



Bringing fresh farm produce to Chula Vista stores

Evaluation Report
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Health Policy Consulting Group
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Cilantro to Stores Program

Community residents who have access to supermarkets may have lower levels or a reduced risk of obesity, as well as healthier diets that include high intake of fruits and vegetables. Many neighborhoods, however, do not have supermarkets, farmers markets and other retail venues that stock fresh produce, and these neighborhoods tend to be low-income, minority communities. For these community residents, convenience stores, liquor stores and corner stores are the most convenient places to shop, and they typically stock little or no produce. Store owners face economic and space constraints when making decisions about which items to sell, and providing fresh produce to customers requires additional floor space and refrigeration, as well as time dedicated to produce handling procedures, pricing and marketing. (Larsen, N., Story, M., Nelson, M, Neighborhood Environments: Disparities in Access to Healthy Foods in the U.S, American Journal Preventive Medicine, 2009, 36(1): 74-81.).

In June 2011, the Chula Vista *Cilantro to Stores* program (CTS) was awarded \$75,000 in grant funds to encourage owners of four (4) convenience stores in the underserved area of Western Chula Vista to dedicate a percentage of their square footage to the sale of locally-grown fresh produce. Funded through a pass-through grant from the County of San Diego's Health and Human Services Agency to the San Diego Association of Governments (SANDAG) to the City of Chula Vista, the primary goal of CTS was to increase access to fruits and vegetables by creating sustainable, fresh produce sections in four convenience stores, with a further goal to develop produce supply chains that were sustainable after the grant concludes.

CTS is a program designed to benefit residents of Western Chula Vista, both in terms of providing access to fresh produce and investing in the economic growth of the area. CTS program staff are hopeful that other stores within the community, as well as in other communities will want to implement their own healthy corner store projects, and are eager to share the successes, their challenges and their advice for future projects. A case study evaluation was undertaken to document the process of increasing access to fresh produce at corner stores, and to assess the short-term successes and challenges at the partner stores. The methods used for this case study included:

- Interviews of store owners (following selection to participate in project and again seven-nine weeks following introduction of produce in stores)
- Interviews of project staff and partner organizations and participation in Advisory Committee meetings
- Review of program documentation including logs of purchase and delivery of produce, produce lost to age; cost records for store improvements; store sales data for a 3-month period in the year prior to program implementation (Nov-Dec 2010, Jan 2011) and during the project implementation (Dec 2011, Jan- 2012).

Cilantro to Stores - Community

The City of Chula Vista is characterized by a predominantly Hispanic population (61%) with a median annual income estimated at \$38,246. In Chula Vista, there are an estimated 15,548 households with children below the age of 18 years. Of those, 37% are single-parent households. According to the County of San Diego Health & Human Services Agency Public Health Services, South County adults are less likely than any other region in the County to engage in moderate or vigorous physical activity, and nearly 60% of South County adults are overweight or obese, a higher rate than almost every other region in the County. Additionally, in 2010, the Chula Vista Elementary School District conducted a physical fitness assessment data which included a Body Mass Index (BMI) test of K – 6 students. The results indicated that 22.2% of all students fell into the overweight category and 17.6% were overweight and at risk for becoming obese. (Growing Healthy Children, Chula Vista Elementary School District, 2011).

In applying for this grant, the City of Chula Vista's Redevelopment Agency partnered with the San Diego County Childhood Obesity Initiative, facilitated by Community Health Improvement Partners (COI), and initiated a new partnership to benefit its constituents. COI's responsibilities included recruiting of community partners, as well as supervision and assistance to a Market Outreach Coordinator (50% FTE) who was funded through the project and hired in June 2011. Adding another dimension to the partnership, the Network for a Healthy California (the Network) agreed to provide in-kind marketing and promotional activities to support store owner in their outreach to the community. CTS was committed to developing and capitalizing upon creative partnerships, and reached out to a variety of partners to participate on the CTS Advisory Committee (see Appendix A). With local business participation critical to successful implementation, CTS contacted the Neighborhood Market Association, and represented by Samantha Dabish, added a key ally to the project who could speak to the concerns of local store owners. Partners also included the Institute for Public Safety that agreed to develop and implement a store intercept survey to ascertain community interest; the Chula Vista Elementary School District that was interested in promoting access to fresh fruits and vegetables for their students and families, and the San Diego Unified School District's farm to school expert.

