Talley Farms Fresh Harvest: Excellence In Everything

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Brandon Berguia, Emily Ormonde, Erin Van Grouw and Lance Van Grouw prepared this case under the supervision of Dr. Wayne Howard in AGB 462, Applied Agribusiness Problems as a basis for class discussion rather than to illustrate effective or ineffective management.

Fresh Harvest

In June 2015, Andrea Chavez was reflecting on the history of Talley Farms Fresh Harvest before going into a meeting with Brian Talley, the president of Talley Farms. After seeing steady growth over the first three years of the company, they were both looking toward the future, trying to decide on the best way to continue growing and developing the business. While business in San Luis Obispo County was successful, they realized they could only maintain growth in this area for so long before maxing out their customer base. It was clear they needed to improve their marketing strategies in order to deliver their product to customers outside of California’s Central Coast.

Industry Overview

History

The concept of Community Supported Agriculture (CSA) was brought to the United States from Switzerland and Japan in the mid 1980’s. The idea originated due to food scares throughout Europe, increasing consumer demand for stable markets with safe and sustainably grown food. CSA’s consist of a community of individuals who pledge support to a farm operation so that the farmland becomes, either legally or spiritually, the community's farm, with the growers and consumers providing mutual support and sharing the risks and benefits of food production.\(^1\) Traditionally, members, or "shareholders", of the farm cover the anticipated costs of the farm operation and farmer's salaries. In return, they receive shares in the farm's yield throughout the growing season, as well as satisfaction gained from reconnecting to the land and participating directly in food production.\(^1\) Growers see benefits from this model because they
receive better prices for their crops, gain financial security, and are relieved of much of the burden of marketing through their direct sales to community members. Although both members and growers gain from CSA’s, they also share in the risks of farming. This form of risk sharing includes poor harvests due to unfavorable weather or pests, which would result in lower yields for the grower to pass on to their members.¹

While this is a traditional model of a CSA, it has been modified as it has been practiced in different regions of the world, taking on variations in different locations.² This model has adapted over time to focus more on strictly providing fresh produce to consumers. Some farms also use this marketing channel to promote brand recognition. Some other examples of CSA’s include: farm stands, farmers markets, and produce boxes.

Consumption Trends

*Figure 1* and *Figure 2* show that fruit and vegetable consumption have increased in recent years and the numbers are projected to increase exponentially. On February 27, 2016, Talley Farms Fresh Harvest weekly email stated that 27% of consumers are buying produce specifically for juicing and smoothies.

Current

With America's growing concerns about health and sustainability, CSA’s have taken on significant growth in recent years. *Figure 3* shows the increase in new and existing CSA’s. CSA’s almost doubled from 2004 to 2009.² Nationally, 12,617 farms sold fresh produce and other products through a CSA program in 2012. States with the largest number of farms selling through a CSA were California (1,015 farms), Texas (590), North Carolina (579), New York (578), and Pennsylvania (551).³

A study done by CSA Solution Hub of various CSA’s across the United States and Canada found that the average CSA income in 2015 was $35,443, compared to $30,342 in 2014. In terms of membership, the average number of memberships per CSA was 400, with the maximum number of memberships for one farm being 10,021. Furthermore, the average retention rate for first time members was 46.1%, just slightly higher than the 45.2% rate in 2014. It also found that the average CSA growth in memberships sold in 2015 was 28%. Of the CSAs in the study, 56.3% of them offered an on–farm pick up location, and the average number of total pick up locations was 9.88 per CSA, with the biggest pick up location servicing 744 members.⁴
Talley Farms

History

The Talley farming tradition was started by a man and a dream. Oliver Talley started farming in 1948 in the Arroyo Grande Valley. With the support of his family, he began to grow vegetables like broccoli, beans, cauliflower, peppers and tomatoes. Oliver was always concerned with quality and made it a habit to have good relationships with those that dealt in business with him. Don and Kenneth, Oliver’s two sons, helped with running the farm and continued to carry on the Talley legacy. From then on, the family farm has continued to grow, always focusing on quality and practicing their vision, “excellence in everything.”

