

IMPROVING THE SUSTAINABILITY OF THE REC FOOD JUSTICE PROGRAM

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TOPICS FOR DISCUSSION

- ✘ Project goal
- ✘ Objectives
- ✘ Findings



(Duffy, October 8, 2010)

PROJECT GOAL

- ✘ Develop recommendations for the REC to offer direction for improving the sustainability of the organization



(Duffy, October 8, 2010)

OBJECTIVES

Data Collection

1) Explore revenue-generating strategies of similar organizations

2) Assess current REC programs and practices to identify opportunities

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Data Analysis

3) Identify new compatible revenue-generating strategies

4) Evaluate improvements to current REC programs and practices

Evaluating Improvements and New Strategies

Strategy	Consistency with Mission	Ability to Obtain Required Resources	Sustainability Benefits	Total Score	Recommended?		
					Year 1	Year 2	Year 3
Strategy 1							
Strategy 2							
Strategy 3							
Strategy 4							
Strategy 5							

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Data Analysis

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Data Organization

5) Develop a set of recommendations for the REC

FINDINGS

- ✘ Annual plant sale
- ✘ YouthGROW vendor booth
- ✘ Farmers' market



ANNUAL PLANT SALE

REC FOOD JUSTICE PROGRAM

- ✘ 100-200 people attend
- ✘ \$1,500-\$2,000 generated

SOUTHSIDE COMMUNITY LAND TRUST

- ✘ 1,800-2,000 people attend
- ✘ \$50,000 generated

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ANNUAL PLANT SALE

	Practices of similar organizations	REC practices	Potential improvements
Generating additional revenue	<ul style="list-style-type: none"> •Increase plant diversity 	<ul style="list-style-type: none"> •Pre-order forms 	<ul style="list-style-type: none"> •Conduct market research
Reducing operating costs	<ul style="list-style-type: none"> •Develop a solid foundation of volunteers 	N/A	<ul style="list-style-type: none"> •Create a volunteer sign-up through REC website
Marketing & advertising	<ul style="list-style-type: none"> •Provide entertainment •Utilize community outreach programs 	<ul style="list-style-type: none"> •Flyers and posters •Local newspapers •Electronic mailings 	<ul style="list-style-type: none"> •Partner with WCUW radio •Contact community outreach programs
Maximizing resource efficiency	<ul style="list-style-type: none"> •Outline responsibilities of volunteers and staff 	N/A	<ul style="list-style-type: none"> •Create detailed list of tasks to be completed
Implementing general improvements	<ul style="list-style-type: none"> •Create handout that portrays layout to 	N/A	<ul style="list-style-type: none"> •Develop organized layout

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Month 1

- **Develop an organized layout that is portrayed to customers through a handout**
 - Design an organized layout
 - Create and distribute a handout that labels landmarks including cashiers, entertainment, etc.
 - Staff volunteers to maintain organization throughout the event

Month 6

- **Incorporate live entertainment and activities**
 - Reach out to local organizations and supporters
 - Obtain contact information for all potential performers
 - Explore the interest of local artists in performing

Year 2

- **Increase the inventory and diversity of plants**
 - Utilize previously conducted market research to determine appropriate number and type of each plant
 - Offer plants other than annuals (e.g. perennials)
 - Conduct market research to evaluate the sales to make appropriate changes for the following years

YOUTHGROW VENDOR BOOTH

- ✘ Areas for improvement
 - + Consumer interest
 - + Product diversity
 - + Booth presentation
- ✘ Result
 - + Increased revenue stream

YOUTHGROW VENDOR BOOTH

	Practices of similar organizations	REC practices	Potential improvements
Generating additional revenue	<ul style="list-style-type: none"> • Incorporate sale of value-added products 	<ul style="list-style-type: none"> • Sale of produce 	<ul style="list-style-type: none"> • Partner with businesses • Satisfy legal and safety requirements
Marketing & advertising	<ul style="list-style-type: none"> • Improve booth presentation 	<ul style="list-style-type: none"> • Flyers and posters • Local newspapers • Electronic mailings 	<ul style="list-style-type: none"> • Obtain signage • Acquire uniform containers
Maximizing resource efficiency	<ul style="list-style-type: none"> • Create efficient transportation to and from markets 	<ul style="list-style-type: none"> • Staff members supply transportation 	<ul style="list-style-type: none"> • Explore corporate sponsorship to obtain resources
Implementing general improvements	<ul style="list-style-type: none"> • Create personal connections with consumers 	N/A	<ul style="list-style-type: none"> • Train youth to provide better customer service

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Month 1

- **Create personal connections with consumers**
 - Train youth to provide better customer service
 - Improve protocol for managing youth staff
 - Staff booth with a knowledgeable, community-oriented manager

Month 6

- **Improve booth presentation**
 - Arrange products in an organized manner
 - Wash and clean produce
 - Acquire durable signage

Year 2

- **Sell value-added products**
 - Finalize recipe and price points
 - Satisfy legal and safety requirements
 - Contact local businesses and organizations to acquire kitchen space
 - Begin pilot program

FARMERS' MARKET

REC FOOD JUSTICE PROGRAM

- ✘ 2 markets
 - + Saturday mornings
- ✘ 15 vendors
- ✘ ~\$3,000 generated

FARM FRESH

- ✘ 8 markets
 - + Daily
- ✘ 50 vendors
- ✘ ~\$22,000 generated

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FARMERS' MARKET

	Practices of similar organizations	REC practices	Potential improvements
Generating additional revenue	<ul style="list-style-type: none"> •Obtaining additional vendors •Increasing variety of products 	<ul style="list-style-type: none"> •Collect vendor fees 	<ul style="list-style-type: none"> •Conduct market research •Select vendors with diversity in products
Reducing operating costs	<ul style="list-style-type: none"> •Developing a solid foundation of volunteers 	<ul style="list-style-type: none"> •Partner with local organizations 	<ul style="list-style-type: none"> •Create a volunteer sign-up through REC website
Marketing & advertising	<ul style="list-style-type: none"> •Utilize partnering organizations 	<ul style="list-style-type: none"> •Flyers and posters •Local newspapers •Electronic mailings •Entertainment 	<ul style="list-style-type: none"> •Partner with WIC/SNAP distributors
Implementing general improvements	<ul style="list-style-type: none"> •Diversifying market locations and times 	N/A	<ul style="list-style-type: none"> •Implement mobile market pilot program

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Month 6

- **Obtain more vendors**
 - Conduct research to identify potential vendors
 - Determine appropriate vendor fees

Year 2

- **Diversify market locations and times**
 - Conduct market research to identify best times and locations for new markets
 - Request use of space from local organizations or the city of Worcester
 - Contact local businesses to acquire corporate sponsorship

Year 3

- **Secure a permanent location for a wintertime market**
 - Identify ideal location and time
 - Create a layout similar to the annual plant sale
 - Implement consistent advertising campaign

SUMMARY

- ✘ Project goal
- ✘ Project objectives
- ✘ Findings



(Duffy, October 8, 2010)

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- ✘ REC Staff Members
 - + Casey Burns
 - + Stacie Brimmage
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 - + The Food Project (Boston, MA)
 - + Southside Community Land Trust (Providence, RI)
 - + Cultivating Community (Portland, ME)
 - + Farm Fresh (Providence, RI)
- ✘ Professor Robert Krueger
- ✘ Professor Rajib Mallick

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THANK YOU!

Questions?