Project partner Institute for Public Strategies implemented a brief intercept survey with store customers using bilingual promotoras who worked in the community. Additionally, volunteers implemented the intercept survey with residents attending a National Night Out event held in September in Chula Vista. Data from this survey helped validate the need for the education and promotions that were planned by the project and the Network for a Healthy California and also gave the project information about community members' priorities. Reasonable prices led the list, followed by good selection of produce, followed by the availability of locally sourced produce.

Store selection

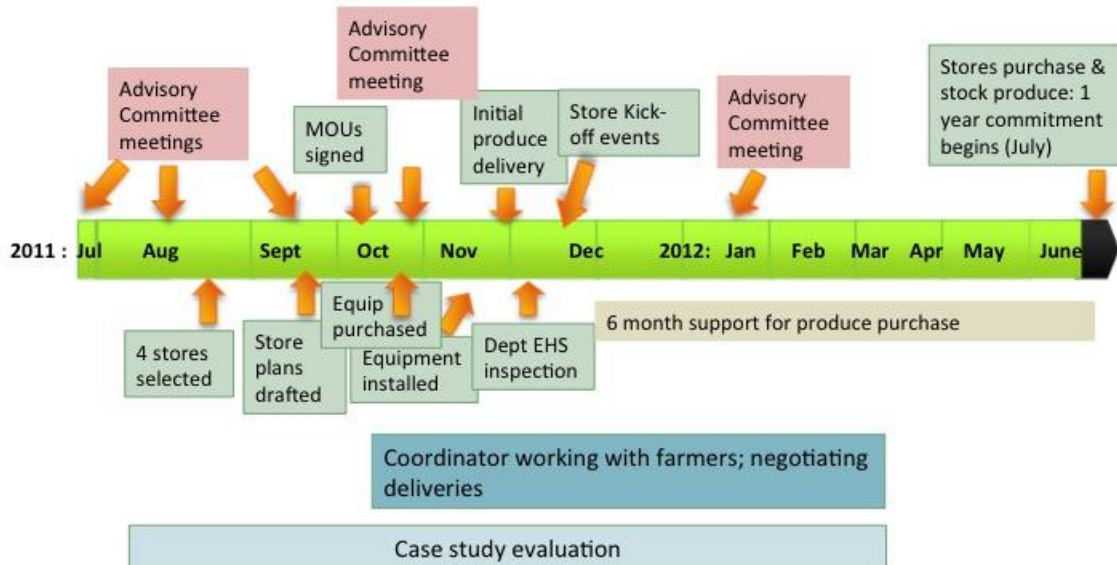
CTS was particularly interested in working with liquor/convenience stores located in low-income census tracts and/or redevelopment project areas that tend to offer few, if any, healthy options for customers. Additionally, the project also used local school data to identify potential store partners close to specific schools with high youth BMI scores. Within the target area, staff identified approximately thirty liquor/convenience stores, with most located in neighborhoods that do not offer full-service grocery stores. Once potential stores were identified, Samantha Dabish, of the Neighborhood Market Association, contacted the store owners to introduce the program, discuss the costs and benefits of participation, and identify store owner concerns. With the input of the Advisory Committee, store selection criteria were developed that included location of the store, owner interest, potential available space, customer base, proximity to schools, and whether the store participated in WIC. Using these criteria, program staff narrowed prospective store partners to eight. The Advisory Committee, with CTS project staff, conducted site visits of these eight stores, and four stores were selected to participate. During the planning process, one store dropped out due to a pending sale of the store to a new owner, and that store was replaced by another eligible store. Names and addresses of the four store partners are below:

Store Name	Address
Broadway Liquor	151 Broadway Chula Vista, 91910
Bobar Market & Gas #8	600 F Street #A Chula Vista, 91910
Sunset Market and Liquor	985 Broadway Chula Vista, 91911
Eagle Liquor Market	1296 3 rd Avenue Chula Vista, 91911

Each store was required to sign a Memorandum of Agreement with the City of Chula Vista laying out the parties’ responsibilities, including an agreement on the part of each store to continue to purchase and offer fresh produce for sale for a period of one year following the initial six months that the project paid for the produce on behalf of the stores, and participating in the evaluation by providing sales data and participating in interviews.