Currently, Talley Farms is a third generation operation of family farmers, transitioning into the fourth generation. The farm is run by Ken’s sons’, Ryan and Todd. Ryan is the farm manager and Todd takes care of the accounting and the financials. The Talley Vineyard is run by Don’s son, Brian, with the support of his mother, Don’s wife, Rosemary. Brian is also the president of Talley Farms. The 1,500 acres farmed by the Talley’s is located seven miles inland off California’s Central Coast. Today, the diversified family owned and operated farm grows, packs, and ships green and red bell peppers, cilantro, napa, spinach, and brussel sprouts.

At Talley Farms, they work towards their mission, which states:

“At Talley Farms, we serve our customers with a commitment to excellence in growing, packing, and shipping produce. We strive to do our best with our people, our land, and in our community.”

It’s very clear that Talley farms values relationships, sustainability, community, and quality. This is one of the many reasons why they are successful today.

The strategy at Talley Farms for a successful business is heavily centered on the company’s core values and guided principles. Both of these are the pillars of what makes Talley stand out from their competition.

History of Andrea Chavez

Andrea Chavez, an alumnus of California Polytechnic State University, San Luis Obispo, left her hometown after graduating with a degree in economics in 1980 for opportunities to showcase her knowledge. Andrea started her own program and had a business in produce for thirteen years in Orange County delivering fresh produce and gourmet food to various locations. She spent time as a buying
broker, where she shipped produce all over the world, and she also was the Western Regional Sales Manager for Dole Fresh Vegetables. This experience at many different levels offered Andrea insight about what it takes to run a business, and helped her find her passion in the produce industry.

After thirty years away, she decided it was time for her to move back to her hometown in San Luis Obispo County, however, she was not ready to end her career in the produce industry just yet. Coincidentally, this was around the same time that Talley Farms decided to start their Fresh Harvest program. Andrea was referred to Talley Farms for the position and was hired in February 2012. Her initial job was to create the new, local consumer Fresh Harvest program. With Andrea’s experience in starting programs in produce combined with the well-known Talley Farms name, this was not a difficult task for her. Today, they celebrate their fourth year in business, while Andrea remains the manager of the Talley Farms Fresh Harvest program.

The Birth of Talley Farms Fresh Harvest

What’s In the Box?

After Andrea got together with Talley Farms in February 2012 and they agreed to embark on this adventure together, their first order of business was to figure out what to plant, and where to plant it. Unsure of where the growth of the program would take them, they started small and dedicated a couple fields to be planted and harvested strictly for the Fresh Harvest program. Today, there is approximately 30 to 40 acres of land being used solely for Fresh Harvest. As for what to plant and put in the boxes, they wanted to include an assortment of fresh salad ingredients, dinner vegetables, and sweet tasting fruit. So they began growing a larger variety of specialty vegetables that would be the backbone of what goes in the box. Throughout the year, a Fresh Harvest Box includes approximately 40 different items. Their ultimate goal was to include as much Talley Farms produce as possible each week, and then complement it with local produce from other sources. Every week is different in terms of the percentage of Talley produce in the box, but one thing always remains the same; every item is California grown.

