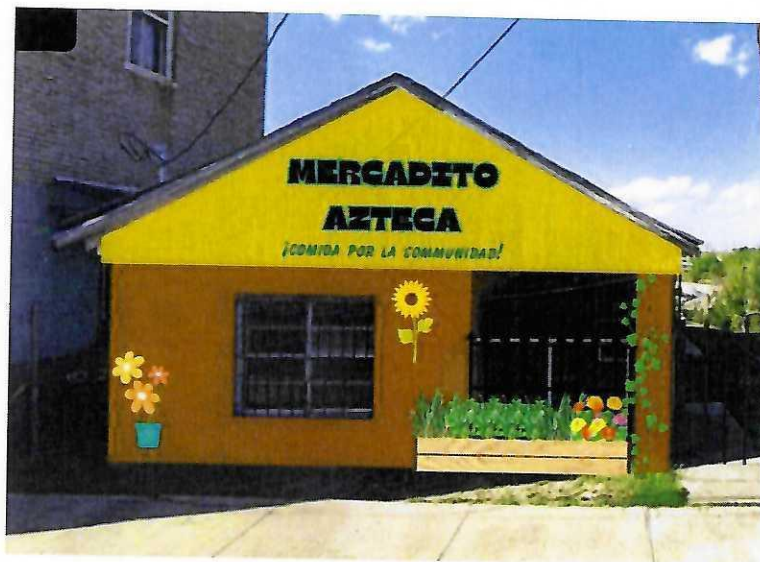




Feasibility Study for Mercadito Azteca



Prepared by Susie Marshall
of GROW North Texas



Feasibility Study for Mercadito Azteca



Prepared by Anne Marshall
of GOW North Texas

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Thank you to La Azteca community and City Makery of Laredo for the opportunity to work on this project. Also, thanks to the guidance and experience of Mark Winne of Winne Associates. Thank you to Katie Plohocky of RG Grocers in Tulsa for the layout and financials

development. Many thanks to the City of Laredo and Laredo Councilwoman Alyssa Cigarroa. Funding for the project was received from Methodist Health Ministries in San Antonio.

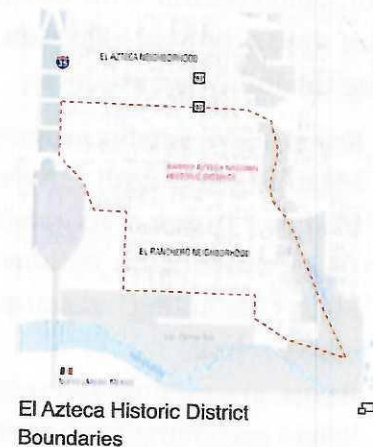
Executive Summary

The Azteca neighborhood in Laredo, Texas is listed on the National Register of Historic Neighborhoods and retains much of its historic feel. The neighborhood also struggles with access to adequate food as it is cut off from easy access to other parts of the city. Through coalition building, Azteca residents have voiced their desires for their neighborhood. The following report summarizes the second meeting of the Azteca coalition discussing the priorities of a food center for the neighborhood as well as the feasibility of a food store, or mercadito, that will provide walkable access to fresh foods and other household needs with the added benefit of a food garden for modest production and learning. Because of the nature of the Azteca neighborhood and the involvement of its residents in this process, a mercadito micro-grocery has a solid opportunity for success, assuming support from an existing nonprofit and the city of Laredo, with the success outlook improved if additional outside start-up funding is secured. Mercadito Azteca would enhance the neighborhood and potentially improve the health and well-being of its residents.

Introduction

While food insecurity is an issue for 5.3 million Texans¹, grocery store access is sometimes as concerning an issue. Webb County, Texas, where Laredo is located, ranks in the 6% percentile of all counties in the United States, meaning that 94% of counties have better grocery access than Webb County². Moving further into Laredo statistics, the historic neighborhood of La Azteca is located in Census Tract 3 of Webb County. La Azteca has worse grocery access than 99% of all of other counties³.

When observing the location of La Azteca, the neighborhood is obviously cut off from easy access to the wider city. This historic neighborhood dates back to the 18th century with some buildings dating back to the 1870's still existing. The neighborhood is designated on the National Register of Historic Places and still holds its historic feel with narrow roads buildings close to the street. The Azteca neighborhood has long struggled with adequate access to a full grocery store and fresh foods.



