



Making the Link between Stores & Suppliers

Overcoming distribution obstacles to bring fresh healthy foods to corner stores



Lisa Chen, MCP, MPH
Planner

Angela Hadwin, MCP
Healthy Planning Fellow

ChangeLab Solutions



Healthy Corner Store Webinar Series:

NEW CARROTS ON THE BLOCK

Sponsored by the Network for a Healthy CA – Retail Program

All webinars run from 11:00 am -12:30 pm PST

Tuesday, June 4

Making the Link between Stores & Suppliers

Overcoming distribution obstacles to bring fresh, healthy foods to corner stores.

Tuesday, July 2

Partnerships for Healthier Corner Stores

Collaboration between Nutrition, Tobacco control and Alcohol control advocates.

Tuesday, July 30

My Neighborhood, My Store

Community-driven strategies for corner store conversions.



ChangeLab Solutions

ChangeLab Solutions creates innovative law and policy solutions that transform neighborhoods, cities, and states. We do this because achieving the common good means everyone has safe places to live and be active, nourishing food, and more opportunities to ensure health. Our unique approach, backed by decades of solid research and proven results, helps the public and private sectors make communities more livable, especially for those who are at highest risk because they have the fewest resources.





The *Network for a Healthy California - Retail Program* facilitates partnerships between neighborhood stores and community health agencies to help increase the consumption and purchase of fruits and vegetables among CalFresh eligible Californians. The *Retail Program* provides retailers statewide with a unique variety of tools, resources, and outreach activities to inspire healthy change among consumers.

Funding for the Retail Program is provided by the USDA's Supplemental Nutrition Assistance Program. The program is led by the California Department of Public Health and administered by the Public Health Institute.



Lisa Chen



Angela Hadwin



Lindsey Palmer
DC Central Kitchen

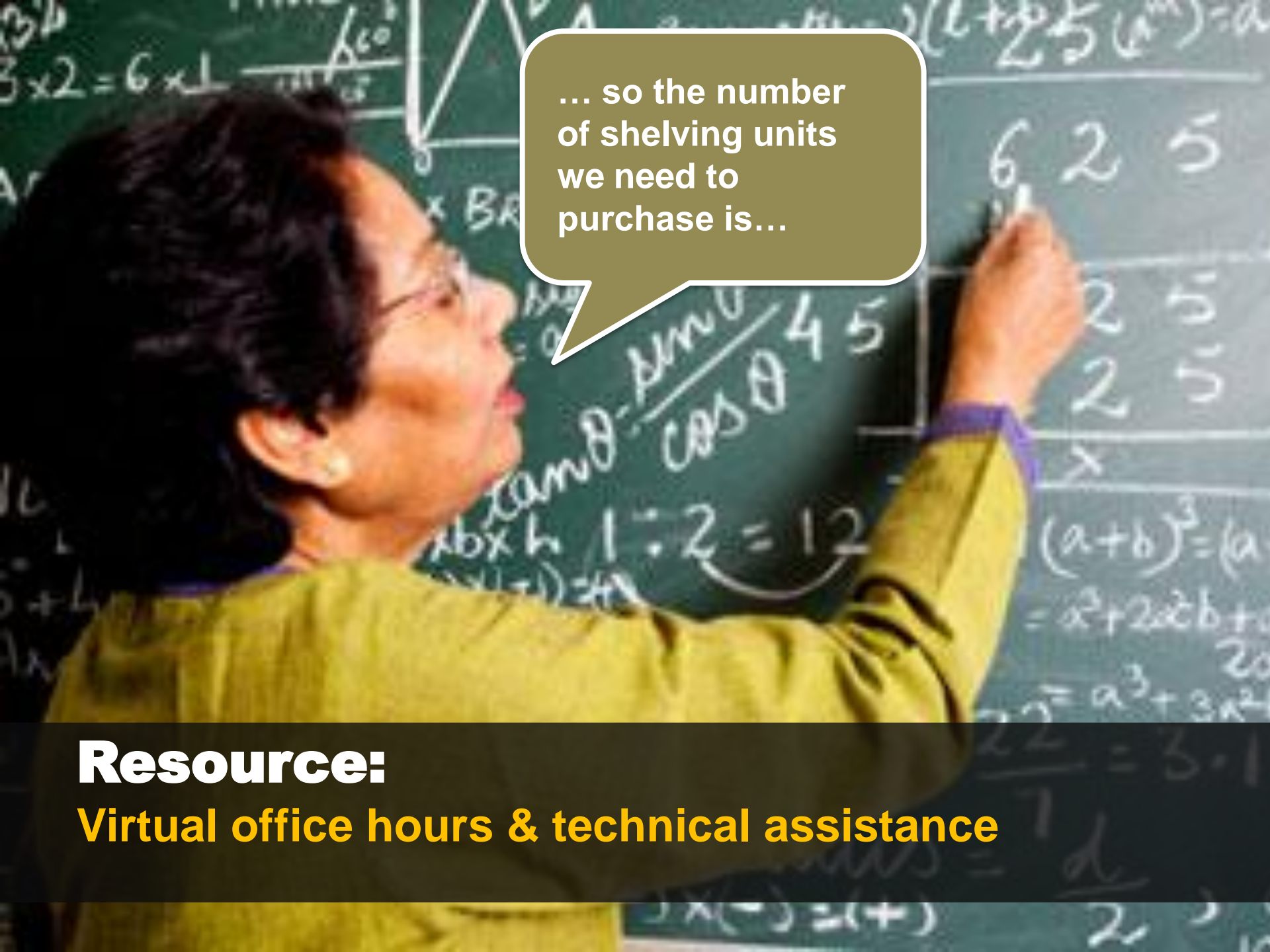


Clare Fox
Los Angeles Food Policy Council

Agenda:

- **Challenges & Steps to working on Distribution**
- **Interview:** Lindsey Palmer, DC Central Kitchen (Washington, DC)
- **Interview:** Clare Fox, LA Food Policy Council (Los Angeles, CA)
- **Q&A followed by Virtual Office Hours**