A timeline illustrates program milestones:

Cilantro to Stores Timeline July 2011 – June 2012



PROGRAM SUCCESSES.

Stores were engaged and their infrastructure modified to accommodate produce.

Individual stores worked in partnership with the Coordinator to develop a layout, choosing a location for an open display cooler for items requiring refrigeration, a basket display for those items that did not require refrigeration, and promotional information. The Coordinator assisted the stores in determining necessary modifications to accomplish the new design and ordered all equipment on behalf of the stores. It was necessary for the Coordinator to determine the requirements of the County of San Diego’s Department of Environmental Health concerning refrigeration and food handling, as well as requirements concerning certification of scales, as part of the process of selecting appropriate equipment for the stores. Total equipment costs for the four stores includes:

<u>Type of equipment</u>	<u>Expenditure</u>
Coolers	\$16,445
Basket racks	\$1588
Plastic baskets	\$509
Signage	\$772
Roll bag holders	\$148
Produce bags	\$260
Total expenditures	\$19,722

The program investigated, designed and purchased promotional items, including outdoor signage and point of purchase signs/pricing information. The Network for a Healthy California assisted in providing recipe cards, educational pieces, and in planning promotional kickoff events in coordination with the San Diego County Childhood Obesity Initiative. Project staff met with the storeowners to provide materials on produce handling, and gave the storeowners a copy of the Network's "Retail Fruit and Vegetable Marketing Guide."

Fresh, local produce is being delivered to stores. Prior to implementation of CTS, just one of the four stores sold fresh fruits and vegetables. As a WIC-authorized vendor, Eagle Liquor sold the minimum number of varieties of fresh fruits and vegetables required by WIC. That inventory was purchased by the owner's wife from local supermarket chains and was not locally sourced.

Prior to the CTS program, all of the stores worked with product vendors who delivered directly to each store. Store owners confirmed during baseline interviews that none of those vendors offer produce, let alone local produce, and that on-site delivery would be important to their ability to sell produce. One of the key duties of the CTS Coordinator was to develop relationships with farmers who grow local produce and arrange a system whereby farmers would deliver produce to the stores. During the evaluation period, the Coordinator made many contacts and succeeded in arranging deliveries by several farmers, including S.L. White Farms ("Farmer Steve") of Ramona, Suzie's Farm of San Diego, and Rose Cottage Fruits of National City. Delivery arrangements have evolved during the initial 10 weeks of produce deliveries. For instance, an initial attempt by one farmer to provide the full scope of fruits and vegetables by supplementing his own harvest through purchase and pickups at other local farms proved difficult for him. The commitment was changed and thereafter he has delivered only produce grown on his farm. Until other arrangements were made, the Coordinator was able to continue to supply the stores the wide variety of fruits and vegetables previously offered by purchasing produce at one of Chula Vista's certified local farmers market located on Third Avenue, and delivering the produce personally to the four stores.



Another accommodation was made with Suzie's Farm, which requires a minimum \$75 purchase for each delivery. Because of the cost, only two deliveries could be made for the four stores. The storeowners closest to each other agreed to coordinate their deliveries, with two of the stores picking up their produce share from one of the other stores. However, there have been some complications with coordinating the pick-up between storeowners, and it is unclear if this arrangement will be workable. In addition, storeowners have expressed that the produce from Susie's Farms may be too expensive for their customers and too hard to sell.