¹ Feeding Texas <https://www.feedingtexas.org/learn-about-hunger/hunger-in-texas/>

² Grocery Gap Atlas, Webb Co, TX <https://grocerygapatlas.rafiusa.org/county/48479>

³ Grocery Gap Atlas, Census tract 3, <https://grocerygapatlas.rafiusa.org/tract/48479000300>

The residents of this historic barrio, however, took advantage of opportunities to voice their opinions and needs regarding food needs. With the support of City Makery, coalitions of Azteca residents have met and developed their desires for the neighborhood. The following report information is a combination of those needs and opinions and recommendations based on industry guidance, consultant experience, and general recommendations for developing Mercadito Azteca to meet the food needs of this specific neighborhood.

Community Voice

The initial coalition meeting agreed that the Azteca Neighborhood needs a place to

- Buy healthy food
- Prepare healthy food
- Grow healthy food, and
- Come together as a community



A second formation of the coalition made up of 13 community members and 6 additional community leaders came together in December 2024 to refine the composition for the Azteca Food Center with the help of consultants Mark Winne and Susie Marshall. What emerged was the strong desire for a food store – Mercadito Azteca, a micro-grocery to meet the specific needs of the neighborhood.

Based on conversation with community members, Mercadito Azteca would sell a range of groceries and a limited selection of nonfood products. The Coalition indicated desire to purchase the following products:

- Fruits and vegetables appropriate to culture and chemical free where possible
- Meat/protein with preference to fresh but frozen is acceptable
- Dairy with organic options
- Flour including masa/maize and whole wheat
- Beans, grains, nuts and seeds
- Spices preferring fresh over dried
- Bread with preference to healthy options, no pan dulce; tortillas -corn and flour
- Canned vegetables, low salt or canned in-house with no additives
- Oils and baking goods including lard
- Frozen foods
- Healthy beverages and snacks



- Other nonfood items including paper goods, personal care, cleaning supplies, and first aid

The community also expressed a desire to have a place to get a cup of coffee or tea and talk with neighbors. This option seemed to take precedent over a community meeting room. Thus, proposed floor plans include this option. Subsequently, in a later conversation with City of Laredo staff, they were willing to waive any parking requirements for a food store but not a location that included a community meeting space.⁴

The Location

The City of Laredo has offered the building at 14 Iturbide for the mercadito and offered to complete the initial renovations to make the building useable. The following recommendations are based on this location.



The building is in need of updated utilities, a new roof, and general refurbishment. The space, however, can accommodate a micro-grocery that with neighborhood support can support itself.

Two proposed store layouts are included in Appendix C. One version requires some wall removal while the other would require more reworking of the space inside, but provides for more options for café tables where neighbors could have tea or coffee and talk for a while.

Another option for conversation areas would be on the front porch which would remain relatively cool. Adding a sun sail out from the building would increase the available shade and gathering space. This would also facilitate onsite garden education.

Customers and Revenue

Azteca Mercadito would primarily serve an estimated 451 households within the Barrio Azteca Historic District. Median family income is \$22,000 annually with 63.2% living below the poverty line. Nearly 100% of the neighborhood population is Hispanic.

Terminology for Revenue Assumptions:

- Archetype: a generalization about types of households and their grocery purchasing habits

⁴ In-person meeting in Laredo with consultant and city personnel on January 31, 2025.

- Weekly spend: the amount of money a household spends each week on grocery shopping. This amount varies by the general archetypes.
- Market capture: the percentage of a households money that is expected to be spent at a particular store. It is assumed that no family spends all of the grocery budget in one store.
- Percentage of market: the percentage of an archetype present in the identified population

Areas of low food access, sometimes called food deserts, generally have four customer archetypes: single parent, adult couple, elderly and family households.

This chart below shows the percentage the Azteca neighborhood that is classified in each archetype. These are grocery industry standards and may not be completely true for the neighborhood.

Archetype	Single Parent	Adult Couple	Elderly	Family Household
% of Market	39%	7%	4%	50%
Grocery Spend	\$135.00/wk	\$120/wk	\$95/wk	\$170+/wk
Important Characteristics	Depend on SNAP/WIC	Fresh local products 32% of this type	Likes senior hours	Ability to get 80% of needs at one store

Grocery industry assumptions would say that 11% of the households (market capture) will spend 25% of their weekly spend at Mercadito Azteca. Because we believe that more residents will shop at the mercadito, the chart below shows revenue based on 25% of neighborhood households shopping weekly (market capture) and spending the expected 25% of their weekly spend.