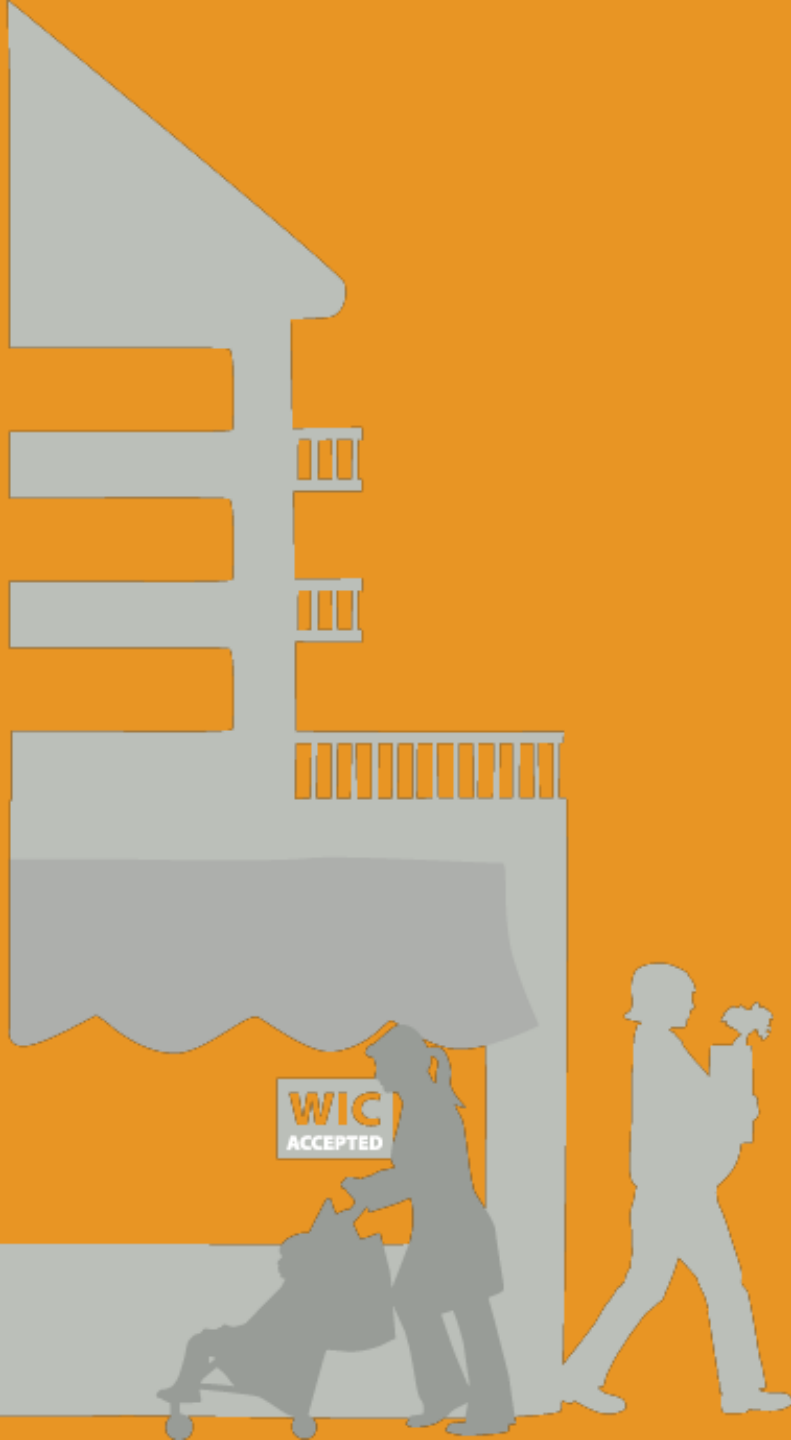


A woman with short dark hair and glasses, wearing a green sweater, is seen from the side, writing on a chalkboard. The chalkboard is filled with various mathematical problems, including arithmetic, algebra, and trigonometry. A speech bubble is overlaid on the image, containing text about shelving units.

... so the number
of shelving units
we need to
purchase is...

Resource:

Virtual office hours & technical assistance



**POLL: DO YOU
CURRENTLY WORK
WITH FOOD
DISTRIBUTORS?**

CHALLENGES TO SOURCING HEALTHY FOOD

- Access
- Price— Quantity— Quality
- Store Owner Capacity
- Infrastructure



CHALLENGE: ACCESS TO DISTRIBUTORS

- High weekly minimum order/delivery fee
- Lack of healthy selection
- Limited service/options in rural areas
- Large case sizes

CHALLENGE: PRICE-QUANTITY-QUALITY



CHALLENGE: STORE OWNER CAPACITY

- Knowledge
- Time
- Ability

STEPS TO WORKING WITH DISTRIBUTORS

- 1. Assess your stores**
- 2. Learn your local supply chain**
- 3. Gather your allies & resources**
- 4. Explore solutions & strategies**



1

Assess Your Stores



Photo: New Haven Independent, Paul Bass



Communities of Excellence in Nutrition, Physical Activity & Obesity Prevention (CX³)



Photo: VC Star





Who are the current suppliers/distributors?

Do storeowners know of distributors who could supply healthy foods?

Are there existing agreements with tobacco, alcohol, soda, & snack food distributors?

What is the store owner's level of commitment & knowledge?

STEPS TO WORKING WITH DISTRIBUTORS

1. Assess your stores
2. Learn your local supply chain
3. Gather your allies & resources
4. Explore strategies & solutions



2

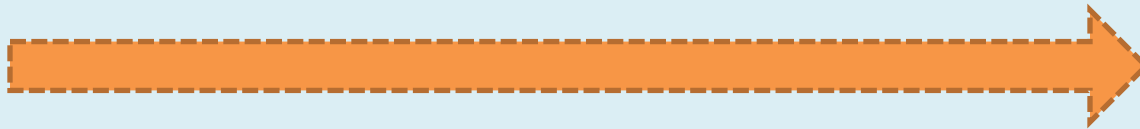
Learn the Local Supply Chain

Find Information From:

- Store Owners
- Businesses Listings
- Distributors & Wholesalers
- Food Policy Council Members
- Other Food Businesses

how can we link
healthy, fresh food
to corner stores?

