability that urban growers in San Diego County face.

### Buyer Interviews

One-on-one interviews were conducted with representatives from 17 businesses or organizations, including independent grocers, restaurants, caterers, small-scale distributors, and small-scale processors. Findings from the interviews indicated that, in general, there is strong interest from buyers to purchase local products and more specifically to support small urban growers. While the large majority of buyers interviewed clearly see advantages to buying from local farms, their ability to begin or increase purchasing from local farms is limited. The most cited, and thus promising opportunities, for buyers to support urban farms in particular are through purchasing product and promoting growers' brands/efforts through various potential partnerships. Beyond this, most of the buyers interviewed, especially the small independent grocery stores, are challenged by low profit margins, which limit their ability to cultivate new relationships and take on additional projects. This constraint is of particular concern to the buyers that are committed to maintaining lower price points in order to serve low-income communities.

### Consumer Survey

The second part of the Demand Assessment was a survey of San Diego consumers, the goal of which was to collect general information about consumers' shopping habits related to local produce. An online survey of approximately 200 consumers that work and/or live in San Diego County indicated that there was also clear interest among consumers to support urban farmers as part of their current local purchasing habits. 58% of survey respondents purchase local produce either once a week or once a month, and the majority of these purchases are made at farmers markets and/or grocery stores. The highest ranked motivator of these purchases is consumers' desire to support local growers.

The survey also sought to gauge consumers' interest in participating in a potential Community Supported Agriculture (CSA) pilot project that would support local urban growers. 83% of survey respondents (156 individuals) indicated that they would consider joining a CSA that supports small-scale urban growers in San Diego. In considering joining a CSA, consumers indicated that the top three most important factors are: diversity of produce items, choice in frequency of shares, and ability to choose specific products included in share.

### Technical Assistance

During Phase Two of the project, the Center for Community Health (CCH) offered technical assistance targeted to urban growers' needs as identified in Phase One. A workshop on the basics of business planning and understanding financials was provided for urban growers and conducted by a leading farm and food business expert from Kitchen Table Consultants. CCH

also partnered with the University of California Agriculture and Natural Resources (UCANR) to host a marketing and business planning workshop tailored to the needs of urban growers that featured a panel of experienced local growers, a local farm-to-table restaurateur, extension agents, and other agricultural practitioners. Participating growers were also sponsored to attend relevant agriculture business training workshops, summits, and classes offered by the Community Alliance with Family Farmers (in partnership with the San Diego chapter of the Farmers Guild) and the San Diego Small Business Development Center. In addition to training, free one-on-one coaching was offered to all participating urban growers.

### **Conclusions**

The Demand Assessment was successful in providing high-level insights into the interests and constraints of both buyers and direct consumers on purchasing locally grown produce in the San Diego region. The findings indicate a clear interest from both buyers and consumers to support urban farmers in a way that is synergistic with the needs and barriers facing buyers and consumers regarding local food procurement. Additionally, the assessment determined that there is interest and mission alignment among a subset of buyers and a sample of individual consumers in San Diego County to participate in a pilot project that supports the viability of local urban growers.

# Introduction

## About the Urban Growers' Collaborative Project

UC San Diego Center for Community Health is researching the barriers and opportunities for collaboration among small urban growers to improve their viability and entry into new local markets, particularly markets that serve, or can potentially serve, low-to-moderate income urban residents. The overarching goals of this project are twofold:

1. Support the viability of small urban farms.
2. Increase fresh food access for limited-resource urban residents in San Diego.

To meet these goals, the Center for Community Health implemented a multi-phased research approach; the objectives of each phase were as follows:

### Phase One

- Review available research related to urban agriculture viability.
- Assess the product supply of local urban growers in San Diego County.
- Identify opportunities to provide technical assistance to help urban growers access local markets that could increase the viability of their farm operations.
- Understand growers' interest in collaborative projects.

### Phase Two

- Assess the local demand for urban-grown produce.
- Provide initial recommendations for a collaborative action among urban growers.
- Provide technical assistance to urban growers to help them access local markets in San Diego County that increase the viability of their farm operations.

Informed by and contingent on the findings from the first two phases, there may be a third phase dedicated to understanding the feasibility and next steps for a potential collaborative action among or in support of local urban growers.

The following report shares the findings from the Demand Assessment.

## About the Demand Assessment

The Phase One Product Supply and Needs Assessment confirmed that local urban growers in San Diego County are facing many of the same barriers to viability as urban growers statewide and nationwide. Additionally, Phase One findings yielded recommendations for the short-term technical assistance needs of local urban growers, specifically as it relates to improving business acumen to enter new markets and collaborating together to increase farm revenue.

Informed by the findings from Phase One, the goal of the Phase Two Demand Assessment was to understand the barriers and opportunities as well as the interest and mission alignment of local buyers and consumers to support small-scale urban growers in San Diego County. More specifically, the demand assessment was designed to determine if there is interest or alignment among independent grocers, restaurants, caterers, small-scale processors/distributors, and a sample of individual consumers in San Diego County to participate in a pilot project that supports the viability of local urban growers. Driven by the questions listed below, the assessment sought to understand factors and drivers behind demand for locally grown produce from buyers and consumers:

Demand Assessment	
Buyers	Consumers
<ul style="list-style-type: none"> <li>• Who are the buyers of local produce in the San Diego region?</li> <li>• What are they buying?</li> <li>• What are the barriers and opportunities they see to increasing purchases of local produce?</li> <li>• Are they interested in supporting local urban farms?</li> </ul>	<ul style="list-style-type: none"> <li>• Who are the consumers of local produce in the San Diego region?</li> <li>• Where do they purchase local produce?</li> <li>• What have their experiences been, if any, with CSAs?</li> <li>• Are they interested in supporting local urban farms?</li> </ul>

Data was collected via one-on-one interviews with buyers and an online survey of consumers.