With an estimated 451 households, 25% of the neighborhood households is an average of 113 weekly shoppers. This total is further broken down by archetype to show a 25% market capture of their weekly spend. The chart below shows a 25% market capture and 25% of weekly spend.

Market Capture	% of Customers	# of Shoppers @ 25% of total	Weekly Spend	Total Weekly Potential	25% of Total Weekly Potential
Single parent	39	84	\$135.00	\$11,350.00	\$2835.00
Adult couple	7	8	\$120.00	\$960.00	\$240.00
Elderly	4	5	\$95.00	\$475.00	\$118.75

Family Household	50	57	\$200.00	\$11,400.00	\$2,850.00
			Estimated Weekly Revenue:		\$6,043.75
			Estimated Annual Revenue:		\$314,275.00

The reality for Mercadito Azteca is that this higher percentage of residents may shop regularly at the store because of the lack of access to other grocery outlets; thus, improving the likelihood of success for the mercadito. If only 11% of residents were to shop at the mercadito, then weekly revenue would be \$2,058.75 and \$107,055 annually, making success of the store much more difficult.

Please see the additional explanation of financial assumptions in Appendix A.

Store Management & Operations

The recommendation is that an existing nonprofit organization manage the store, employing staff and overseeing all operations. Laredo Center for Urban Agriculture and Sustainability (LCUAS) is a likely candidate because of its existing mission and association with the Azteca neighborhood and related coalitions. LCUAS would be perfectly positioned to also manage the garden portion of the project.

Community Advisory Board: While the daily operations and staffing of the mercadito would be managed by a nonprofit entity, the community members expressed a very strong desire to maintain a voice in what products are offered, hours of the store, and other amenities. A community advisory board with regular input would serve this purpose.

Additional staffing needs will depend on the number of hours open per week. In general practice, having two people in the store at all times would be best for security purposes. However, one person can run operations easily during the day.

Staffing Recommendations:

- Store Manager – full-time (36-40 hrs per week), employed by the nonprofit overseeing the project.
 - Recommended salary: \$52,000 annually, based on available data from Laredo jobs data
 - Hiring someone with management experience is ideal, but retail store experience is likely more important.
- Store Staff – part-time (10-15 hrs per week)
 - Recommended hourly pay \$12-15

- Paying a good wage will entice someone with retail experience as well as support the employee staying long-term

Store Hours:

The number of hours the store is open can be adapted based on when the neighborhood will shop. It is likely that being open 6-7 days per week will not be necessary. Being open only a few days of the week will help curb staff costs, but will make managing produce and other product freshness more difficult. Financial assumption are based on the potential revenue dollars more than the number of hours the mercadito is open.

Appendix B contains sample job descriptions for the Mercadito Manager and Mercadito Assistant.

Start-Up Costs

The costs below are for the equipment, fixtures, and supplies for store operations with needed back stock.

Overview:

Refrigeration	\$25,083.00
Shelving & Office Furniture	\$ 5,546.11
Office & Front of Shop	\$ 5,830.99
Kitchen	\$ 2,960.00
Total:	\$39,735.10

Refrigeration:

Location	Description	Price	Vendor
Back Room	2-door glass Merchandiser	\$ 2,277.00	Nafcool
Back Room	2 -door glass door freezer	\$ 5,200.00	Nafcool
Back Room	2-door commercial refrigerator	\$ 2,477.00	Nafcool
Main Store-Produce	Open Air Merchandiser	\$ 3,180.00	Nafcool
Main Store-Grab Go	Open Air Merchandiser	\$ 3,799.00	Nafcool

Main store	3 door glass merchandiser	\$ 2,950.00	Nafcool
Main Store	2 door glass door freezer	\$ 5,200.00	Nafcool
		\$ 25,083.00	

More about Nafcool: This company was chosen because the refrigeration used is hydrocarbon based and better for the environment. Other equipment supply options are Webstaurant Store and Iron Mountain Refrigeration, who both have quality, comparably priced units.