CTS's first delivery of fresh fruits and vegetables to the four participating stores was accomplished on Nov. 22, 2011. Except for one week over Christmas, deliveries have continued each week thereafter and are scheduled to continue indefinitely, with produce paid for by the program for a total of six months. Storeowners have committed to continuing to stock fresh fruits and vegetables for a minimum of one year following the program support period. The Coordinator's grant support is over, effective March 1, and the stores will begin progressively taking responsibility for duties that have been handled by the Coordinator. Initially, they will take on responsibility for ordering their own produce. Later, they will order and pay for the produce, but be reimbursed for it through the program until the six month support period expires approximately the end of June 2012. Thereafter, they will assume full duties for all produce handling, display and culling of older or spoiled produce, and pay from their own funds for all produce. During the transition, COI will assist with produce handling and processing of produce payments. Following the expiration of project support, the City of Chula Vista will continue to monitor the stores to insure their compliance with the one year commitment to continue offering produce and use of equipment furnished by the program (cooler and baskets) for produce display purposes only.

While storeowners express concern that the cost of produce that is grown locally is often higher than for conventional produce shipped from a distance into supermarket chain stores, at least one owner sees the ability to offer local produce as a distinct competitive advantage.

I'll definitely keep up the local aspect. That's the difference between me and the big stores, it's an edge.

Roy Mikha, Sunset Market.

A wide variety of produce is offered. A wide variety of locally grown produce items have been supplied by CTS to the stores. All of the storeowners believe that their ability to offer a wide selection to their customers has been a very important component for success. At Sunset Market, the storeowner decided to expand his offerings and added additional display baskets as the program progressed.

Fruit

Oranges
Tangerines
Lemons
Limes
Kiwi
Persimmons
Pomegranates
Grapefruit

Vegetables

Lettuce
Onions
Broccoli
Tomatoes
Avocados
Zucchini
Carrots
Spinach
Cauliflower
Chile Peppers
Green beans
Cucumbers
Radishes
Peas
Squash
Cilantro
Peppers

Storeowners say the best sellers, so far, include oranges, lettuce, tomatoes, avocados, and cilantro.

In planning with storeowners, program staff learned that they wanted the ability to sell some items that either are not grown locally or are currently out of season. In consultation with the Advisory Committee, the program decided to allow storeowners, at their own expense, to supplement local produce with outside produce that was not available locally, up to 25% of the produce carried. Three of the four store owners chose to purchase small quantities of these items, including apples, bananas, onions, and potatoes – items the owners perceived to be of particular interest to customers.



Early sales volume is strong. The produce introduced in the four stores during the first two months of the program cost the program \$2,152.91 (paid to farmers). As summarized below, estimated retail sales of produce during this period were

\$2,058.92, approximately 96% of the cost of goods sold. This is a very rough, and likely high estimate due to multiple factors, including the fact that sales figures are based primarily on storeowner estimates because 1) the registers used by the storeowners were not programmed with a special “key” for ringing produce sales until midway during the evaluation period, 2) stores conceded that there were errors in training and use of the key, and 3) the fact that storeowners occasionally supplemented produce offerings with apples, bananas and potatoes purchased by them, but not separately accounted for in cost of goods sold.

Cilantro to Stores Produce Sales 11/22/11 - 1/31/12

	<i>Estimated sales*</i>	<i>Cost of produce paid to farmers</i>	<i>Potential sales if all inventory sold</i>
Broadway	\$394.40	\$502.25	\$882.73
Bobar	\$400.00	\$520.25	\$859.82
Sunset	\$664.52	\$585.88	\$973.87
Eagle	\$600.00	\$544.53	\$876.16
Total:	\$2,058.92	\$2,152.91	\$3,592.58

*Estimates from storeowners, "produce" key programmed on cash register in Jan. will improve future data

Storeowners, overall, were pleased with the initial sales volume, and are hopeful that future sales will increase, although there was still a definite note of caution expressed in February interviews that this is something they will be watching closely in the coming months. They all noted that January and February are historically slow sales months for them and that this has been particularly true in the economic climate of the last few years. One store owner stated “If I put a number to it, maybe last year was a 10. This year would have been a 7, but with CTS it’s an 8.”

As seen in the “potential sales” column, if the storeowners had succeeded in selling all of their stock supplied by CTS (at the retail price set by CTS), their sales would have been 74% higher. The CTS coordinator removed spoiled produce weekly, and she calculated these losses at a retail value of \$802. The balance of the unsold produce could not be specifically accounted for. This could be explained if some produce was sold for less than the retail prices furnished by the program which some of the owners conceded may have happened. Storeowners also may have removed some spoiled produce before the Coordinator did so. Another explanation could be that storeowners underestimated their total sales of produce before the key on the cash register was programmed. With consistent use of the produce button on the cash register, records for the coming months will be more accurate.