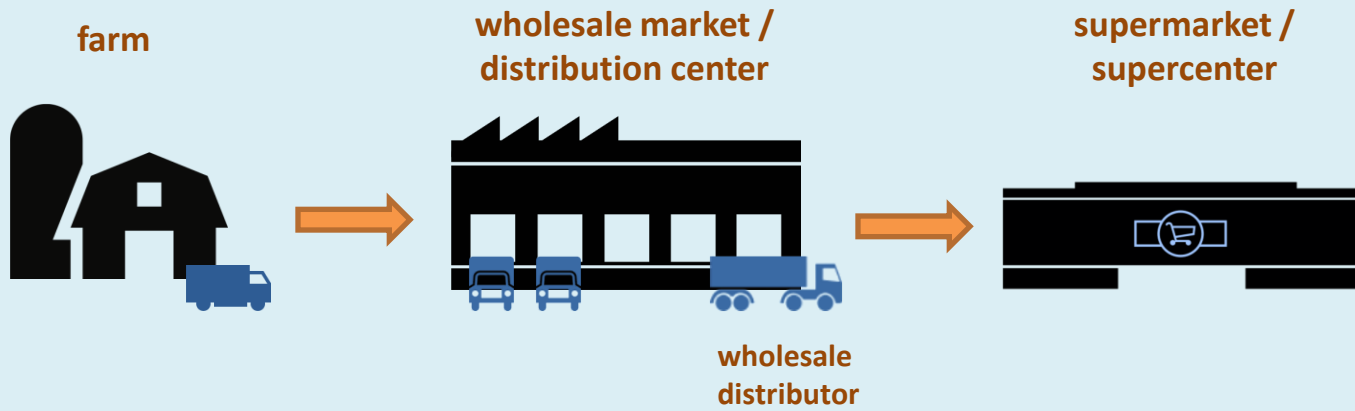
farm



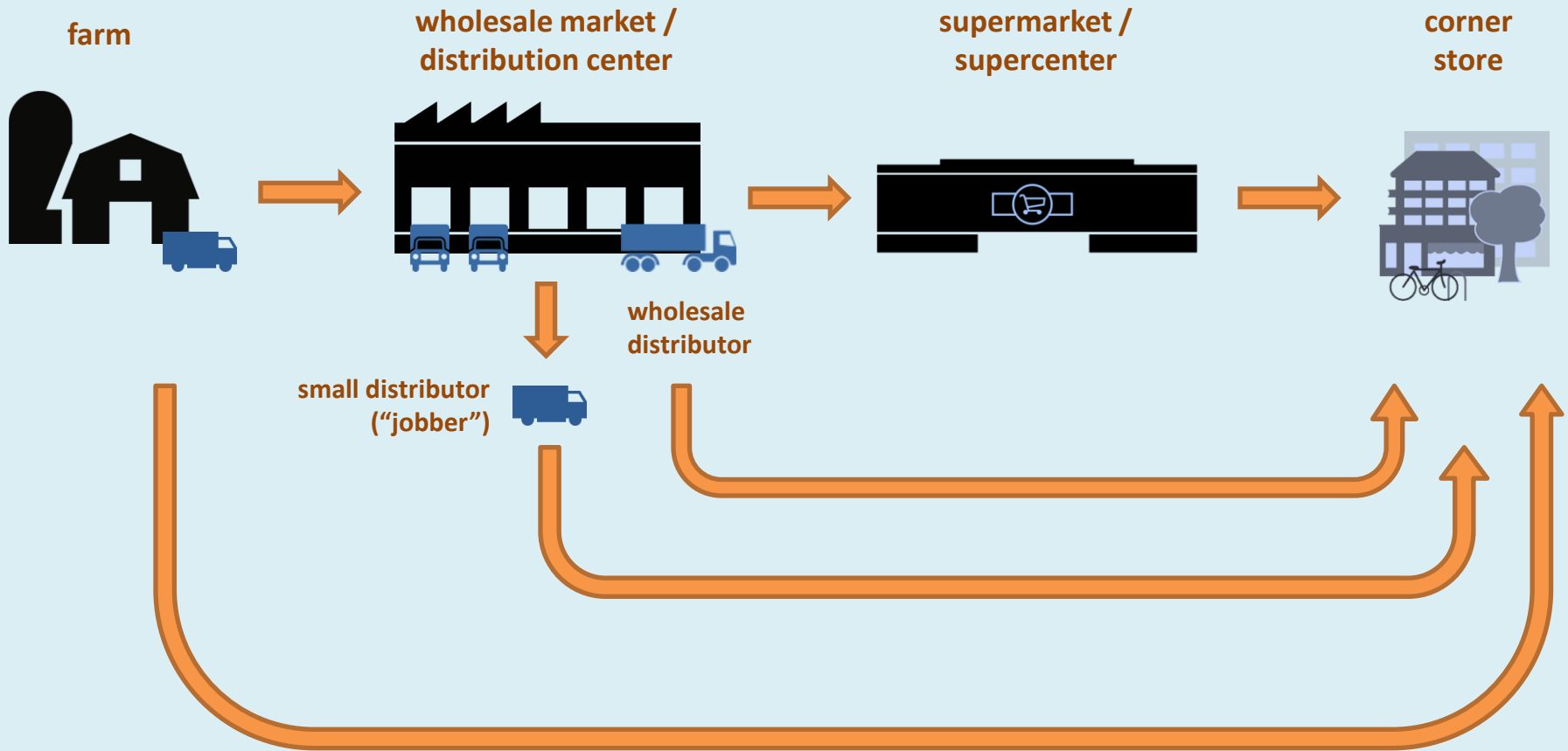
corner
store



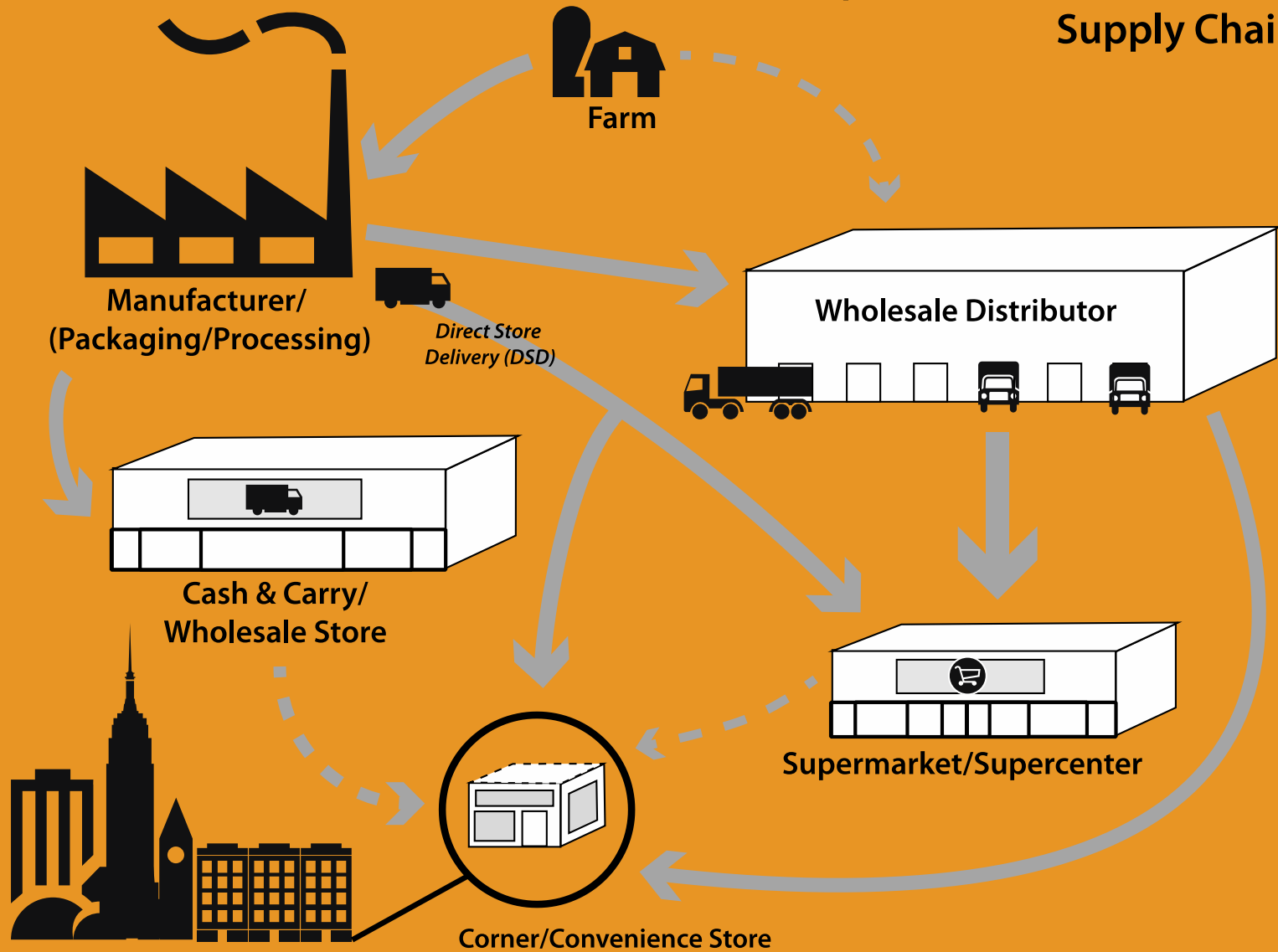
“typical” produce supply chain



healthy corner store produce supply chain



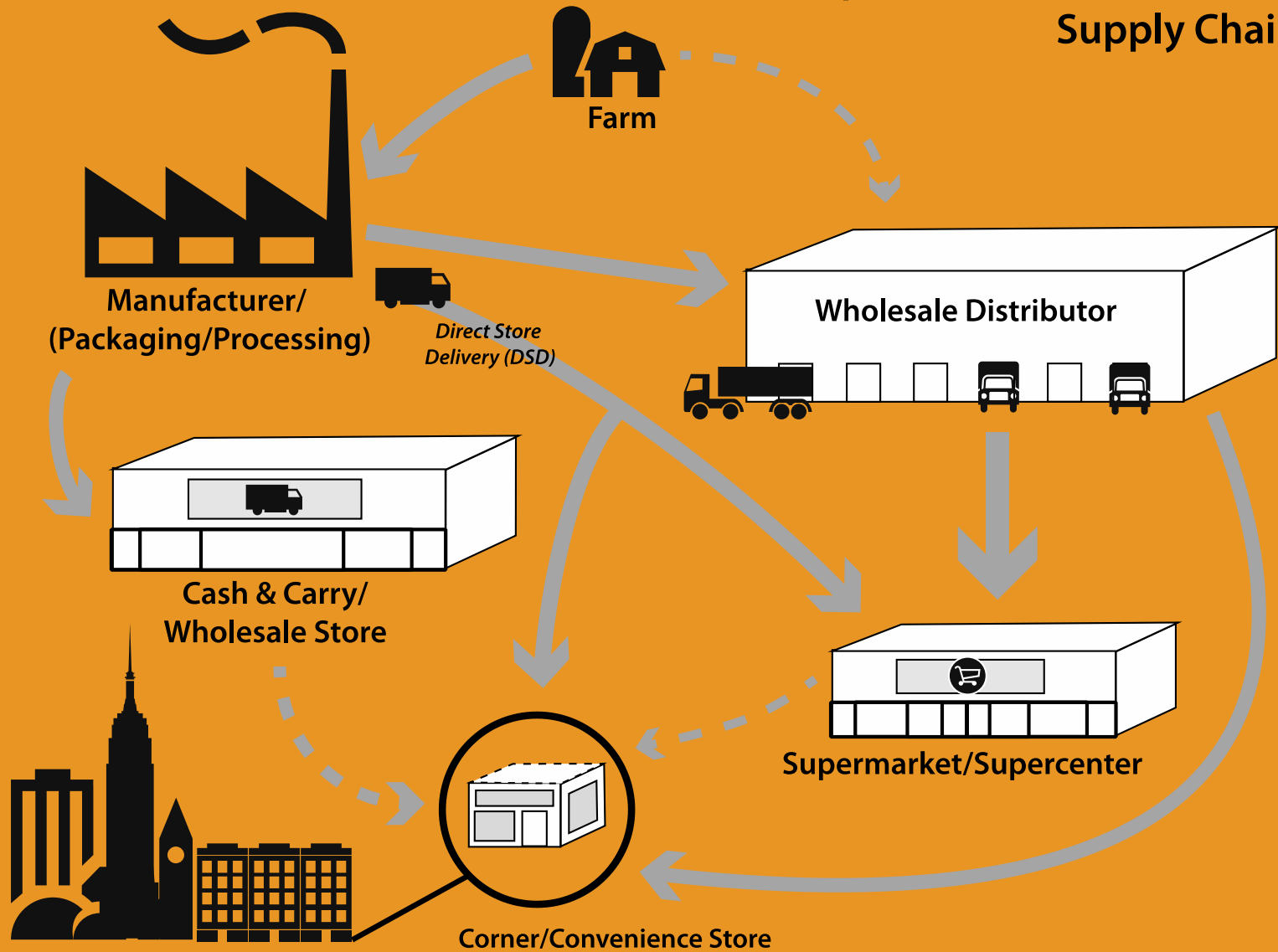
Independent & Small Grocery Supply Chain



SUPPLY CHAINS: Wholesale Distributors

- **Wholesale Grocery Distributor**
 - Unified Grocers
- **Convenience Store Distributor**
 - CoreMark
- **Direct-to-Store Delivery**
 - CocaCola, Frito-Lays
- **Specialty Distributors**
 - (Produce, Dairy, etc.)
- **Jobbers**

Independent & Small Grocery Supply Chain



SUPPLY CHAINS: Wholesale & Retail Markets

- **Wholesale Produce Market**

- *(often in or near major cities)*

- **Cash & Carry**

- Jetro, Pitco

- **Retail Clubs**

- Sam's, Costco

- **Big-Box Stores**

- Walmart, Target, Smart & Final

- **Supermarkets**

- Von's, Safeway

STEPS TO WORKING WITH DISTRIBUTORS

1. Assess your stores