Shelving & Office Furniture

Main Store	Checkout counter	\$ 1,747.00	DGS Retail
Main store	Food Counter	\$ 770.00	Lakiq
Main store	Shelving - narrow (2)	\$ 1,073.46	DGS Retail
	Shelving - wide (1)	\$ 1,305.65	DGS Retail
Back Room	Industrial Shelves	\$ 200.00	Sam's
Back Room	Industrial Shelves	\$ 200.00	Sam's
Back Room	Desk	\$ 200.00	
Back Room	Chair	\$ 50.00	
		\$ 5,546.11	

The shelving chosen is metal, requested by the coalition, and available in both black and beige colors. The dimensions and quantity reflect the shelving needs of Layout 1.

Office & Front of Shop

Point of Sale Square Retail	\$ 1,900.00	SquareUP
Produce scale	\$ 192.00	Tor Rey brand
Safe	\$ 50.00	Amazon
Security Cameras	\$ 1,000.00	
Computer	\$ 2,000.00	
Music Speaker	\$ 100.00	
Store Phone		

Printer Epson	\$ 399.00	Epson
Microwave	\$ 50.00	Home Depot
Coffee Machine	\$ 119.99	Home Depot
Tea making	\$ 20.00	Home Depot
	\$ 5,830.99	

Kitchen

Stainless Steel work tabels	\$ 490.00	Webstaurant Store
4 burner gas range & oven w/ griddle	\$ 1,480.00	Webstaurant Store
Triple sink	\$ 680.00	Webstaurant Store
Wire storage rack 12x24	\$ 93.00	Webstaurant Store
Handwash sink	\$ 217.00	Webstaurant Store
	\$ 2,960.00	

This equipment is what could be used for a kitchen that does handle food preparation. By removing the range/oven, the kitchen will become a prep kitchen that can accommodate classes or simple catering activities that do not require cooking or baking.

Additional Costs

- \$10,000 - Initial Inventory – funds to purchase products to fill the store
- \$2,500 – Liability Insurance
- \$1,000 – General supplies for the store – bags, price gun, etc
- \$1,500 – Marketing costs
- \$78,200 – 1st year salaries – this is the ideal amount to start with to know that staff wages are secure for the initial 12 months. Starting with less than this amount is feasible as well. This amount includes the mercadito manager and 1 part-time staff person, plus 15% for payroll taxes.

Total Start-Up Costs: \$132,935.10

Adding the Garden

The Iturbide property contains adequate space for a food garden that could provide a space for education as well as fruit and vegetable production for the store. Making the garden a second phase, or funded separately is an option. The garden, though, would dovetail with LCAUS' work around local food production. Many options with many cost options, both expensive and economical are available to utilize.

Ideally, metal raised beds are used to provide accessibility to those with mobility issues. Metal beds are more expensive, but last many more years without maintenance. Designs for wood beds can be simple and inexpensive. One such example utilizes concrete retaining wall corner blocks like these.

In ground beds are of course an option, but the soil at the Iturbide location contains rock or remnants of a previous building. Raised beds of some kind will provide containment for new planting soil while the soil underneath is rehabbed through sustainable growing methods.

Mercadito Financials

The financials below assume that the start-up costs are funded via revenue versus having grant or similar funding for start-up. The revenue numbers are generally based on the revenue model presented in the **Customers and Revenue** section above.

Annual Projections Years 1-5:

		FY 1	FY 2	FY 3	FY 4	FY 5
Revenues						
	In Store	\$216,000	\$253,368	\$297,201	\$348,616	\$408,927
	Total Revenues	\$216,000	\$253,368	\$297,201	\$348,616	\$408,927
Expenses & Costs						
	Cost of goods sold	\$151,200	\$177,358	\$208,040	\$244,031	\$286,249
	Lease	\$0	\$0	\$0	\$0	\$0
	Marketing	\$500	\$500	\$500	\$500	\$500
	Salaries	\$68,000	\$68,000	\$74,970	\$78,719	\$82,654
	Delivery van expenses	\$0	\$0	\$0	\$0	\$0
	Initial marketing expenditure	\$4,700	\$0	\$0	\$0	\$0
	Total Expenses & Costs	\$224,400	\$245,858	\$283,510	\$323,250	\$369,403
	EBITDA	(\$8,400)	\$7,510	\$13,690	\$25,366	\$39,524