Customers for produce are primarily local residents, the target of the CTS program.

More older people are coming in who didn’t come before. They heard about it in the newspaper. Families walk in on their way to school, especially in the morning. Students sometimes come in and buy fruit.

Louie, Bobar Market & Gas

All storeowners describe their clientele as being primarily composed of local residents from apartments, mobile homes and houses close to the stores. Although all stores are located on busy highways, the storeowners estimated that nearly all of their customers were “regulars” and that a significant number of customers visited the store on foot rather than by automobile (Sunset – >50%; Eagle – 50%; Bobar 30%; Broadway 40%). Asked to characterize their customers who have been purchasing fresh fruit and vegetables, the storeowners identified older residents (Broadway and Eagle), families (Sunset and Broadway), WIC clients (Eagle), people working nearby (Broadway), and students on the way to school (Sunset and Broadway). Only one of the store owners believe that EBT users were purchasing more fruits and vegetables. Two of the four stores felt that some customers were coming in specifically to purchase produce.

Promotional events have generated community interest and support. Program partner, the Network for a Healthy California, worked with program staff to organize and produce a promotional kickoff event for each store. The events involved taste testings of the produce offered, education presentations about nutrition and ideas for incorporating produce into family meals, recipe cards, and signs including nutrition information. The kickoff event at the Sunset Market included a press conference that resulted in television and print coverage. Speakers/attendees included Cheryl Cox, Mayor of Chula Vista; Francisco Escobedo, Superintendent of Chula Vista Elementary School District; Eric McDonald, County of San Diego Health and Human Services Deputy Health Officer; Chelsea Fiss, Network for a Healthy California.

Press coverage examples:

San Diego Union Tribune: <http://www.utsandiego.com/news/2011/dec/29/fruits-vegetables-go-direct-to-markets/?print&page=all>

KPBS television: <http://www.kpbs.org/news/2011/dec/08/healthy-corner-store/>

CBS 8 television: <http://www.cbs8.com/story/16344095/new-program-brings-fresh-produce-to-corner-stores>



All storeowners agree that promotions and advertising are very important to their continued success. The Network for a Healthy California is conducting a taste testing promotional event in each store, each month, for the duration of the six month produce support period, and this is welcomed by the storeowners because they believe it is important for prospective buyers to appreciate how much better local produce tastes.



Being local and fresh, a lot of people who taste it come back. Other oranges taste like medicine, but these taste like an orange.

Fauzi Zora, Broadway Liquor

Partners collaborated to produce program success and initiate new relationships.

Partners collaborated across disciplines and between public and private sectors to produce success on a very short timeline. The pooling of collective experience among the core partners, together with the vision and commitment of a range of Advisory Committee members, allowed the program to identify resources and solve problems in a number of cases, including process issues such as County regulation of scales and food preparation and storage. When it became apparent that there may be some issues relating to using scales in the stores, Advisory Committee members from the County of San Diego's Health and Human Services Agency assisted the program staff in outreaching to the County's Department of Agriculture, Weights, and Measures. Ultimately the stores decided not to sell produce in a manner that would require using scales.

A good example of the benefits of collaboration is seen in the role of the Neighborhood Market Association, a non-profit member supported organization that represents independent retailers, including convenience stores like those that participated in CTS. Samantha Dabish served on the Advisory Committee, and played a key role in initially circulating notice of the opportunity to participate to stores and later serving as an intermediary to negotiate the interests of storeowners. She provided insight into the motives and needs of the storeowners and helped to shape the program to create the greatest chance for the stores to embrace the program and ultimately succeed.

Those of us in public health just assume that everyone wants to be healthy and wants to act to help others to be healthy. We don't know about business or how to approach corner stores. For those in business, the bottom line is important, and Samantha gave us the business perspective we needed.

Melanie Cohn, Project Manager
San Diego County Childhood Obesity Initiative.