2. Learn your local supply chain
3. **Gather your allies & resources**
4. Explore strategies & solutions



3

Gather Your Allies & Resources



Photo: New Haven Independent, Cristina Costantini



Funding

Green for Greens

Finding Public Funding for Healthy Food Retail

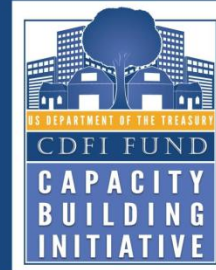


nplan

NATIONAL POLICY & LEGAL ANALYSIS NETWORK
TO PREVENT CHILDHOOD OBESITY



ChangeLab Solutions
Law & policy innovation for the common good.



Financing Healthy Food Options

**The CDFI Fund's
Capacity Building
Initiative for Financing
Healthy Food Options**

Financial Resources Catalogue



This document was created for the CDFI Fund by:

**OPPORTUNITYFINANCE
NETWORK**



Partners



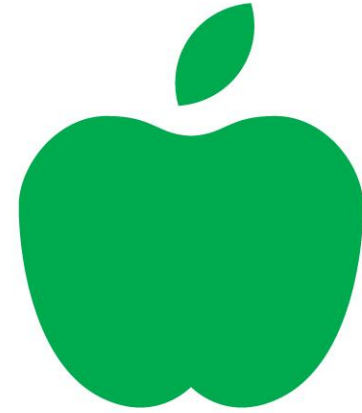


Existing Programs



COLUMBUS, OH

- Specialty Crop Block Grant (SCBG) - \$22K
- Community Development Block Grant (CDBG) - \$25K
- United Way
- In-kind support from SNAP-Ed nutrition educators