Depreciation		\$8,720	\$8,720	\$8,720	\$8,720	\$8,720
EBIT		(\$17,120)	(\$1,210)	\$4,970	\$16,646	\$30,804
Interest		\$0	\$0	\$0	\$0	\$0
PRETAX INCOME		(\$17,120)	(\$1,210)	\$4,970	\$16,646	\$30,804
Net Operating Loss		(\$17,120)	(\$18,330)	(\$18,330)	(\$13,359)	\$0
Use of Net Operating Loss		\$0	\$0	\$4,970	\$13,359	\$0
Taxable Income		\$0	\$0	\$0	\$3,287	\$30,804
Income Tax Expense		\$0	\$0	\$0	\$0	\$0
NET INCOME		(\$17,120)	(\$1,210)	\$4,970	\$16,646	\$30,804
Net Profit Margin (%)		-	-	1.7%	4.8%	7.5%

EBITDA = Earnings before interest, taxes, depreciation, and amortization

EBIT = Earnings before interest and taxes

Year 1 Cash Flow Projections:

Cash Flow Projections					
Quarterly					
FY 1					
	Q1 FY1	Q2 FY1	Q3 FY1	Q4 FY1	
CASH FLOW FROM OPERATIONS					
Net Income (Loss)	(\$6,274)	(\$6,274)	(\$6,274)	(\$6,274)	
Change in working capital	\$0	\$0	\$0	\$0	
Depreciation	\$2,180	\$2,180	\$2,180	\$2,180	
Net Cash Flow from Operations	(\$4,094)	(\$4,094)	(\$4,094)	(\$4,094)	
CASH FLOW FROM INVESTMENTS					
Investment	(\$58,259)	\$0	\$0	\$0	
Net Cash Flow from Investments	(\$58,259)	\$0	\$0	\$0	
CASH FLOW FROM FINANCING					
Cash from equity	\$0	\$0	\$0	\$0	
Cash from debt	\$132,935	\$0	\$0	(\$26,587)	
Net Cash Flow from Financing	\$132,935	\$0	\$0	(\$26,587)	
Net Cash Flow	\$70,582	(\$4,094)	(\$4,094)	(\$30,681)	
Cash at Beginning of Period	\$0	\$70,582	\$66,488	\$62,394	
Cash at End of Period	\$70,582	\$66,488	\$62,394	\$31,713	

Obviously, if funds are obtained for all or part of the initial start-up costs, the mercadito will be profitably more quickly.

Summary

As previously stated, Mercadito Azteca is feasible based on the neighborhood characteristics, the food needs, and the involvement of the residents. Not unreasonably, outside support for initial start-up will be needed for the mercadito to be financially successful in breaking even

or even making a profit. The Mercadito also has the role of being a community connector, a place of seeing neighbors and learning more about healthy food.

Appendix A – Meeting Agenda and Attendance – Dec. 7, 2024

Agenda:

- Welcome
- Why we're here
 - Opener - Tell us about your favorite place you have ever bought food
- Discuss the Food Center
 - Components – what is important?
 - Options – what should it look like?
 - Priorities – what is most important
 - Governance – how will it be managed

Facilitators: Susie Marshall and Mark Winne

Meeting Attendance - Residents had the primary voice with guests supporting facilitation and listening.

Residents	Guests
Brian Perez	Emily Altgelt
Amanda Esoler	Viviana Frank
Maria Landeros	Mark Winne
Maria Campos	Susie Marshall
Marcelino Campos	Roque Haynes
Maria Vasquez	Luis Moreno
Mariana Salinas	Maria Flores
Lesly Montemayor	Alyssa Cigarroa
Margarita Puentes	
Maria Lopez	
Jose Lopez	
Celia Martinez	
Dolores Martinez	

Appendix B- Explanation of Customers and Revenue Assumptions

The Azteca neighborhood is located in Block Group 1, Census Tract 3 in Laredo. From information online that area has 451 households.

Industry standards say that there are 4 types of households referred to archetypes: family household, single parent, adult couple, and elderly. Each archetype makes up a certain percentage of the total and each tends to spend a certain amount on groceries in a week.

	Single Parent	Adult Couple	Elderly	Family HH
% of Total	39%	7%	4%	50%
Grocery Spend	\$135.00/wk	\$95/wk	\$88/wk	\$170+/wk

The industry standard for grocery is that 11% of households in the store's target area will shop there.