Each week starts with Andrea deciding what to include in the current box. There are many factors involved in her making these decisions. The biggest factor is the availability of Talley produce. Andrea has to constantly be on the same page with farm managers and field workers in order to effectively prepare the boxes each week. Once she knows the availability of their produce, she knows what she needs to outsource. Because of her history in the industry, she has good connections throughout the state of California, and is usually able to find fresh, high quality produce with a simple phone call. She continues to do business with many of the same companies, and has developed relationships with them that makes doing business easy. All of the outsourced produce comes from farms within a 150-mile radius of San Luis Obispo County, keeping the locally grown mantra consistent. After deciding what to
plant, their last order of business was to design a logo, brochure, and website. All of this took approximately 3 months to complete, and by June 2012, their first box was in and they were ready for business.\textsuperscript{7}

How It Works

Becoming a member of Talley Farms Fresh Harvest is simple. You can either sign up at their website, call in and speak to customer service, or contact them via email. Joining Fresh Harvest through the website is very user-friendly. Once someone has decided to join, they must first decide on a pick up location. Fresh Harvest offers 50 drop off locations, seen in Figure 8, in and around San Luis Obispo County, making pick up for members highly convenient as they have plenty of options. The next step in the process of signing up is selecting box size (Regular or Junior), and frequency of delivery (weekly, bi weekly, or monthly). Once this is complete, you have successfully created your account, and you can then control your week-to-week box size and pick up location to better fit your schedule and produce consumption.\textsuperscript{6} Members also have the option to place a hold on their box on weeks they don’t want to receive a delivery, and have the option to cancel their membership at anytime. All subscribers receive an email on Monday morning listing what is in that week’s box, and then another email the day before delivery reminding the customer to pick it up. In addition to the Monday email, a newsletter is sent out on Saturdays providing subscribers with the latest Fresh Harvest News.\textsuperscript{7}

Additionally, members receive recipes with their delivery for the produce that is in the box that week, giving them new and unique ways to prepare it. The boxes also include information on proper storage and handling of the produce to ensure it stays fresh for as long as possible.\textsuperscript{7}

As of 2016, Fresh Harvest has approximately 4,500 subscribers and delivers an average of 2,000 boxes a week. They also have over 7,000 people subscribed to the weekly newsletter. Delivery days are Tuesday through Friday, and all deliveries are made with one delivery truck.\textsuperscript{7}

Box Sizes

The current cost of the Regular Fresh Harvest Box is $26, and it contains 9-12 different items and is suggested weekly for a family of 3-5. The current cost of the Junior Fresh Harvest Box is $19.50, and it contains 5-7 different items and it is suggested weekly for an individual or couple. Fresh Harvest also offers Home Delivery in the states of California, Arizona, and Nevada. Both Regular and Junior boxes can be delivered through Golden State Overnight shipping for a cost of $12 and $10, making overnight delivery prices per box $38 and $29.50, respectively.\textsuperscript{6}
Marketing

Current Strategies

Marketing plays a vital role in the continued development of the Talley Farms Fresh Harvest program. One of the first steps of Fresh Harvest’s marketing strategy was to hire a marketing company in which they would work together to develop a name, logo, and a website. *Figure 4* displays the current company website and logo. Being one of the only Community Supported Agriculture programs in their area, Fresh Harvest’s focus through marketing is to educate consumers about how the CSA program works and how it benefits the community. The dynamic world of technology and the shift to digital marketing has allowed Fresh Harvest to strengthen the awareness of the company’s reputation along the Central Coast. They rely heavily on social media sites to promote and advertise their program and their mission.

Events & Farm Tours

Once the name, logo, and website were established, Fresh Harvest wanted to develop brand recognition within their community. The first community event Fresh Harvest attended was a local marathon. With an emphasis on providing the community with local and fresh produce, this was the perfect, health conscious consumer base to begin growth. Although Fresh Harvest had no produce boxes to offer at the event, they were advertising the program through their brochure, pictured in *Figure 7*. The brochure is also displayed in local gyms and grocery stores, which familiarizes the community with their program and puts Fresh Harvest in a position to gain new customers. Fresh Harvest continues to promote their program by attending various events within the community.

Fresh Harvest allows customers to come visit and tour the farm. This approach further advertises the program, while also informing their current and potential customers about their production methods. Customers enjoy the farm tours, as they are able to see where their produce is coming from as well as be in direct contact with the growers. As an incentive to get customers out to the farm, they often offer vouchers to the tasting room at Talley Vineyards.