PROGRAM CHALLENGES

The project had a very short timeline that delayed implementation and did not easily accommodate unexpected events. The execution of the original grant was delayed from March until April 29 without a corresponding extension of time for completion. The original timeline for the project called for produce to be in the stores by October, however delays and unexpected challenges (e.g. one store dropped out) postponed the first deliveries of produce until late November. Additional time was needed to get the MOUs drafted and executed through City channels, and delays occurred in getting equipment and in determining regulatory

compliance requirements and inspections. This created frustration and impatience among storeowners. The short timeline created intense pressure for the part-time project coordinator to get up to speed very quickly, and did not take into account any learning curve that might be necessary. It also cut short the opportunity for evaluation and left the program with just two months of data before completion of the evaluation. Everyone associated with the project recommended a longer timeline for other communities seeking to undertake similar conversions.

Partnership challenges required adaptation of plans.

- ***Redevelopment agencies in California were abolished.*** As a strategy to close California's state budget gap, midway through the CTS project a California Supreme Court case upheld the abolition of state redevelopment agencies and mandated the dismantling of these agencies thus abolishing the Chula Vista Redevelopment Agency. This meant that the Redevelopment Agency could not contribute all the façade improvements for the storeowners as originally planned. However, as of this date the City is trying to maintain the façade improvement money so that improvements to the stores can actually be implemented. The newly structured Oversight Board will review the proposed Recognition Obligation Payment Schedule in early April. In addition, the threat of closure and eventual abolition imposed competing demands on Diem Do, Senior Project Coordinator for the Agency and a supervisor on the CTS project. Her expertise as a manager of local farmers markets and her connections to local farmers were important to the project. While she contributed her expertise on multiple levels, her time was limited by these unforeseen demands. Fortunately, Ms. Do has City support to oversee the remaining months of the project. She will insure that store owners comply with the requirement to use the equipment furnished to them through the project and to continue to supply produce for an additional year after the project support period ends.
- ***Program promotion was limited by concerns about convenience/liquor stores.*** One of the primary criteria in selecting stores was the proximity to elementary schools in the Chula Vista Elementary School District. The original plan was to conduct promotion to school families via a coordinated Harvest of the Month program as well as targeted education and promotional materials. Although the Superintendent was supportive and Sharon Hillidge, District Resource Teacher, was able to participate on the Advisory Committee during early months of the program, the schools ultimately did not play the promotional role in the program originally contemplated, and their participation did not continue after the first few months of planning. The evaluation team was advised that there had been concern about the role of the schools in promoting family and student shopping at liquor stores. Concerns were primarily focused on some of the competing promotions at these stores including the marketing of energy drinks, snack foods and other products, and the ability of students to identify healthy choices in the face of

- promotion of unhealthy items. These concerns were not fully articulated to program staff and the school district did not have a representative attending Advisory Committee meetings after October. This made it difficult for the partnership to change course and develop alternate strategies to promote the program among community members.
- ***Getting community/resident participation was problematic.*** Promotoras assisted in collecting intercept surveys at the outset of this project, but had a minimal role in the program. Opportunities to partner with them could have been explored further. Some program staff thought it might have been helpful to engage parent organizations to participate, however it was hoped that much of the parent engagement would come through the partnership with the schools. It was difficult to organize meetings of the Advisory Committee, particularly on the short time frame of the CTS project, and community members often find it difficult to participate in daytime meetings.
 - ***The Network for a Healthy California had limitations imposed internally on the extent of its participation.*** Midway through the project, the Network implemented a regional evaluation of their Children’s Power Play! campaign, and determined that a “wash out” period was needed for a proper evaluation of that organization’s activities. As a result, the Network determined that no child-focused activities could occur between Nov. 2011 – Jan. 2012. However, general market activities and outreach continued to be permissible, and thus the Network was able to conduct the kickoff event education activities as planned.

Store owner perceptions about prices and value may threaten sustainability.