If Azteca has 294 households, then

	Single Parent	Adult Couple	Elderly	Family HH
% of Total	39%	7%	4%	50%
# households in Azteca in archetype	115	20	12	147

If the industry assumes 11% of the households shop at a particular store then,

	Single Parent	Adult Couple	Elderly	Family HH
# households in Azteca	176	32	18	225
11% of households shopping	113	4	2	25

THEN, industry assumes that those 11% will spend 25% of their food dollars at a particular store, so

Column A	Column B	Column C	Column D	Column E	Column F
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Market Capture	% of Total Customers	# Household @11% of total	Avg Weekly Spend	Total Weekly Potential	25% of Total Weekly Potential
Single parent	39	19	\$135.00	\$2,565.00	\$641.25
Adult couple	7	4	\$120.00	\$480.00	\$120.00
Elderly	4	2	\$95.00	\$190.00	\$47.50
Family Household	50	25	\$200.00	\$5,000.00	\$1,250.00
			Estimated Weekly Revenue:		\$2,058.75
				Annual (52 weeks)	\$107,055.00

- Column C = 11% of Column B
- Column E = Column C x Column D – this is the total amount the 11% of each customer archetype could spend if they spent 100% of their grocery dollars at the mercadito in a week.
- Column F = Column D x 25% - this amount is the expected 25% of the total weekly grocery spend for each customer archetype. This would be the expected revenue at industry standards.

If we assume that because of the lack of other easy grocery access a higher percentage (25%) of the households will shop at the mercadito, then the numbers look like this:

Column A	Column B	Column C	Column D	Column E	Column F
Market Capture	% of Total Customers	# of Shoppers @25% of total	Weekly Spend	Total Weekly Potential	25% of Total Weekly Potential
Single parent	39	84	\$135.00	\$11,340.00	\$2,835.00
Adult couple	7	8	\$120.00	\$960.00	\$240.00
Elderly	4	5	\$95.00	\$475.00	\$118.75
Family Household	50	57	\$200.00	\$11,400.00	\$2,850.00
			Estimated Weekly Revenue:		\$6,043.75
			Annual (52 weeks)		\$314,275.00

- Column C = 25% of Column B
- Column E = Column C x Column D – this is the total amount the 25% of each customer archetype could spend if they spent 100% of their grocery dollars at the mercadito in a week.

- Column F = Column D x 25% - this amount is the expected 25% of the total weekly grocery spend for each customer archetype. This would be the expected revenue IF 25% of households instead of 11% shop at the mercadito.

Appendix B – Sample Job Descriptions

These job descriptions were created for GROW North Texas' store that operated at the Dallas Farmers Market from 2015-2023.

Sample: Store Manager – Market Provisions

Market Provisions Co a micro-grocery concept that offers local produce and handmade products. Everything from milk to popcorn to laundry soap. We source most of our products from local farmers, artisan food producers, and other artisanal product makers. Other products are from around the state or high quality, recognized brands. As part of the non-profit GROW North Texas, all of our proceeds go towards programs that increase food production and food access.

The Market Provisions Store Manager is a key members of the Market Provisions team who assists customers and operates the store as well as supporting some of the management of store operations

Shop Manager expectations:

- Strong customer service skills
- Attention to detail, including prompt arrival for work
- Retail experience preferred
- Interest in and value of local and high quality food and other products
- Willingness to learn information about products in the shop
- Functions as part of the team
- Proficiency navigating basic technology needed
- Takes initiative to see what needs to be done

Shop Manager Duties:

- Complete daily duties of opening, closing, and operating the store as outlined in SOP's
- Provide excellent customer service
- Manage inventory
 - Assure items are priced properly
 - Assure inventory levels are being maintained

- Order items as needed
- Assure that invoices are managed through the proper procedures
- Enter all invoices in Quickbooks
- Assign tasks to Shop Assistants as needed

Physical demands:

- Must be able to lift 20 lbs
- Able to move around the shop to assist customers and stock shelves
- Must be able to stand for work shift

Work Environment:

As part of the nonprofit GROW North Texas, Market Provisions is on the leading edge of the local food movement in Dallas. Our team is diverse in background and skills. We are relaxed in some ways but have high expectations for the quality of our work. We think like a nonprofit and function as a business. We have a lot of fun and work hard.