**FRESH
FOODS
HERE**

STEPS TO WORKING WITH DISTRIBUTORS

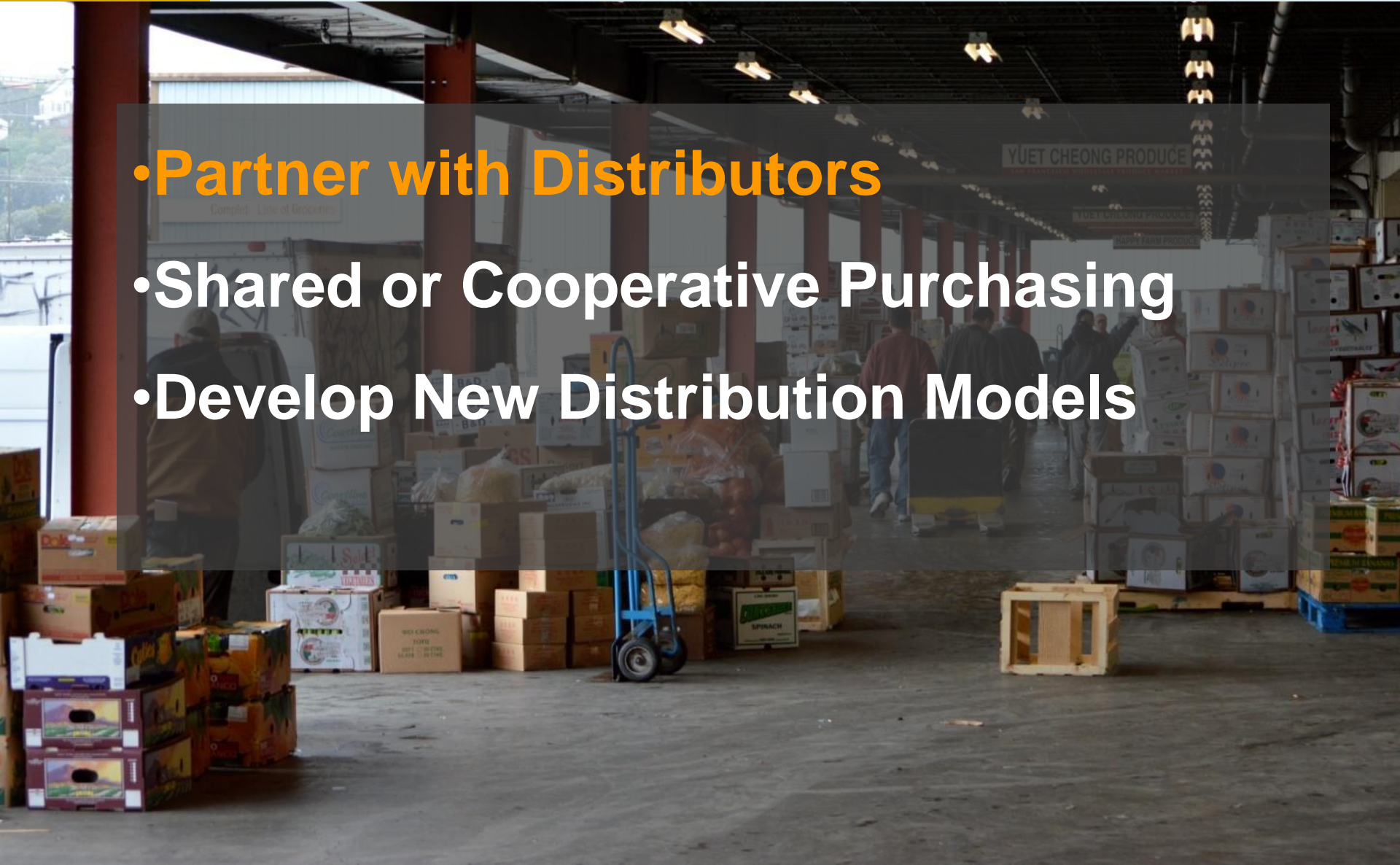
1. Assess your stores
2. Learn your local supply chain
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4. Explore strategies & solutions



4

Explore Solutions & Strategies

- Partner with Distributors
- Shared or Cooperative Purchasing
- Develop New Distribution Models



STRATEGY: PARTNER WITH DISTRIBUTORS

Solutions:

- Lower Minimum Purchase or Delivery Fees
- Increase Selection of Healthy Items
- Split Cases/Orders
- Marketing & Merchandizing Support