Digital Media

Inevitably, digital marketing has become a daily routine for most. This proves that this marketing channel has made direct communication with customers much more convenient and feasible. Fresh Harvest’s main media channel is through their website. The website provides a variety of information including contact information, how to sign up, what’s in the box, recipes, produce preparation, and storage tips.

To further their media marketing efforts, Fresh Harvest has become involved with social media. They created accounts for Facebook, Instagram, Pinterest, Yelp, and YouTube. Through these social media sites, customers can access a variety of information. Some information offered are different recipes,
pictures of the current week's produce, events Fresh Harvest will be attending, pictures and videos directly from the farm, promotions, and reviews from other customers. Each of these accounts has allowed Fresh Harvest to stay up to date and directly interact with their customers. Fresh Harvest doesn't have a way to directly monitor the effectiveness, however, they do know what they want to communicate and how they want to do so with the goal of driving sales and increasing their customer base.

Considerations

Their passion for promoting produce consumption goes beyond local. A way they hope to expand this approach is through The Produce Marketing Association (PMA). The PMA is a trade organization representing companies from every segment of the global fresh produce and floral supply chain that holds a large Food Service Conference and Expo. Andrea expressed that a common question from customers is in regards to genetically modified organisms (GMO’s). Fresh Harvest currently does not use any GMO seed, however, they want the public to know that that GMO’s are not a scary thing. Andrea believes a potential way to educate their customers about the harmlessness of GMO’s would be through the PMA, which encompasses the whole world. Such a large and well-known association would have the power to advertise the industry as a whole, while communicating the positives about GMO’s and consumption of fresh produce.

To further promote the benefits of fresh produce consumption, Andrea has also thought about educating consumers through magazine articles. To reach both men and women of many age ranges, publishing articles in magazines like Men's Health, Women's Health, and Sports Illustrated has been considered.

Community Interactions

Through talking with Andrea, it was clear the main focus of Fresh Harvest is to be involved with the community rather than maximizing profits. They make numerous efforts to better the community and ensure that all actions benefit their consumers and the community in some form. While talking with Andrea, she made it a point to stress that when it comes to the Fresh Harvest program, they are "all about quality product and service."

GleanSLO

Talley Farms Fresh Harvest works to be heavily involved in the community and has found many different ways to benefit community members. On Fridays, GleanSLO comes out to collect food from the farm that was either excess from the week, or not up to quality standards for the boxes. GleanSLO is an organization that harvests the leftover vegetables that would otherwise go to waste, and donates these vegetables to the San Luis Obispo County Food Bank. In addition to GleanSLO, the main farm of Talley Farms donates 28 boxes of produce to the food bank weekly. Fresh Harvest also works with
organizations in need to provide gift certificates for fundraisers and other events. Once member boxes are delivered to the pickup locations, Talley Farms does not go back to pick up any unclaimed boxes. This provides them with another opportunity to reach out to the community. If boxes are left unclaimed, they allow for employees at the pickup locations to either take the boxes home, give the boxes to interested bystanders, or do what they see fit with them. If boxes are still left over, the San Luis Obispo Food Bank will come and retrieve the remaining boxes.\(^7\)

**Education**

Talley Farms also works closely with the local school district to help educate the youth about the importance of eating fresh produce. Andrea works closely with Gail Varvel, a physical education instructor at Arroyo Grande High School. Each week they select a different produce item to donate to one of Mrs. Varvel’s physical education classes. The class often consists of overweight students who have minimal knowledge of produce and making healthy eating choices. Each week, the different produce item that is donated to the class is assigned to the students for them to take home and learn how to prepare a meal with it. Along with this program, Fresh Harvest also works with the local elementary schools through the UC extension “Harvest of the Month” program. This program works to motivate and empower students to increase their consumption and enjoyment of a variety of colorful fruits and vegetables.\(^9\) This is done by reaching out to the local schools and educating the students about the importance of making healthy eating choices and getting regular exercise. Talley Farms also allows student field trips to tour the farm and see first hand where their food is coming from.