Work Location:

- Dallas Farmers Market – 920 S. Harwood, suite 162, Dallas, 75201

Work Commitment:

- Full-time position – 36-40 hours per week
- Shop hours 10a-6pm, Sunday through Friday, 9am-6pm on Saturday
- Salary range _____

For more information or to submit a resume, please contact _____

Sample

Store Assistant – Market Provisions

Market Provisions Co a micro-grocery concept that offers local produce and handmade products. Everything from milk to popcorn to laundry soap. We source most of our products from local farmers, artisan food producers, and other artisanal product makers. Other products are from around the state or high quality, recognized brands. As part of the non-profit GROW North Texas, all of our proceeds go towards programs that increase food production and food access.

Our Shop Assistants are key members of the Market Provisions team who manage daily operations, assist customers, and maintain products in the shop.

Shop Assistant expectations:

- Strong customer service skills
- Attention to detail, including prompt arrival for work
- Retail experience preferred
- Interest in and value of local and high quality food and other products
- Willingness to learn information about products in the shop
- Functions as part of the team
- Proficiency navigating basic technology needed
- Takes initiative to see what needs to be done

Shop Assistant Duties:

- Complete daily duties of opening, closing, and operating the store as outlined in SOP's
- Complete any tasks assigned by Manager or Executive Director for your shift
- Provide excellent customer service
- Accurately complete sales transactions
- Assure that shelves are stocked and products are appropriately managed
- Manage incoming product deliveries as outlined in SOP's
- Complete any cleaning assigned or needed that day

Physical demands:

- Must be able to lift 20 lbs
- Able to move around the shop to assist customers and stock shelves
- Must be able to stand for work shift

Work Environment:

As part of the nonprofit GROW North Texas, Market Provisions is on the leading edge of the local food movement in Dallas. Our team is diverse in background and skills. We are relaxed in some ways but have high expectations for the quality of our work. We think like a nonprofit and function as a business. We have a lot of fun and work hard.

Work Location:

- Dallas Farmers Market – 920 S. Harwood, suite 162, Dallas, 75201

Work Commitment:

- Part-time position – 10-15 hours per week
- Shop hours 10a-6pm, Sunday through Friday, 9am-6pm on Saturday – shifts vary, some flexibility is available
- Hourly pay rate \$_____ per hour

For more information or to submit a resume, please contact _____.

- Strong customer service skills
- Ability to work in a fast-paced environment
- Excellent communication skills
- Ability to work in a team
- Ability to work in a high-pressure environment
- Ability to work in a fast-paced environment
- Ability to work in a high-pressure environment
- Ability to work in a fast-paced environment

Shop Assistant Duties

- Assist customers with their purchases
- Maintain the shop's appearance
- Assist customers with their purchases
- Maintain the shop's appearance
- Assist customers with their purchases
- Maintain the shop's appearance
- Assist customers with their purchases
- Maintain the shop's appearance

Job Requirements

- Minimum age 16 years
- Minimum 16 hours per week
- Minimum 16 hours per week
- Minimum 16 hours per week

Job Description

The job description for the Shop Assistant position is as follows: The Shop Assistant will be responsible for assisting customers with their purchases, maintaining the shop's appearance, and ensuring that the shop is always clean and tidy. The Shop Assistant will also be responsible for ensuring that the shop is always open and ready for business.

Job Location

- The job location is at the shop's premises.

Job Conditions

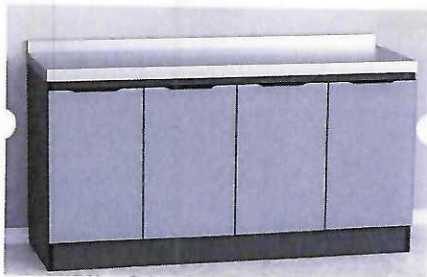
- The job is full-time, 35-40 hours per week.
- The job is full-time, 35-40 hours per week.
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Appendix C - Shelving and Fixtures

Checkout counter -



Coffee/Tea Counter - LakIQ



Metal Product Shelving - Tall



Metal Product Shelving - Short



Commercial Triple Sink - \$679.00

Advance Tabco FE-3-1014 Three Compartment Stainless Steel Commercial Sink without Drainboard - 35"

[Leave a review](#) Item # 109FE31014 MFR # FE-3-1014



Only
\$679.00/Each

4 interest-free payments of \$169.75 Apply Now [Credit Key](#)

Ship, free with [Plus](#)

1

Add to Cart

Earn up to \$20.37 back
with a [Prepaid Receipt](#) and [Gift Card](#)