STRATEGY: PARTNER WITH DISTRIBUTORS



UNIFIED GROCERS
California

STRATEGY: PARTNER WITH DISTRIBUTORS



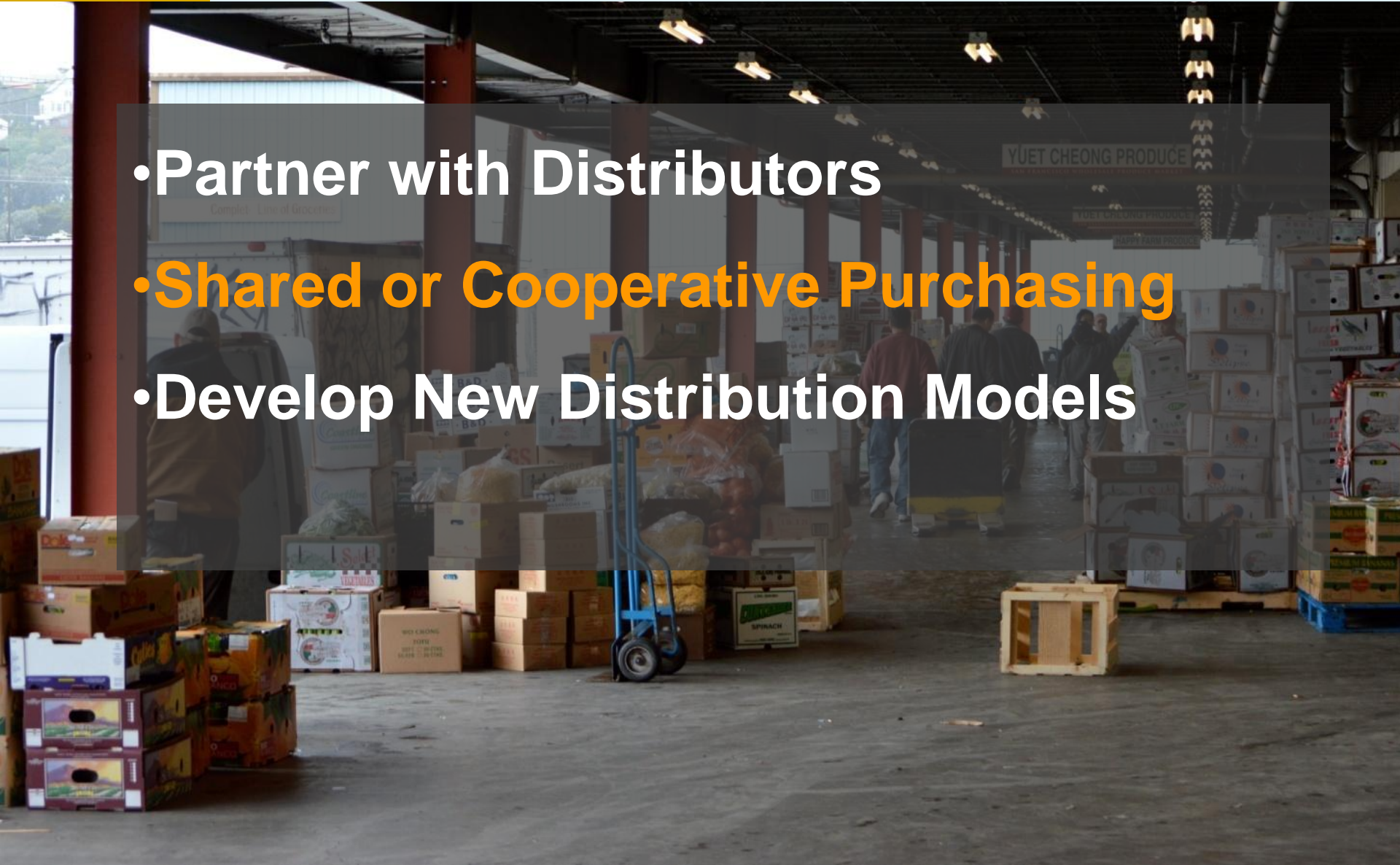
SHOP HEALTHY NYC

New York, NY

4

Explore Solutions & Strategies

- Partner with Distributors
- Shared or Cooperative Purchasing
- Develop New Distribution Models





STRATEGY: SHARED OR COOPERATIVE PURCHASING

Solution: Combine orders
for increased purchasing
power.

STRATEGY: SHARED OR COOPERATIVE PURCHASING

Potential Partners:

- Supermarket or Grocery Store
- Institutions – Schools, Hospitals, Churches
- Corner Stores or Small Retailer Association



STRATEGY: **SHARED OR COOPERATIVE PURCHASING**

CLOSING THE HEALTH GAP Cincinnati, OH

Photo: Hamilton County Public Health



STRATEGY: **SHARED OR COOPERATIVE PURCHASING**

- Avondale, Low income Neighborhood
- Produce Stands at 3 schools & 3 churches
- School District agreed to allow access to their wholesale distributor & volume pricing

CLOSING THE HEALTH GAP
Cincinnati, OH

STRATEGY: SHARED OR COOPERATIVE PURCHASING



DIXON COOPERATIVE MARKET

Dixon, NM



STRATEGY: SHARED OR COOPERATIVE PURCHASING

- The only mainstream grocery distributor's truck passes by the town every week
- \$10,000/wk minimum is too high
- Shared/Cross Docking agreement with supermarket in Taos
- Drive one hour each way to pick up order

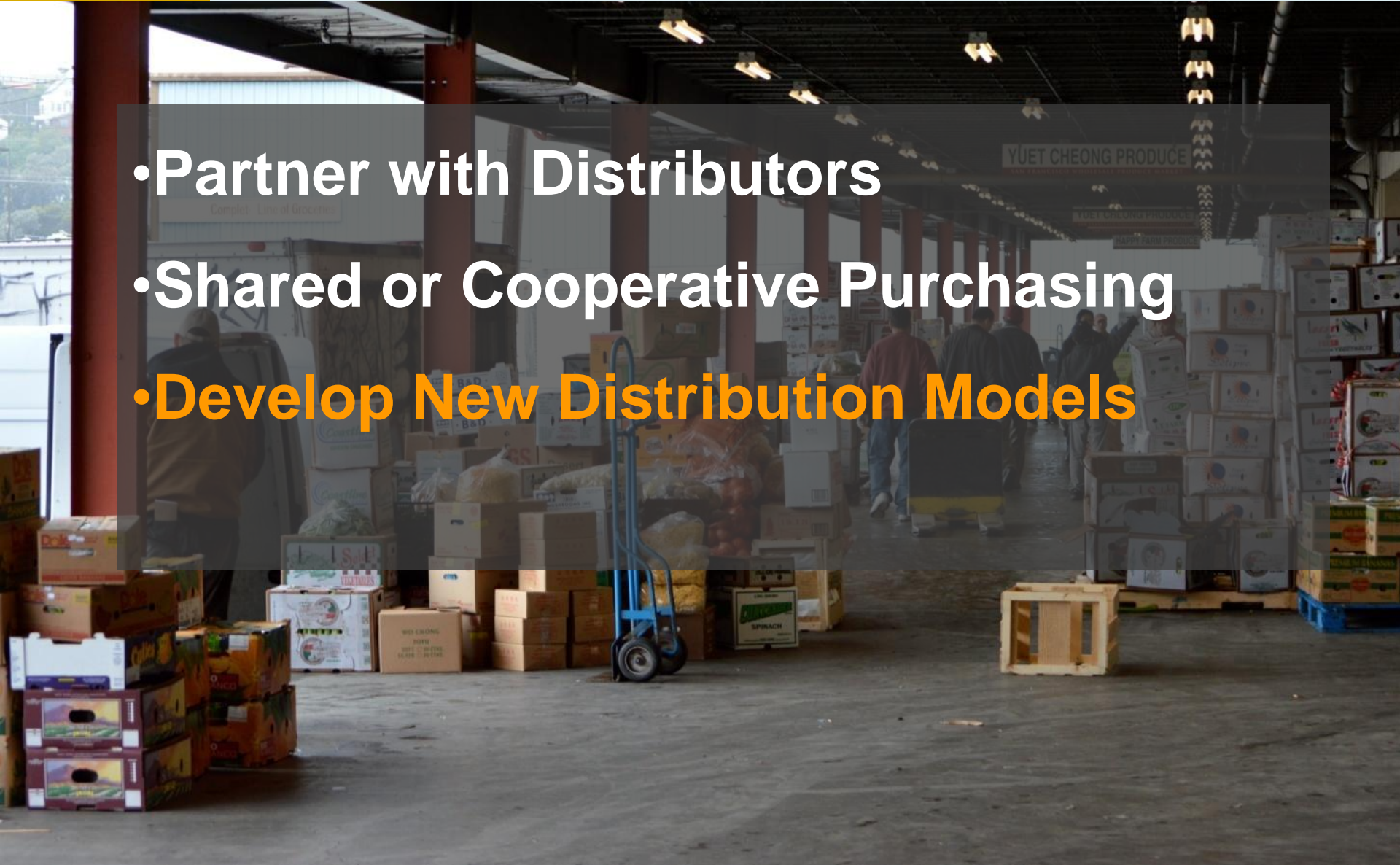
DIXON COOPERATIVE MARKET

Dixon, NM

4

Explore Solutions & Strategies

- Partner with Distributors
- Shared or Cooperative Purchasing
- Develop New Distribution Models





STRATEGY:

DEVELOP NEW DISTRIBUTION MODELS

Reasons:

- A gap in the existing supply chain
- Cannot source at the right size or price
- Connect smaller stores to local food

STRATEGY:

DEVELOP NEW DISTRIBUTION MODELS



Solution:

- Program Operated Distribution
- Local Entrepreneurship
- Find or Start a Food Hub



A photograph of a man and a woman standing in a community garden. The man, on the left, is wearing a blue zip-up sweater and glasses, holding a clipboard. The woman, on the right, is wearing a red sweater, a white crocheted hat, and a leopard-print bag. They are looking at a variety of fresh vegetables, including broccoli, asparagus, and leafy greens, which are displayed in baskets and bins. In the foreground, there are baskets of oranges and lemons, along with some jars of jam. The background shows a lush garden with various plants and trees.