### Acknowledgements

This project is funded by a planning grant from the USDA Local Food Promotion Program and additional support from the Alliance Healthcare Foundation. Phase one of the project was supported in part by the County of San Diego Health and Human Services Agency. This project is directed by Elle Mari, Director of Urban Food Environments at the Center for Community Health, University of California, San Diego. The project was carried out in collaboration with consultants from the Leichtag Foundation, Director of Food Systems Development Sona Desai, and independent research consultant Niki Mazaroli.

## Buyer Interviews

The first part of the demand assessment included interviews with local buyers to assess the demand for urban locally grown produce. The goals of the Buyer Interviews were to understand the barriers and opportunities, and gauge interest and alignment of local buyers to support small-scale urban growers in San Diego County.

### Methodology

Between June 7 to July 11, 2018, a total of 17 individuals were interviewed, each representing different buyer categories, including independent grocers, restaurants, caterers, small-scale distributors, and small-scale processors. The participating buyers were selected because they have either a current commitment to or interest in (1) serving the low-income community, or (2) selling locally grown produce. A list of participating buyers can be found in Appendix A. Additionally, the Buyer Interview questions can be found in Appendix B.

Interviews were conducted by Sona Desai (Leichtag Foundation), Elle Mari (UCSD CCH), and Kate Mahoney (UCSD CCH). 15 interviews were conducted in-person, 1 over the phone, and 1 via web conferencing. All interviewees were provided a copy of the interview questions and background information about the project and researchers at a minimum 24 hours in advance of their scheduled interview time. All interviewees were required to review and sign a letter of consent in advance of participation in the interview.

During the interview, the interviewer electronically transcribed answers to interview questions, putting answers directly into a Word document. Interviewees were provided a hardcopy of the interview at the time of interview allowing them to read the questions that were being asked of them. Interviewees were encouraged to skip or omit responses at their discretion. If the discussion strayed beyond the designated interview questions, the interviewer took notes to summarize the discussion, and incorporated this additional information into the interview findings at her discretion. Some interviews were recorded for the interviewer's sole use in supplementing notes taken during the interview; interviews were recorded only upon verbal permission from the interviewee.

The data collected during the interview process was aggregated into a single spreadsheet, where basic calculations and analyses were conducted. The findings are described in the following section.

### Buyer Interview Findings

The Buyer Interview findings are summarized in the sections below corresponding to the main sections of the interview and organized by question:

#### About the buyer businesses

A total of 17 buyers participated in the Buyer Interviews:

- 11 independent grocers (10 of which participate in the *Live Well Community Market Program* which aims to improve food access in underserved neighborhoods)
- 2 restaurants
- 2 small-scale distributors
- 1 small-scale processor/distributor
- 1 small-scale processor & caterer

Business structure: 14 are for-profits, 2 non-profits, and 1 for-profit worker-owned consumer cooperative.

Shared challenges among buyers are maintaining profitability, dealing with market competition, managing growth, experiencing labor constraints, coordinating procurement logistics and managing customer service. Shared passions among buyers are serving the local community, pleasing customers, and building relationships with farmers.

### **Barriers and opportunities for purchasing local produce**

11 of the 17 buyers (65%) interviewed see local farms as important to their business's success or mission. Nine of the buyers define local as produce grown within San Diego County. Other single responses provided include: *statewide, 50 miles, within the City, supplied to San Diego community, and grown by people in the neighborhood.*

Buyers that currently source locally: 11 buyers currently source local food products and are interested in increasing their locally sourcing. While most buyers that currently source locally are open to any seasonal products and would prefer a weekly fresh list from local farmers, specific local products of interest are:

Apples	Chicken	Kale	Potatoes
Asparagus	Collard greens	Loquats	Salad mix
Avocados	Cucumber	Lychee	Specialty items
Bananas	Eggs	Meat	Spinach
Carrots	Figs	Mulberries	Strawberries
Cauliflower	Fruit/Tropical fruit	Mushrooms	Tomatoes
Celery	Grains/Flour	Onions	Zucchini
Chard	Green beans	Papaya	

Buyers that currently do not source locally: Five buyers are not currently sourcing local products. However, three buyers are interested in sourcing local products. Products of interest to this subset of buyers include:

Apples	Cantaloupe	Herbs	Oranges
Bananas	Corn	Lemons	Tomatoes
Bell peppers	Fruit, general	Lettuce	Watermelon
Broccoli	Ginger	Mango	
Cabbage	Green onions	Onions	

Two of the buyers that currently do not source locally are also not interested in doing so. These two respondents noted that local products are not a good match for their customers who are generally seeking low prices, top quality appearance, and consistency.