**Fund for Vineyard and Farm Workers**

In 2004, Talley Farms established the Fund for Vineyard and Farm Workers, which works to assist farm workers and their families in the San Luis Obispo County. They do this by providing grants to local organizations that support the farm workers. The goal of the program is to reach a one million dollar endowment, and is currently at six hundred thirty seven thousand dollars. The bulk of the fundraising for this organization comes from the sale of Mano Tinta, a wine produced by Talley Farms in collaboration with other wineries in the San Luis Obispo County. The name, which means “Red Hands” in Spanish, was chosen to represent the hard work and commitment that farm workers put into the growing and harvesting of food. Each year a competition is held to choose the artist on the revolving label. The labels are created as bright, colorful images that symbolize farm workers, and example of this can be seen in *Figure 5*. The proceeds from all aspects of the wine, from the grapes to the labeling, are donated. This allows for all the revenue to go towards the endowment. In 2014 alone, twenty two thousand dollars was donated to qualifying programs. Some of the beneficiaries of this fund have been Raising a Reader, South County Boys and Girls Club, AVID, Operation School Bell, Migrant and Seasonal Head Start Program and Clinica de Tolosa.\(^{10}\)
Current Issues

Buying Into Produce

Through Fresh Harvest, Andrea is hoping to reach as many people as possible. It was clear when speaking with her that she has a passion for getting people to eat healthier by consuming more produce. Getting people to buy into eating vegetables, not just through programs like Fresh Harvest, is an obstacle our society faces. In order to get people to consume more produce, Fresh Harvest is trying to find more ways to reach out to people in San Luis Obispo County. The issue they are currently facing is reaching out to a broader customer base. A major aspect of this issue is trying to educate people on the benefits of consuming fresh produce.\(^7\)

Maxing Out San Luis Obispo County

When first starting the program, they knew there would eventually come a time when they would max out their customer base in the local community. They are still unsure of when this max out will happen, but they can feel it approaching. Even though this will create a problem, it will also create an opportunity for them to expand and reach other parts of the West Coast. While they are currently content with their business in San Luis Obispo County, they are not complacent and are still striving to reach more people with their program.\(^7\)

Shipping Boxes

Andrea is concerned that as the number of boxes being shipped out of San Luis Obispo County increases, distribution could become an issue. While it is currently going smooth with the small number of customers using overnight delivery, an increase in these numbers could create a higher possibility of poor delivery and service. There is also a concern that freshness and delivery time could be affected. They will need to be prepared to work through these issues as this aspect of their business continues to increase.

The Solo Truck

Since the beginning of Fresh Harvest, deliveries have been made using only one delivery truck. With around 50 drop off locations, this is a lot for one truck to cover during the four delivery days throughout the week. Adding a second delivery truck would considerably improve efficiency and give them added distribution capacity as the program continues to grow.

Box Size

In the early years of the business, a common critique of the Regular Box was that it contained too much produce. Customers have expressed their concern about wasting the unused produce each week.
Andrea spoke on a situation where a customer wrote an email stating how there is too much in the box. The more Andrea talked to the customer, the more she realized that most people simply don’t eat enough fruits and vegetables during their week. She feels the average customer should be able to consume all the produce in the box throughout an entire week. To resolve this problem of the box being too big, they released their Junior Box to accommodate their customers who struggled to consume everything in the Regular Box. There were a few different reasons people wanted a smaller box. The main reason being that if a household only had two people, there was a lot of waste because they simply couldn’t consume everything in the Regular size. Today, the Junior Box is doing well, but the Regular size continues to lead sales.7

Organically Grown vs. Organic Certified

During the health kick within the last decade, the word “organic” has become a hot topic. When people hear organic, people automatically think “healthy”. This has had a positive effect on Fresh Harvest because they do everything in their power to grow their produce as organically as possible.