STRATEGY:
DEVELOP NEW DISTRIBUTION MODELS

COMMUNITY SERVICES UNLIMITED
Los Angeles, CA



STRATEGY:

DEVELOP NEW DISTRIBUTION MODELS

- Grew from years of community food work
- Urban agriculture -> Farm Stand -> Food Hub -> Corner Store Distribution

COMMUNITY SERVICES UNLIMITED

Los Angeles, CA



Lindsey Palmer
DC Central Kitchen



THE
CAMPUS
KITCHENS
PROJECT™



DC CENTRAL KITCHEN: SOCIAL JUSTICE MEETS SOCIAL ENTERPRISE



















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CORNERS**

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**HEALTHY
CORNERS**

Fresh Grapes





HEALTHY CORNERS

delivering fresh fruits and vegetables to your door



HEALTHY CORN

delivering fresh fruits and vegetables to





HEALTHY CORNERS

Offering fresh fruits and vegetables to your block

Fresh
Start

HEALTHY CORNERS

delivering fresh fruits and vegetables to your block

THIS STORE SELLS HEALTHY SNACKS!



DSI PR











• PATTIES • SODAS
• ICE • ETC



ANACOSTIA MARKET
DOLLAR PLUS

OPEN
24 HOURS

1303





Helping deliver
local foods
to combat hunger
and create opportunity

COBANK

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Member of the Farm Credit System





Clare Fox
Los Angeles Food Policy Council



UNIFIED GROCERS
California



LATEST NEWS

Small Farm Fresh is Front Page News

April 15, 2013, Los Angeles Business Journal

"... the buy-local trend has become so popular among it's prompting startup businesses to cater to the need. Chak founded Silver Lake food-sourcing company Small Farm Fresh, which connects L.A. restaurants to a network of small farms through an online ordering service..." [Read more](#)

Startup company shakes up local food sourcing



Small Farm Fresh is an amazing service that brings to us the freshest produce possible at the peak of season in a timely, reliable manner... **literally bringing the farmers' market to restaurants.**

Farmers / Producers

Sell more produce without worrying about distribution. We send you orders. You pack, we pick up at your farm or the farmers' market and take care of distribution for you.

Restaurant Buyers

Buying from [local farms](#) has never been easier. Place orders for what you need. We fulfill your orders from local farms and deliver to your restaurant. [Read more](#)



COMMUNITY SERVICES UNLIMITED
Los Angeles, CA

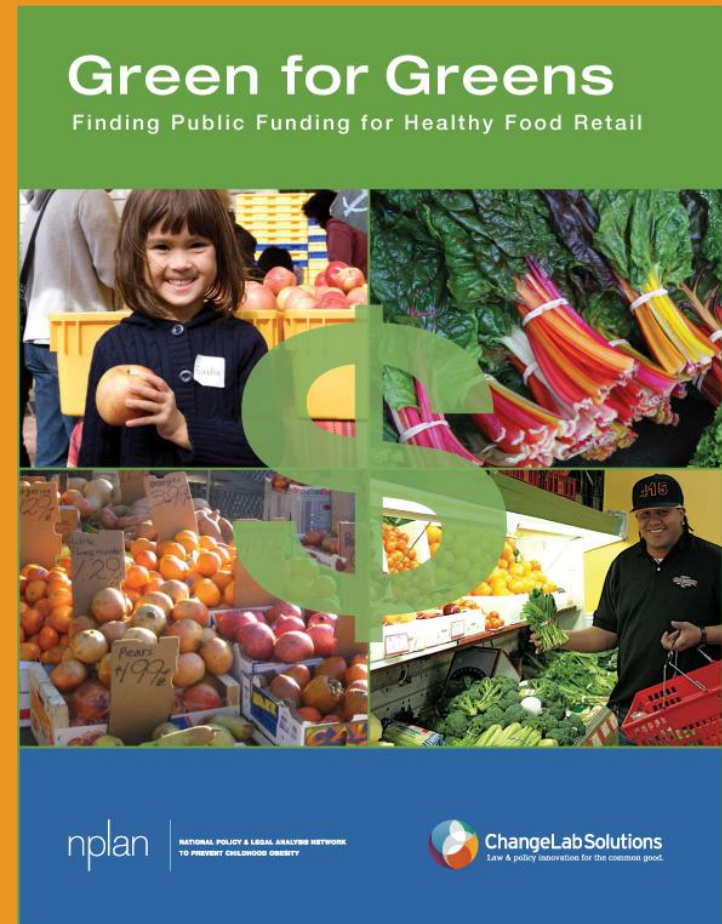
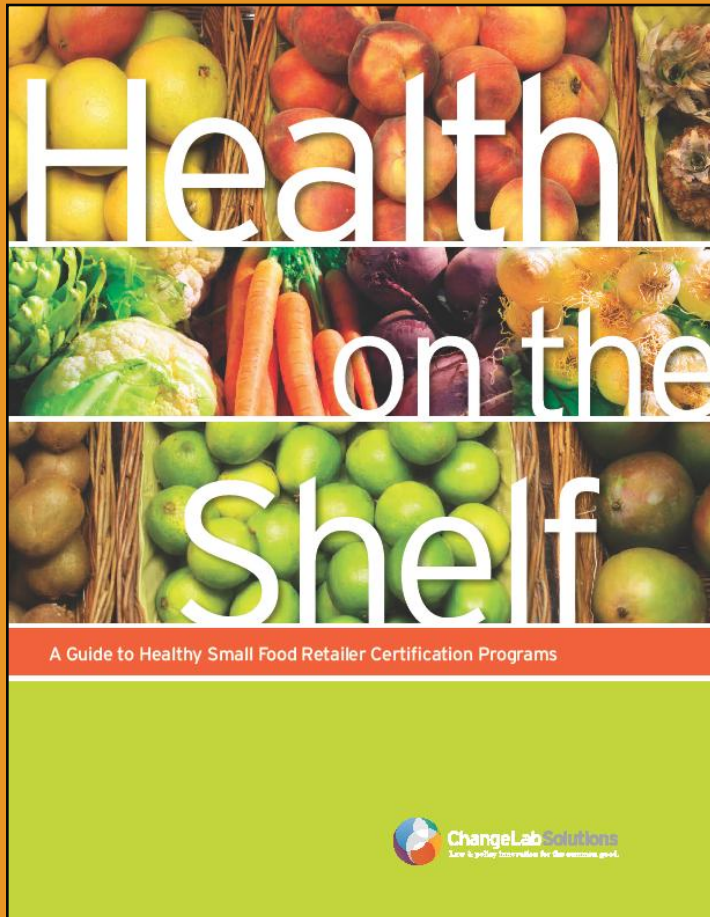
Healthy Corner Stores Network