### **Perceived benefits and barriers of buying from small urban farms**

- Advantages (or potential advantages) are perceived to be: lower delivery costs, increased shelf life, fresher products, better tasting products, access to unique and/or exotic varieties, opportunity for more creative partnerships, connection to grower, fostering greater sense of community, and supporting the local economy.
- Disadvantages (or potential disadvantages) are perceived to be: cost, inconsistency, increased logistics, limited availability and/or diversity, poor communications, lack of food safety plans, and lack of professionalism.

### **Opportunities to support urban farms**

Nine out of the 17 buyers (53%) feel that they are currently supporting local urban farms in San Diego County. 16 buyers (94%) expressed interest in doing more to support local urban farms. When interviewees were asked what else they thought their business could do to support local urban farms, answered included:

- Purchasing products from urban growers (10)
- Promoting and partnering with urban growers (7), including on-farm dinners and culinary educational events
- Providing business advice and mentorship (2)

When asked if interviewees had any additional ideas that they'd like to share regarding supporting urban growers, buyers suggested focusing on partnerships with high-end restaurants, developing a buyers' co-op, and developing a farmer directory to inform buyers of local sourcing opportunities.

## **Consumer Survey**

The second part of the Demand Assessment was a survey of San Diego consumers. The primary goal of the survey was to collect general information about San Diego consumers' shopping habits related to local produce. The survey also sought to gauge consumers' interest in supporting a potential CSA pilot project that would support local urban growers.

### **Methodology**

The Consumer Survey was administered via the SurveyMonkey online survey platform from June 15 to July 15, 2018. The survey consisted of a total of 16 questions. See Appendix C for the complete set of survey questions. The target audience for the survey was individual consumers who work and/or live in San Diego County. More specifically, the sample frame (the set of people that has a chance to participate in the survey given the sampling approach chosen) was individuals that live or work in San Diego County that are:

- Local food and agriculture enthusiasts;
- Urban/small-scale/sustainable agriculture supporters; and/or
- Education and health supporters

To access this audience, a link to the online survey was sent to urban growers (including those previously interviewed in Phase One of this project), San Diego urban/local farming organizations, and other food systems partners of the Center for Community Health to share with their constituents through their existing email listservs and/or social media outlets. The consumer survey outreach list is available in Appendix D.

The survey was designed (see Questions 2 and 3 in Appendix C) to allow for data to be sorted by the city that respondents live or work in. Thus, the data could be isolated specifically for the consumers that live or work in the City of San Diego, which is of particular importance to any future pilot initiatives given the project's specific focus on supporting urban growers (as opposed to growers in rural or peri-urban areas).

In order to incentivize participation, qualifying survey participants<sup>1</sup> that completed the full survey were able to enter into a drawing for one of six \$50 gift cards to Jimbo's Naturally supermarket

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<sup>1</sup> University of California San Diego employees were invited to take the survey, but not eligible to win a gift card.

or San Diego Markets (local farmers' market organization). Contact information provided was only used for the gift card drawing and survey entry data remained confidential.

## Consumer Survey Findings

The findings from the Consumer Survey are summarized in the sections below corresponding to the three main sections of the interview:

### About the survey participants

Total of 196 individuals responded to survey, all of whom live or work in San Diego County. With regards to the urban audience:

- 68% of respondents (133 individuals) live in City of San Diego.
- 76% of respondents (148 individuals) work in City of San Diego.

### Shopping habits related to local produce

96% of respondents indicated that they purchase local produce. The frequency of local produce purchases were reported as:

- Once a week: 29%, 56
- Once a month: 29%, 56
- Few times a year: 21%, 40
- Multiple times a week: 18%, 36
- Never: 4%, 7

The majority of respondents make their purchases of locally grown produce at farmers markets (71%, 132) and grocery stores (64%, 119). Only 15% (28) purchase locally grown produce through a CSA membership, and the same response for farm stands (15%, 28).

The top three ranked motivators for purchasing local produce are:

1. *I want to support local growers/farmers (in general).*
2. *Food is fresher because it has travelled shorter distances.*
3. *I want to support the local economy (in general).*

Top three barriers that prevent participating consumers from purchasing more local produce:

1. *I am limited as to how often I can get to locations that sell locally grown produce.* (58%, 112)
2. *The price of locally grown produce.* (43%, 83)
3. *I can't find the diversity of produce to meet my needs.* (29%, 55)

### Interest and experience with Community Supported Agriculture (CSA) programs

#### Current CSA membership:

- 84% (161 individuals) are not currently members of a CSA.
- 16% (31 individuals) are currently members of a CSA.

Previous CSA membership: 63% (102) have never been a member of a CSA. 37% (59) have previously been a CSA member; of this subset of previous CSA members, the top five (out of 16) reasons that they terminated their membership are:

1. *The price per box was too high.*
2. *Product mix did not meet their needs.*
3. *Lack of time for cooking/processing food.*
4. *Lack of choice about products in the share.*

## 5. Too little diversity in products in the share.

Interest in an urban farm CSA program: 83% (156 individuals) indicated that they would consider joining a CSA that supports small-scale urban growers in San Diego County. 17% (33) would not consider joining. The reasons provided by the respondents that would not consider joining such a CSA were: lack of flexibility, cost, and inconvenience.