When it comes to production, there is a big difference between being organically grown and certified organic. Being certified organic means you have to have the field deemed organic by an inspector, making the field certified organic through the government. In order for a field to be certified organic, the crops being planted in that field cannot have conventional fertilizers or pesticides applied to them for a three year period. This complicates the production process because during that three year transition period, you are growing a product that is organic, but cannot be sold under an organic label. This is a major reason why a lot of produce is not certified organic. An alternative to being certified organic is growing organically.7

Growing organically means you are not certified organic, but you do everything in your power to use organic production methods. In other words, growing organically means not using conventional fertilizers, chemicals, or genetically modified seeds. A benefit of growing organically is that it allows flexibility when conventional methods need to be used to deal with various production issues that can be encountered during the growing season. In situations where conventional methods are necessary, using those methods doesn’t eliminate the certified organic label, and still allows the produce to be marketable. However, this presents a problem for some customers because they still want to purchase an organically grown product. In order to try and eliminate this problem, Fresh Harvest makes it a priority to purchase certified organic products from other growers as often as possible when they outsource produce for their boxes.7
Looking Towards the Future

Farm Stand

Moving forward, Fresh Harvest has many plans to expand their business. This includes reaching out to other communities, as well as expanding their reach on California’s Central Coast. In the near future, Fresh Harvest is working towards opening a farm stand near the existing winery. This will allow consumers to visit the farm and feel a stronger connection to the food they are eating. The idea of the farm stand is not focused as much on profit as it is building a stronger relationship with their Fresh Harvest customers. Talley Farms is moving forward with their plans to build the farm stand even though they have had their fair share of challenges along the way. In order to open the stand, the county has instructed that a new parking lot must be paved with additional handicapped parking spots available for customers. This came as a challenge to Talley due to the fact that the stand is placed next to an existing parking lot with handicapped spaces currently available. Talley Farms is working to finish up the requirements to open the farm stand and hopes to be up and running in April 2016.

Delivery Efficiency

In response to the challenges Fresh Harvest faces by only delivering with one truck to the fifty drop off locations, the decision has been made to purchase a second delivery truck. The truck will be the same size and design as the existing delivery truck, seen in Figure 6. This additional truck will allow for more drop off locations and give them a larger reach along California’s Central Coast communities. In addition to an a new truck, Fresh Harvest is also looking into the possibility of teaming up with SLO Safe Ride to do at home deliveries to San Luis Obispo residents. This would allow for customers to get boxes delivered to their homes for a low delivery cost of only six dollars. The new route would be fulfilled one day a week to homes within the delivery radius. Customers who have trouble making it to the pick up locations would benefit most from the new home delivery option. By increasing the efficiency of getting the boxes to consumers, Fresh Harvest will be able to increase business while reducing the strain on their resources.

Expanding Territory

It is clear to the managers of Fresh Harvest that they will soon reach a plateau in growth if they remain focusing exclusively on California's Central Coast. The market is limited and there is only so much marketing and expanding that can be done without looking into outside regions. Work has already been done to reach the outer communities of San Luis Obispo and parts of Santa Barbara County, however, the existence of competing CSA’s in Santa Barbara limits how far south expansion can go. Currently, Fresh Harvest is offering deliveries to Nevada and Arizona right to the consumers’ doorstep. However, reaching consumers such a great distance away has its challenges when it comes to logistics and
storage. Fresh Harvest works to keep delivery cost low and does not charge consumers more than it costs them to ship the boxes.  

Website

Currently, the main focus for Fresh Harvest is the release of a new and improved, user friendly website. Andrea and the team have been working long hours to make sure everything is in order for the March 2016 launch. The new website will make it easier for customers to sign up, change pickup locations, or take care of any other problem they may be facing. Andrea believes the new website will bring continued growth to Fresh Harvest, and also help lead the program into the future.