changelab solutions • the food trust • urbane development

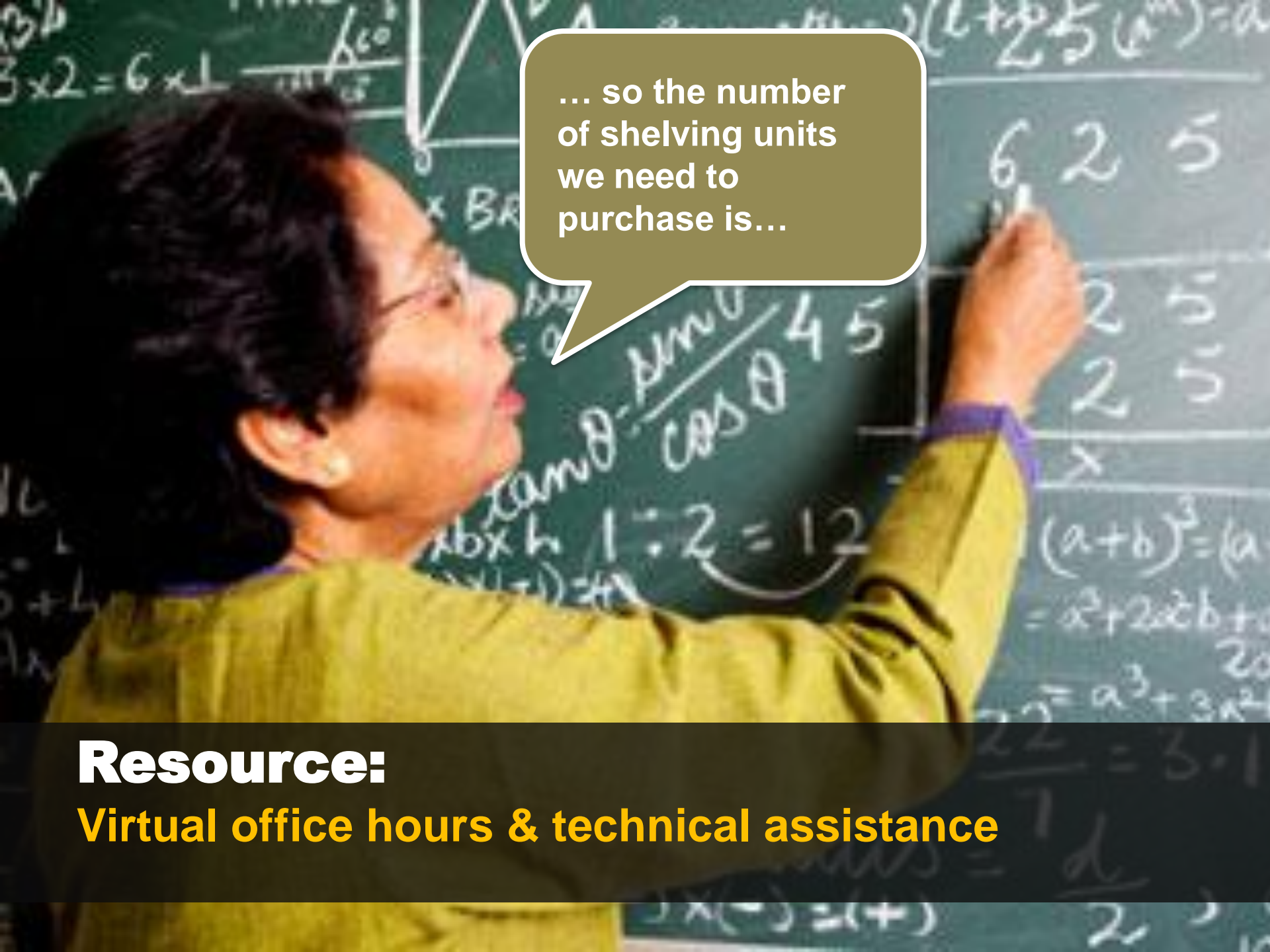


- quarterly webinars
- list serv
- technical assistance referrals
- networking

www.healthycornerstores.org



AVAILABLE AT
changelabsolutions.org

A woman with short dark hair and glasses, wearing a green sweater, is seen from the side, writing on a chalkboard. The chalkboard is filled with various mathematical problems, including a geometry problem with a triangle and angles, a division problem, and algebraic equations. A speech bubble is overlaid on the image, containing text about shelving units.

... so the number
of shelving units
we need to
purchase is...

Resource:

Virtual office hours & technical assistance

Thank you!

Lisa Chen

lchen@changelabsolutions.org

Angela Hadwin

ahadwin@changelabsolutions.org

changelabsolutions.org

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ChangeLab Solutions is a non-partisan, nonprofit organization that educates and informs the public through objective, non-partisan analysis, study, and/or research. The primary purpose of this discussion is to address legal and/or policy options to improve public health. There is no intent to reflect a view on specific legislation.

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virtual office hours



assessing your healthy food distribution landscape

1. Assessing your stores
2. Assessing your supply chain
3. Gathering allies & resources
4. Healthy food distribution models





ChangeLab Solutions
Low & policy innovation for the common good.

2201 Broadway, Suite 502
Oakland, CA 94612
510.302.3380
changelabsolutions.org

New Carrots on the Block:

A Webinar Series on Healthy Corner Store Strategies

Hosted by ChangeLab Solutions and sponsored by the Network for a Healthy California Retail Program

DIGGING DEEPER: Assessing your healthy food distribution landscape

STEP 1: Assessing your stores

Are storeowners already stocking some produce? (Such as onions, potatoes, and other low-spoilage products?)	to no/little extent							to a very great extent	not able to answer
	1	2	3	4	5	6	7		N/A
	<u>Examples:</u>								
Do storeowners receive significant stocking assistance, equipment, and/or revenue from alcohol and tobacco distributors?	to no/little extent							to a very great extent	not able to answer
	1	2	3	4	5	6	7		N/A
	<u>Examples:</u>								
Do storeowners have some knowledge about local suppliers of healthy food? (Such as distributors, wholesale produce markets, "cash and carry", etc.)	to no/little extent							to a very great extent	not able to answer
	1	2	3	4	5	6	7		N/A
	<u>Examples:</u>								
Do storeowners have some knowledge about how to handle & display healthy / perishable goods?	to no/little extent							to a very great extent	not able to answer
	1	2	3	4	5	6	7		N/A
	<u>Examples:</u>								

Step 1:

assessing your stores

Are storeowners already stocking some produce?

Do storeowners receive significant stocking assistance, equipment, and/or revenue from alcohol and tobacco distributors?

Do storeowners have some knowledge about local suppliers of healthy food?

Do storeowners have some knowledge about how to handle & display healthy / perishable goods?

Step 2: **assessing your supply chain**

Do we know who the local players are in food distribution?

Do we know which suppliers can or are willing to service small stores?

Do we know which suppliers carry (or are willing to carry) healthy products?

Step 3:

gathering allies & resources

Do we have access to non-profit / community resources and champions to improve distribution?

Do we have access to government resources and champions to improve distribution?

Do we have access to business resources and champions to improve distribution?

Step 4:

healthy food distribution models

Do we have the resources and partners to make partnerships with distributors work?

Do we have the resources and partners to make shared or cooperative purchasing agreements among stores work?

Does it make sense to create a new distribution system? (ex: food hubs, program-run models)