Important CSA attributes: Respondents ranked the importance of the following CSA attributes on their decision whether or not to join (1 = most important, 7 = least important):

1. *A diversity of produce items.*
2. *A choice of the frequency of shares received (i.e. weekly, biweekly).*
3. *A choice of the specific products included in my share.*
4. *Home or office delivery.*
5. *Excellent customer service.*
6. *Flexible payment options (i.e. how you pay and how frequently you pay).*
7. *Recipes and produce storage tips.*

## Analysis & Recommendations

The Demand Assessment provided high-level insights into the interests and constraints of both buyers and consumers of locally grown produce in the San Diego region. There is clear interest from both buyers and consumers to support urban growers in a way that is synergistic with their needs and barriers for purchasing local produce.

### Buyer Interviews

The Buyer Interviews indicated that, in general, there is strong interest from buyers to purchase local products and more specifically to support small urban growers. While buyers clearly see advantages to buying from local farms, their ability to begin or increase purchasing from local farms is limited. The most cited and thus promising opportunities for buyers to support urban farms in particular are through purchasing product and promoting growers' brands/efforts through various potential partnerships. Beyond this, most of the buyers interviewed, especially the small independent grocery stores are challenged by low profit margins, which limit their ability to cultivate new relationships and take on additional projects. This is of particular concern for buyers based in low income communities, and thus need to maintain a lower price point for the produce items they offer.

It is important to acknowledge the small sample size of buyers that were interviewed; thus, the interview findings are best leveraged to understand big picture potential barriers and opportunities. Outreach to more buyers and the continued fostering of relationships with existing buyers is recommended. Additionally, the interviews highlighted broad buyer interest in seasonal vegetables, fruits, and herbs; however, neither volumes nor pricing was discussed and will be important to understand in the development of any potential pilot programs.

### Consumer Survey

There is also clear interest among consumers to support urban farmers as part of their current local purchasing habits. 96% of respondents purchase local produce, which is largely a reflection of the survey's sample frame. 58% of survey respondents purchase local produce either once a week or once a month, and the majority of these purchases are made at farmers' markets and/or grocery stores. The highest ranked motivator of these purchases is consumers'

desire to support local growers. 84% (161 individuals) are not currently members of a CSA, and nearly the same number of respondents (83%, 156 individuals) indicated that they would consider joining a CSA that supports small-scale urban growers in San Diego.

Additionally, consumers are clearly balancing their demand for locally grown produce and interest in supporting local farmers with their need for flexibility and choice in their produce purchasing. The biggest barriers preventing the surveyed consumers from purchasing more local produce are: limited ability to frequently visit local food points of sale; the price of local produce; and lack of diversity to meet their produce needs. In considering joining a CSA, consumers indicated that the top three most important factors are: diversity of produce items, choice in frequency of shares, and ability to choose specific products included in share.

The survey clearly demonstrated a high-level interest amongst a sample of the San Diego consumer population in participating in a multi-urban farm CSA program. The survey findings can inform a detailed business plan, which is the next step in the development of this pilot project opportunity.

## Technical Assistance

During Phase Two of the project, the Center for Community Health (CCH) offered technical assistance targeted to urban growers' needs as identified in Phase One. A workshop on the basics of business planning and understanding financials was provided for urban growers and conducted by a leading farm and food business expert from Kitchen Table Consultants. CCH also partnered with the University of California Agriculture and Natural Resources (UCANR) to host a marketing and business planning workshop tailored to the needs of urban growers that featured a panel of experienced local growers, a local farm-to-table restaurateur, extension agents, and other agricultural practitioners.

In an effort to streamline and complement services, CCH also partnered with other technical service providers statewide and regionally to promote additional learning opportunities for new and intermediate-level farmers. Participating growers in the collaborative were sponsored to attend relevant agriculture business training workshops, summits, and classes offered by the Community Alliance with Family Farmers (in partnership with the San Diego chapter of the Farmers Guild) and the San Diego Small Business Development Center. See Appendix E for additional information on all of the technical assistance programs that were either offered by CCH or which CCH sponsored urban growers to attend.

In addition to training, free one-on-one coaching was offered to all participating urban growers. To date, two urban growers have taken advantage of this opportunity and have received programmatic and financial coaching, specifically around crop planning, tools for tracking, and analyzing their marketing and sales data to better inform their business decisions. Additional growers have expressed support for reviewing their farm business plans and are expected to receive coaching services. Direct marketing assistance and relationship building opportunities were offered as well, with the CCH providing introductions to potential buyers and guiding them in best practices to market their products. More specifically, CCH secured two buyers, one local small-scale Mexican grocery market and one local restaurant, for the participating grower Urban Life.

## Conclusions

In closing, the Demand Assessment determined that there is interest and/or mission alignment among a subset of buyers and a sample of individual consumers in San Diego County to participate in a pilot project of that supports the viability of local urban growers. The technical assistance efforts carried out in Phase Two yielded good representation from urban growers, who took advantage of the variety of workshops and one-on-one coaching offered. Both the Demand Assessment findings and the response to technical assistance offerings support further development of a collaborative project in support of urban growers in the region.

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*This report was funded by the USDA's Local Food Promotion Program and the Alliance Healthcare Foundation.*

## Glossary

**Broker:** A broker plays the role of “matchmaker” by connecting growers with appropriately matched local markets, including restaurants, retailers, processors and distributors. Brokering includes creating product value, selling to buyers, coordinating transportation, providing customer service, and developing point-of-sale materials.

