

## Hardies Mobile Community Farmer Market Report

### Luke 3:10-11 ESV

**And the crowds asked him, “What then shall we do?” And he answered them, “Whoever has two tunics is to share with him who has none, and whoever has food is to do likewise**

### Executive Summary

As the country is going through the worst pandemic in history. The Hardies’ Family as they did in World War II ask themselves a question. “How could they help families in the effort to flatten the curve of the spread of the deadly virus. The idea came to the leadership to go back to its roots. The Farmer Market.

Hardies looked around Dallas to find the appropriate location to run a beta test on the Mobile Farmers Market Concept. The location selected was an apartment complex, that sits on the very spotted that Hardies Founder John Hardies Open the First Market. This gave confirmation that it was a God given and ordained idea.

The Mobile Farmer Market was wildly success on Friday March 20; Hardies had over 100 residents of the complex participate. The complex ownership offered support and access to other complexes in the Metroplex.

### Hardies History

While the Hardie family had long been in the produce business, John Hardie purchased a single farm-to-market delivery truck to fill a much-needed service during wartime Dallas. It was **1943**, two years into World War II, and more than 40% of the labor force was serving our country.

Three generations later, this simple service has blossomed into one of the premier fresh food distributors in the southwest. Hardie’s has grown to a fleet of more than **150 trucks and 163,000 square feet** of refrigerated warehouse space across the state of Texas.

## **Direct to the consumer-Mobile Community Farmers Market**

The Mobile Community Farmers Market Concept was created. Hardies decided Friday evening to Stand-up four of these markets in Dallas Metroplex, and two other locations in the state. They publicize the markets via Facebook. Services Of Hope (SOH) a 25+ year non-profit partner of Hardies received the message and activated its network. SOH placed staff at each of the Metroplex locations to help work with shoppers, answer questions and continued to inform families via Social Media. SOH notified city official in each location, key church and nonprofit leaders to have them activate their networks

### **Concept**

Hardies positioned one 26-foot refrigerated truck at each mobile community market site with supporting staff from their warehouse. The process worked as follows:

- Each site had a designed start and end time
- Each site was at a Luby Cafeteria or Apt Complex
- Shoppers paid \$20 for a box
- Shopper could pay cash or credit card
- The shopper was able to shop in a self-service open-air market
- Shopper were given gloves
- They were placed in groups of 10
- They were kept 6 feet apart
- Social interaction was limited
- Distribution Locations
  - Metropolitan Apts-1200 Main St.
  - Luby's -5600 Hampton Road
  - Matt's Rancho Lakewood-1904 Skillman
  - Luby's 3801 NE Loop 820, Ft. Worth

### **Impact Report**

- **Fort Worth Market**
- Partners
  - **Hardies**
    1. Trucks 2 26-foot reefer
    2. Staff-10 (which in included Mark Austin-COO)
    3. Safety equipment
    4. Social Media
  - **Luby's**
    1. Parking lot location
    2. Each shopper received 25% off on To-Go Meal
  - **Services Of Hope**
    1. Volunteer support

2. Social Media
  3. Networking
  4. Home deliver
- 302 shoppers in 2 ½ hours
    - First truck-118 people-
      1. 45-50 minutes
    - Second Truck
      1. 190+ people
      2. Period 1:15 minutes
  - Each box was an average of 75 lbs. a food (7 days)
    - 24,375+ lbs. of product distributed
  - Items
    - Milk
    - Creamer
    - Eggs
    - Greens
    - Salads
    - Fruit
    - Vegetables
  - Home Delivery-Boxes (Services Of Hope) those who could not get to a Market Location
    - Ft. Worth-Seniors
    - Arlington- Confined Families
    - Dallas-Low to Moderate Income Families
    - Grand Prairie Low to Moderate Income Families
    - Irving- residents in need
    - Hurst-Family of 8, in need
  - Key Shopper/visitors
    - Tarrant County Meals on Wheels representative
    - Area Manager Lubys
    - College Economic/Finance Professor
    - Social Worker Manager
  - **Lessons Learned**
    1. Stage two trucks at each location
      - This will reduce waiting time
      - Some shopper left due time running out of product
      - Trucks need power lift gates to reduce unloading times
      - Standardize truck loading by site
    2. Need a method to fund families with no income
      - Several families could only afford one box
      - Several families left due no funds
    3. Need 10 volunteers are staff per site

- Shopper spacing
  - Shopper safety equipment
  - Helping senior to car
  - Answer questions
  - Prebox items for seniors
4. Shopper come in four waves
    - 1<sup>st</sup> come 30 minutes early
    - Those called by people from first wave
    - Drive by shopper
    - Luby's Take Out customers
  5. Shoppers
    - Limit # if milk and creamers
    - Limit # of high demand items
    - Increase spacing to pay
    - Increase spacing and time to shop
    - Incorporate small carts for seniors
    - Premade boxes for families who don't want to leave vehicle
    - Mark ground for 6 feet apart
6. **Reconciliation**
    - Sign in sheet for shopper
    - Count based on family boxes paid, not people
    - Get average pounds on a truck
    - Get # of pallets on truck
    - Food banks and pantries track impact based on poundage
    - Have scale at each site to weight average of 10 boxes to get tare weigh
  7. **Signage need at site for driveby shoppers**
  8. **Media coverage needed**
    - Press releases to media
    - Camera crew at a location
- **Budget to Operate Market**
    1. A scalable & sustainable budget/business model must be created
    2. Budget must include
      - Cost to support Low income families
      - Cost of truck operation
      - Staff cost
      - Insurance
      - Cost of safety equipment
      - Cost of home delivery

- Marketing cost
  - Cost of boxes
  - misc.
- **Action Items**
    1. Set up conference Call Mon
    2. Review impact from other locations
    3. Create funding for displaced workers
    4. Create a timetable and location for next markets
    5. Have biweekly markets
      - Wed and Sat
    6. Create a drive thru lane
    7. Add other items to market
      - Example-paper products
      - Shelf life food
    8. Add Midwest Food Bank to Partnership
    9. Develop a giving campaign to support the market

## **Conclusion**

Hardies Mobile Farmer Market Concept has proven that it can meet the requirements and needs of the new regulation in place. While at the same time providing needed support to the community.

The concept must now be made scalable from a business standpoint. The concept must cover the operating cost of Hardies and its staff and support the non-profit who partner. This can be done in several ways:

1. Continue to charge the weekly box cost
  - a. Add a small home delivery cost
2. Determine the breakeven point of each location based on shoppers
3. Provide letter of support to non-profit partner to use in grants
4. Get support from churches
5. Get support of key individual
6. Ask Luby's to direct marketing dollars to market
7. Work with city leadership
8. Do out of the box thinking and innovative ideas

## **Matthew 25:35-36 ESV**

**For I was hungry and you gave me food, I was thirsty and you gave me drink, I was a stranger and you welcomed me, I was naked and you clothed me, I was sick and you visited me, I was in prison and you came to me.**

**Safety Standard**-Hardie's prides itself on the highest standards of food safety, security, quality assurance and food defense. Each step in the process of getting our fresh produce from seed to fork is carefully controlled using the highest level of food safety and HACCP standards.