At both baseline and post-implementation interviews, store owners underlined their concern that produce be priced reasonably in order to attract buyers. The program has provided storeowners with a retail price point for each item and these are reflected on the point of purchase signs prepared by the Coordinator. There have been varying levels of satisfaction and concern about prices. Store owners conceded that sometimes a discounted price has been needed to induce customers to make the purchase. The full extent of this practice is not known. At Eagle, where the storeowner has been participating in WIC and purchasing produce for that program at conventional grocery stores, the owner conveyed that the prices of the CTS furnished produce are too expensive and that this is particularly a problem for his WIC customers. His opinion is that “the price is the most important – not local or fresh.”

Although infrastructure is currently in place, the sourcing and delivery of produce is still in question. As noted in the successes, the program has succeeded in securing a steady supply of fresh, local produce. There have been challenges, however, as noted above. Initially, it was hoped that a local growers collaborative would provide steady contacts and sources, however that organization was discontinued during the course of the project. While the first farmer tried to provide full service and secure produce that he could not grow from others, it

became apparent that this was not sustainable. The steady supply was maintained because the Coordinator was able to purchase produce from the local farmers market and make deliveries herself. In February, as the Coordinator's time at the project is about to end, two additional local farm sources were put in place, and it is hoped that this will continue to prove successful. Although the Coordinator is leaving, in-kind support is offered from COI and the City's Diem Do will also continue, however the daily support of the Coordinator will not be available.

LESSONS LEARNED

The Cilantro to Stores program met its project goals, and in doing so learned a number of valuable lessons that may serve other communities pursuing a similar mission:

- Finding a partner who knows the business community is key to recruiting businesses and securing their participation.
- Identifying, upfront, the benefits to the store owner (i.e. paying for equipment, paying for initial produce) and providing this support has successfully engaged storeowners to participate.
- Storeowner commitment is essential and should play an important role in selecting store partners. While sustainability of the CTS program is yet to be determined, all program staff are optimistic that at least one of the stores will sustain the program over the long term. That owner, who situated the produce front and center in the store and actively markets the produce to his customers, is seen as the most likely to be able to continue to offer produce over the long term. He expresses strong belief in the program.
- Identifying and engaging community partners, to the greatest extent possible, is challenging, but important. This should include parents/parent groups, schools, local promotoras, etc. Schools may need time to engage and overcome objections.
- Resident needs are important to take into consideration. The pricing of produce is a key element for success and cannot be underestimated. Providing variety and including produce that the community is already familiar with is likewise important.
- Promotion and marketing are essential to get the word out to the community and drive customers to the stores. Tastings are an important educational tool for creating a desire and market for local, organic produce.

- A longer timeline is needed to establish the program. An effective program implementation time of 6 months is too short. Program staff recommends 12-18 months to allow adequate time for implementation and evaluation. This would allow more time to find strategies to overcome challenges.
- Evaluation should continue beyond the initial startup of the program in order to fully understand the long term success, challenges, and strategies for overcoming barriers. Insuring a system for accounting for sales of produce (programming and education in use of key to ring sales) will improve data quality. Requiring owners to document supplemental purchases of non-local produce would also improve data, however in working with small business owners, it is important to understand the limits of data collection and make this as simple as possible.

“If you are the guy doing it, the store owner, you need to put 100% attention to it. You need to have a good location so customers can really see it. I believe it, what I’m selling.”

-Roy Mikha, Sunset Market

Appendix A. Cilantro to Stores Advisory Committee

Cilantro to Stores Advisory Committee	
NAME	ORGANIZATION
Chelsea Fiss	Network for a Healthy California
Blanca Melendrez	Network for a Healthy California
Cheryl Moder	San Diego County Childhood Obesity Initiative
Christine Edwards	Health Policy Consulting Group
Leslie Linton	Health Policy Consulting Group
Diem Do	City of Chula Vista Redevelopment Agency
Elena Quintanar	County of San Diego HHSA South Region
Genevieve Fong	San Diego County Childhood Obesity Initiative
Lisa Chen	Public Health Law and Policy
Melanie Cohn	San Diego County Childhood Obesity Initiative
Richard Preuss	Institute for Public Strategies
Samantha Dabish	Neighborhood Market Association
Sharon Hillidge	Chula Vista Elementary School District
Suchi Ayala	San Diego State University
Vanessa Zajfen	San Diego Unified School District