(Source: <https://www.rd.usda.gov/files/sr73.pdf>)

**Community Supported Agriculture (CSA):** “A CSA involves consumers who support a farmer financially by paying for a share of the farm's production prior to each growing season. The arrangement allows farmers to buy the seeds, transplants, and other inputs they need for the growing season, and pay their farm labor without waiting until harvest to generate revenue.”  
(Source: <http://extension.psu.edu/business/ag-alternatives/marketing/community-supported-agriculture-csa>)

**Cooperative:** A business or other organization that is owned and run jointly by its members, who share the profits or benefits.

**Direct Marketing:** The business of selling products or services directly to the public, for example via social media, mailings, or television, rather than through retailers.

**Viability:** The viability of a business is measured by its long-term survival and its ability to sustain profits over a period of time.

**Farm Viability:** The viability of a farm business is measured by its long-term survival and its ability to sustain profits over a period of time. According to the Michigan Good Food Work Group, the critical determinants of farm viability include access to capital, land, education, training, and market.

(Source: [http://www.michiganfood.org/uploads/files/Farm\\_Viability\\_Report.pdf](http://www.michiganfood.org/uploads/files/Farm_Viability_Report.pdf))

**Food Access:** Food access is a subset of food security. Access to food is defined a variety of factors, including:

- Accessibility to sources of healthy food, as measured by distance to a store or by the number of stores in an area.
- Individual-level resources that may affect accessibility, such as family income or vehicle availability.
- Neighborhood-level indicators of resources, such as the average income of the neighborhood and the availability of public transportation.

(Source: <https://www.ers.usda.gov/topics/food-choices-health/food-access/>)

**Food Security:** According to the Food and Agriculture Organization of the United Nations, “Food security exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food which meets their dietary needs and food preferences for an active and healthy life.”

(Source: <http://www.fao.org/economic/ess/ess-fs/en/>)

**Multi-farm CSA:** See definition of Community Supported Agriculture (CSA). A multi-farm CSA is structured as a single farm CSA but includes products from more than one farm. By aggregating products, farms are able to participate in a CSA as well as share the burden of managing memberships, customer service, etc., thus, mitigating some of the risk involved. It

also provides some protection to customers, since the loss of production from one farm can theoretically be offset by the other farms.

(Source: <http://www.new-terra-natural-food.com/multi-farm-csa.html>)

**Urban Agriculture:** The University of California's Division of Agriculture and Natural Resources (UC ANR) uses the following definition, adapted from the American Planning Association and Community Food Security Coalition:

"Urban agriculture includes production (beyond that which is strictly for home consumption or educational purposes), distribution and marketing of food and other products within the cores of metropolitan areas and at their edges. Examples include community, school, backyard, and rooftop gardens with a purpose extending beyond home consumption and education, urban market gardens, innovative food-production methods that maximize production in a small area, community supported agriculture based in urban areas, and family farms located in metropolitan greenbelts."

(Source: [http://ucanr.edu/sites/UrbanAg/What\\_is\\_Urban\\_Agriculture/](http://ucanr.edu/sites/UrbanAg/What_is_Urban_Agriculture/) )

**Urban Farm:** The United States Department of Agriculture defines a farm as "any place from which \$1,000 or more of agricultural products were produced and sold or normally would have been sold during the census year". Urban farms are places that fit this definition and are located in urban or peri-urban areas.

# Appendices

## Appendix A: Buyer Interview Participants

Buyer Name: Business/Organization	Buyer Category	Interviewee Name
African Caribbean Market	Independent grocer	Christian Bempong
Blind Lady Ale House	Restaurant	Tommy Morstad
BrightSide Produce	Small-scale distributor	Iana Castro
Bruno's Market	Independent grocer	Dre Shamoun
Daily Harvest Express	Small-scale distributor	Janis Garcia
Dur Dur Market	Independent grocer	Mohamed Abdi
Fresh Garden Market	Independent grocer	Janice Hernandez
Garden Kitchen	Restaurant	Coral Strong
Kitchens For Good	Small-scale processor/caterer	Theron Fisher
Leon Produce	Independent grocer	Jamie Leon
Linda Vista Market	Independent grocer	Reyna Alecio
Louie's Market Place	Independent grocer	Latif Georges
Lucky Bolt	Small-scale processor Small-scale distributor	Kris Schlesser
Mid-East Market	Independent grocer	Al Illaian
Minnehaha Food Market	Independent grocer	Abdi Osman
OB People's Coop	Independent grocer	Mike Barry
Red Bird Market	Independent grocer	Laith Arabo

## Appendix B: Buyer Interview Questions

### Section I: General information about your business

- 1.1. How many years has this business been in operation?
- 1.2. What is the structure of the business? (For-profit, non-profit, B-corps.)
- 1.3. How long have you been involved with the business and what is your role here?
- 1.4. What does a typical day look like at your business/organization?
- 1.5. What is the most challenging part of what your business/organization does?
- 1.6. What is the most rewarding part of your work or contribution to the business/organization in particular?

### Section II: Barriers & opportunities to purchasing local produce

2.1. Do you see local farms as being important to your business's success or mission? Why or why not?

2.2. Does your business currently source local produce? Y/N

2.2.a. [If yes] Are you interested in sourcing more local produce? (Either increased volume of products you are currently buying or new product types.) Y/N

2.2.b. [If yes] How does your business define "local" (i.e. X# miles, County limits, Statewide, etc.)? Please share your definition.