Moving Forward

Since the meeting that took place between Andrea and Brian in June 2015, Fresh Harvest has taken steps in the right direction to meet the goals they originally established. Throughout the last year, they have invested in projects to assist in meeting those goals. Those projects include the new website, the farm stand, overnight shipping, adding a second delivery truck, and most importantly, increasing their marketing and customer base outside of California’s Central Coast. The future of Talley Farms Fresh Harvest looks promising. Andrea and Brian are both optimistic that the success seen in the first three years will be matched and exceeded in the years to come.
Figure 1  Per Capita Vegetable Consumption (Vegetables, 2013-2016)

Source: http://portal.euromonitor.com/portal/statistics/tab

Figure 2  Per Capita Fruit Consumption (Fruits, 2013-2016)

Source: http://portal.euromonitor.com/portal/statistics/tab
Figure 3  CSA Operations Listed on the Local Harvest Website, By Year, 2000-2009


Figure 4  Fresh Harvest Website Homepage

Source: http://talleyfarmsfreshharvest.com
**Figure 5**  Mano Tinta Flyer

![Mano Tinta Flyer](https://www.talleyvineyards.com/index.cfm?method=pages.showpage&pageID=2C0A5338-E03C-4286-B718-D2ABF7B163F3)

Source: https://www.talleyvineyards.com/index.cfm?method=pages.showpage&pageID=2C0A5338-E03C-4286-B718-D2ABF7B163F3

**Figure 6**  Fresh Harvest Delivery Truck

![Fresh Harvest Delivery Truck](http://talleyfarmsfreshharvest.com)

Source: http://talleyfarmsfreshharvest.com
Figure 7  Fresh Harvest Brochure

Source: Scanned Brochure From San Luis Sports Therapy
Figure 8  Fresh Harvest Drop Off Locations

Regular Pick Up Locations:

Arroyo Grande:
Andrefin Café Coffee House
Arroyo Grande Community Hospital
Cypress Ridge Golf Course – Chavez Residence
Farm Supply
Kennedy Club Fitness
Miners Ace Hardware
Talley Farms
Talley Vineyards

Avila Valley:
Give Fitness Health Club
Kennedy Club Fitness
Miner’s Ace Hardware
Avila Valley
Avila Bay Athletic Club
Cambria
Robinson Residence – 3141 Wood Drive

Grove Beach:
Miner’s Ace Hardware
Lompoc

VAFB – families only
Les Potts
Central Coast Body Therapy Center
Marie Bay
Miner’s Ace Hardware
Nipomo
Miner’s Ace Hardware
Willow Deli & Market
Paso Robles
Farm Supply
Justine Vineyards
Kennedy Club Fitness
IQMS
Paso Robles Sports Club
Plomo Beach
Pismo Beach Athletic Club
Shell Beach Liquor & Deli
San Luis Obispo
City of San Luis Obispo
Farm Supply Company
Kennedy Club Fitness
Mindbody, Inc.

Miner’s Ace Hardware
Quality Suites Hotel
Rosetta
RM Design Group
Sierra Vista Medical Center
Wolfe Residence
Santa Maria

Custom Workouts
Doc Burnstein’s Ice Cream Lab – Old Town, Orcutt
Farm Supply Company
The Vitamin & Herb Stores – Orcutt
Wayne’s Tires
Woody’s Butcher Block
Santa Margarita
Santa Margarita Feed Store
Twin Cities Community Hospital

Source: http://talleyfarmsfreshharvest.com

Figure 9  Fresh Harvest Employees Packing Boxes

Source: http://talleyfarmsfreshharvest.com
**Figure 10** The Final Product Fully Packed

Source: http://talleyfarmsfreshharvest.com

**Figure 11** Inside The Fresh Harvest Box

Source: http://talleyfarmsfreshharvest.com
Sources


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