2.2.c. [If no] Are you interested in sourcing local produce? Y/N

2.2.c.i. [If yes] What produce items would you would be most interested in sourcing locally? Please list and be as specific as possible.

2.2.c.ii. [If no] Please explain why you are not interested in sourcing local produce.

### **Section III: Opportunities to support urban farms**

*For the next set of questions, please note that our project defines small-scale urban farms as those that are operating within urban areas and sell between \$1,000 and \$250,000 in farm products (per the USDA definition of a small farm).*

3.1. Please describe any **advantages** (or potential advantages) you see from buying from small urban farms.

3.2. Please describe any **disadvantages** (or potential disadvantages) you see from buying from small urban farms.

*An assessment of urban agriculture projects across California found that the most successful projects were the result of strong partnerships<sup>2</sup>. Building off of this idea, we are trying to understand and identify challenges and opportunities to improving the success of urban farms specifically through local partnerships. To this end, we are exploring the potential for collaboration among urban farmers and buyers that would like to support such an effort.*

3.3. As a buyer, do you feel your business is already supporting local urban farms in San Diego County?

3.3.a. [If yes] Please explain how you are doing so.

3.4. Would your business be interested in doing more to support local urban farms?

3.4.a [If yes] Please describe what or what else you think your business could support local urban farms.

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<sup>2</sup> Source: Surls, R., Feenstra, G., Golden, S., Galt, R., Hardesty, S., Napawan, C., & Wilen, C. (2015). Gearing up to support urban farming in California: Preliminary results of a needs assessment. Renewable Agriculture and Food Systems, 30(1), 33-42.

3.5. Do you have any additional ideas that you'd like to share with us? Big, small, practical or not, we'd love to brainstorm with experts like you!

## **Section IV: Next steps**

4.1. Would you like to see the results of this project when they are available?

4.2. Do you have any recommendations of other buyers that we should speak to?

If yes, are you able to provide their names? Or better yet, introduce us to them?

4.3. Are you interested in learning about future opportunities to participate in a pilot program to help urban farms successfully sell their products locally?

4.3.a. If yes, please provide or update your contact information. All identifying information will be filed separately from your survey responses to maintain your privacy.

## **Appendix C: Consumer Survey Questions**

**Survey Title:** Consumer interest in supporting urban farms in San Diego

### **Part 1: About you**

1. Do you live or work in San Diego County?
2. What city is your home located in?
3. What city is your job located in?

### **Part 2: Shopping habits related to local produce**

*Please note: This survey defines “local” or “locally grown” produce to be that which is grown in San Diego County.*

4. How often do you purchase locally grown produce (including fresh fruits, vegetables, and herbs)?
  - a. Frequency options:
    - i. Never
    - ii. Few times a year
    - iii. Once a month
    - iv. Once a week
    - v. Multiple times a week
5. What motivates you to buy locally grown produce? Select and rank your top three motivators.
  - a. I want to support local growers/farmers (in general)
  - b. I want to support the local economy (in general)
  - c. It is fresher because it has travelled shorter distances
  - d. It tastes better than non-local produce

- e. I like to know the specific farms where my produce comes from (i.e. the practices used to grow it, the business I am supporting, etc.)
  - f. I think it is better for the environment
  - g. None of the above
6. Where do you currently purchase locally grown produce?
- a. Grocery store
  - b. Farmers' markets
  - c. Farm stands
  - d. CSA program
7. What prevents you from purchasing more locally grown produce? Please select all that apply.
- a. The price of locally grown produce.
  - b. I am limited as to how often I can get to locations that sell locally grown produce.
  - c. I can't find the diversity of produce to meet my needs.
  - d. The quality of locally grown produce available.
  - e. None of the above

### **Part 3: Interest in a CSA program supporting local urban growers**

*Please note:*

- *This survey defines “local” or “locally grown” produce to be that which is grown in San Diego County.*
- *A “CSA” (short for Community Support Agriculture) is a food production and distribution method by which consumers purchase a share of a farm’s (or group of farms’) harvest upfront and then regularly receive a portion of the crops as they are harvested throughout the growing season. Other versions of CSAs include a range of product choice, delivery, and payment options.*

To learn more, visit: <http://www.ecolife.com/define/community-supported-agriculture.html>

8. Are you currently a member of a CSA program? Y/N
- a. If yes, what elements of your current CSA membership are you most satisfied with?
9. Have you previously been a member of a CSA? Y/N
10. If you were once a member but are no longer, please select the three main reasons why you chose to discontinue your membership:
- i. The product mix did not meet my needs
  - ii. Lack of choice about products in the share
  - iii. Too little diversity in products in the share
  - iv. Lack of choice about quantity and/or frequency
  - v. Lack of time for cooking or processing the food
  - vi. Price per box was too high
  - vii. Too low of value
  - viii. Inconvenient to pick up share
  - ix. Too much food in the share
  - x. Too little food in the share
  - xi. Lack of knowledge for food preparation
  - xii. Upfront cost was too high
  - xiii. Commitment was too long

- xiv. Returned to buying produce from other outlets (i.e. farmers' market, grocery store)
- xv. Poor customer service
- xvi. CSA was discontinued

*Please note:*

- *This survey defines “small-scale urban farms” as those that operate within urban areas and sell between \$1,000 and \$250,000 in farm products annually.*
- *A “CSA” (short for Community Supported Agriculture) is a food production and distribution method by which consumers purchase a share of a farm’s (or group of farms’) harvest upfront and then regularly receive a portion of the crops as they are harvested throughout the growing season. Other versions of CSAs include a range of product choice, delivery, and payment options.*

*To learn more, visit: <http://www.ecolife.com/define/community-supported-agriculture.html>*

11. Based on definitions above, would you consider joining a CSA that specifically supports small-scale urban growers in San Diego County? Yes/No
  - a. If yes, please rank the importance of the following CSA attributes (1 being the most important, and 6 being the least important)
    - i. A diversity of produce items.
    - ii. A choice of the specific products included in my share.
    - iii. A choice of the frequency of shares received (i.e. weekly, biweekly).
    - iv. Home or office delivery.
    - v. Recipes and produce storage tips.
    - vi. Flexible payment options (i.e. how you pay and how frequently you pay).
    - vii. Excellent customer service.
  - b. If no, please explain why not or any uncertainties you may have.

#### **Enter to win a grocery store gift card**

12. To be entered to win a gift card, provide your name and email address or phone number. This information will be used for the gift card drawing only and will be kept confidential. Only one entry per person.

- Name
- Email address or phone number

#### **Appendix D: Consumer Survey Outreach List**

1. Bayside Community Center
2. City Heights Economic Development Committee
3. Coastal Roots Farm
4. Diamond Business Improvement District
5. Dickinson Farm
6. El Cajon Boulevard Business Improvement Association
7. Leichtag Foundation
8. Live Well @ Work

9. Mundo Gardens
10. Project New Village
11. San Diego County Food System Initiative
12. San Diego Markets
13. San Diego Food Systems Alliance
14. Second Chance
15. Slow Food Urban San Diego
16. UCSD Center for Community Health (internal)
17. UCSD Center for Community Health newsletter listserv (external)
18. UCSD Youth Advisory Council
19. Urban Life
20. Wild Willow Farm

## Appendix E: Technical Assistance Programs



### **YOU'RE INVITED TO...**

## **The Fundamentals of Farm Business Planning for Urban Farmers**

**THURS, NOV 30TH, 2017  
10:30AM-12PM  
CITY HEIGHTS CENTER  
4305 UNIVERSITY AVE, SUITE 610  
(6TH FL)  
SAN DIEGO, CA 92105**

*Farm and food small business planning expert Rebecca Frimmer will teach:*

- The purpose and importance of farm business planning.
- How to read and understand financial statements.
- How to gather the necessary data and information to do financial analyses for farm enterprises.

*This workshop is part of the Urban Growers' Collaborative Project facilitated by UC San Diego CCH. It is **free** and open to all farmers and advocates outside the urban area as well. Please share.  
Room capacity is limited so don't wait to register!*

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**[Click here to register by 11/27 to reserve your space!](#)**



**UC San Diego** | Center for  
SCHOOL OF MEDICINE Community Health





— SoCal —

# FARMERS SUMMIT

# DEC 13-15, 2017

WORKSHOP TOPICS  
INCLUDE:  
CSA's  
Food Safety  
Farm  
Marketing  
Farm-to-School  
And More

TWO-DAY  
ENTREPRENEURIAL  
INTENSIVE FOR  
BEGINNING  
FARMERS  
Dec 14 & 15  
\$30

SHOWCASE OF LOCAL  
FARM RESOURCES &  
SERVICE PROVIDERS  
&  
1-ON-1 FINANCE &  
MARKETING CLINICS

EVENING  
RECEPTION  
FEATURING LOCAL  
FOOD, MUSIC &  
KEYNOTE  
PRESENTATIONS  
Dec 13, 5pm

**\$15**

Open to farmers and  
ranchers of all experience  
levels as well as ag advocates

Details coming soon at [www.caff.org](http://www.caff.org)

**Leichtag Commons**  
**441 Saxony Road**  
**Encinitas, CA**

# **PART ONE**

## **WEDNESDAY DECEMBER 13 THE 2017 SOCAL FARMERS SUMMIT**

Join us in Encinitas, CA for a day-long gathering of agrarians, new and experienced, together with local food advocates to empower our family farms and promote sustainable agriculture throughout Southern CA, followed by an evening celebrating our local bounty.

This event features educational workshops, farmer-to-farmer roundtables and food system discussions for the whole community. Come cross-pollinate among the SoCal agricultural community, refine your farming skills, meet the many service providers in your area and help us celebrate those working to build a stronger, healthier and more just food and farming system.

### **PROGRAMS INCLUDE:**

Food Safety Workshops  
Marketing Roundtable & Clinics  
CSA Regional Training  
Farm to Cafeteria Workshop  
Keynote Farmer Presentation

Food & Farm Policy Working Group  
Climate Smart Farming Workshop  
Dinner & Reception  
Film Screening: "The Evolution of Organic"  
Land & Finance Clinics

# **PART TWO**

## **THURSDAY & FRIDAY: DECEMBER 14 & 15 ENTREPRENUERIAL INTENSIVE FOR NEW & BEGINNING FARMERS**

*Sustainable Agriculture Starts with a Sustainable Business*

This two-day workshop series will provide new and aspiring farmers with a solid introduction to the entrepreneurial skills needed to succeed, a valuable supplement to any on-farm experience. Taught by a variety of educators, business experts and experienced local farmers, this affordable program will provide upstart agrarians with the basic business tools to prepare you for a career in agriculture, as well as the peer-to-peer community support to keep you inspired and on track.

### **TOPICS COVERED:**

Business Planning  
Book-Keeping  
Market Research  
Production Planning  
Lease Negotiation  
Financing  
Permits, Licensing, & Regulation  
Whole Farm Planning  
And more...

# University of California

## Agriculture and Natural Resources

### UC ANR Urban Agriculture Workshop Series

#### **Workshop #3: Marketing & Business Management for Urban Farmers**

**Date:** Thursday, April 19th, 2018, 9:00AM - 4:00PM

**Location:** Youth FarmWorks at St. Luke's Episcopal Church, 3725 30th Street, San Diego, CA 92104

**Description:** From business planning to labor laws, learn the basics to help you succeed. Marketing and business management for urban farms-- will cover business planning and will touch on labor laws and risk management.

Time	Agenda
9:00 – 9:30 am	Registration, Refreshments & Welcome from UC ANR, UCSD Center for Community Health, IRC Youth FarmWorks  Rachel Surls, Sustainable Food Systems Advisor, UC Cooperative Extension (UCCE) for LA County Elle Mari, Urban Food Environments Director, Center for Community Health, University of California, San Diego
9:30 – 9:45 am	Participant Introductions
9:45 – 11:00 am	<b>Topic:</b> Business Planning and Marketing Strategy Introduction  <b>Speakers:</b> Gail Feenstra, Deputy Director, University of California Sustainable Agriculture Research & Education Program (UC SAREP) Penny Leff, Agritourism Coordinator, UC SAREP
11:00 – 11:15 am	BREAK
11:15 – 12:15 pm	<b>Topic:</b> A Practical Guide to Understanding your Financials  <b>Speaker:</b> Penny Leff, Agritourism Coordinator, UC SAREP
12:15 – 1:00 pm	LUNCH – Catering from Project CHOP
1:00 – 2:30 pm	<b>Topic:</b> Exploring Your Marketing Channels-- Farmer & Restaurateur Panel <b>Panelists:</b> <ul style="list-style-type: none"> <li>• Stepheni Norton, Dickinson Farm</li> <li>• Coral Strong, Garden Kitchen</li> <li>• Ellee Igoe, Solidarity Farm</li> </ul>
2:30 – 2:40 pm	BREAK
2:40 – 3:40 pm	<b>Topic:</b> Labor and Employment Laws for Urban Farmers  <b>Speaker:</b> Neil Thapar, Food and Farm Attorney, Sustainable Economies Law Center (SELC)
3:40 – 4:00 pm	Closing before onsite farm tour of Youth FarmWorks, a job training social enterprise operated by the International Rescue Committee

*Don't Forget!* Make sure you signed in, signed the film/photo waiver, and filled out an evaluation. Thank you!

*This workshop is hosted in partnership with:*

**UC San Diego** | Center for  
SCHOOL OF MEDICINE Community Health



SOUTH SAN DIEGO SMALL BUSINESS DEVELOPMENT CENTER

# BUSINESS OF FARMING



## FROM SEED TO MARKET

- Business Planning
- Marketing
- Profits & Pricing
- Regulations & Permits
- Access To Capital & Land
- Accounting & Taxes
- Sales Channels



## SEMESTER LONG COURSE

**JULY 31st - DEC 18th**

Alternating Tuesday Evenings &  
1 Saturday a Month

SOUTHWESTERN COLLEGE, CENTER  
FOR BUSINESS ADVANCEMENT

880 NATIONAL CITY BLVD  
NATIONAL CITY CA 91950

[HTTPS://SDSBDC.ECENTERDIRECT.COM/EVENTS/11848](https://SDSBDC.ECENTERDIRECT.COM/EVENTS/11848)

# Produce Safety Alliance Grower Training Course

Hosted by CAFF Food Safety Specialist Kali Feiereisel and CAFF's Food Safety Lead Stepheni Norton



## The course will cover:

- Introduction to Produce Safety
- Worker Health, Hygiene, and Training
- Soil Amendments
- Wildlife, Domesticated Animals, and Land Use
  - Agricultural Water (Part I: Production Water; Part II: Postharvest Water)
- Postharvest Handling and Sanitation
- How to Develop a Farm Food Safety Plan

## Who should go?

Fruit and vegetable growers and others interested in learning about produce safety, the Food Safety Modernization Act (FSMA) Produce Safety Rule, Good Agricultural Practices (GAPs), and co-management of natural resources and food safety. The PSA Grower Training Course is one way to satisfy the FSMA Produce Safety Rule requirement.

Making the choice to go this one-day event is the responsible move to ensure the safety and liability of your farm!

Register at the link below!  
<https://www.eventbrite.com/e/caff-produce-safety-alliance-grower-course-tickets-48712438214>

## Services Offered



Lunch Provided



Eligible for Association of Food and Drug Officials (AFDO) certificate



Farm Food Safety Plan tips



Get all your questions answered here!

## LOCATION

880 National City Blvd #103  
National City, CA 91950

## DATE

Sat, October 6, 2018

## TIME

8:00 AM - 5:00 PM

## COST

Free!