Add to Wish List

Usually Ships in **5-7 Business Days** from manufacturer
[Learn More About Our Manufacturer's Lead Times](#)

Product Overview

- ✓ Made of 16 gauge type 304 stainless steel
- ✓ 10 x 14 x 10" compartments

UPC Code 747545174314

Works With [+](#)

[Share](#)

[Ask a Question](#)

<https://www.webstaurantstore.com/advance-tabco-fe-3-1014-three-compartment-stainless-steel-commercial-sink-without-drainboard-35/109FE31014.html>

Gas Range - \$1,229.00

Cooking Performance Group S24-N Natural Gas 4 Burner 24" Range with Space Saver Oven - 150,000 BTU

[Read 19 reviews](#) Item # 351S24N



Free Shipping [+](#)

Regularly
\$1,229.00/Each

Member Price
\$1,109.00/Each
[Sign Up for Plus](#)

4 interest-free payments of \$277.25 Apply Now [Credit Key](#)

Ship, free with [Plus](#)

Accessories & Options

Choose a FREE Caster Set

What We Offer

Protect Your Product
Coverage starting at \$67.45 [Add Protection](#)

1

Add to Cart

Earn up to \$36.87 back
with a [Prepaid Receipt](#) and [Gift Card](#)

Add to Wish List

Fuel Type: Natural Gas

Liquid Propane

Natural Gas

Works With [+](#) [View All Items](#)

[Share](#)

[Ask a Question](#)

<https://www.webstaurantstore.com/cooking-performance-group-s24-n-natural-gas-4-burner-24-range-with-standard-oven-150-000-btu/351S24N.html>

Wire 5-Shelf Kit - \$92.99

Regency 12" x 24" x 74" NSF Chrome Wire 5-Shelf Kit

★★★★★ Read 6 reviews Item # 460EC1224K75



Buy 1 4
\$92.99/Each
Ships free with [Prime](#)

5 or more **\$83.69/Each**

1 **Add to Cart**

Add to Wish List

Finish: Chrome

☒ Chrome

☐ Black Epoxy

☐ Green Epoxy

Stainless Steel

Size: 12" x 24"

☒ 12" x 24"

☐ 12" x 30"

☐ 12" x 36"

☐ 12" x 42"

☐ 12" x 48"

☐ 12" x 54"

☐ 12" x 60"

☐ 12" x 72"

Works With [View All Items](#)

[Share](#)

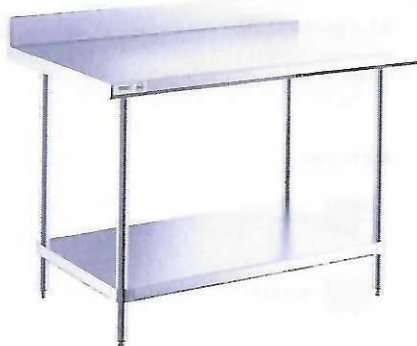
[Ask a Question](#)

<https://www.webstaurantstore.com/regency-12-x-24-nsf-chrome-wire-5-shelf-kit-with-74-posts/460EC1224K75.html>

Stainless Steel Work Table - \$244.99

Regency 30" x 48" 16-Gauge Stainless Steel Commercial Work Table with 4" Backsplash and Undershef

★★★★★ Read 231 reviews Item # 60078832485



Buy 1 4
\$244.99/Each
Ships free with [Prime](#)

5 or more **\$220.72/Each**

1 **Add to Cart**

[Earn up to \\$7.35 back](#)

Add to Wish List

Configuration: Undershef

☒ Open Base

☐ Undershef

Feature: With 4" Backsplash

Without Backsplash

☒ With 4" Backsplash

Length: 43

☒ 30"

☐ 36"

☐ 48"

☐ 60"

☐ 84"

☐ 96"

☐ 108"

☐ 120"

Style: Without Casters

☒ With Casters

☐ Without Casters

Works With [View All Items](#)



Regency 5' Work Table and Equipment Stand
\$479.00

1 **Add to Cart**



Regency 8' Heavy Duty Swivel Stem Casters for Work
\$479.00

1 **Add to Cart**



Regency 24' Galvanized Steel Long with 5'
\$43.04

1 **Add to Cart**



Regency Stainless Steel Double Deck Overshef 12" x
\$196.99

1 **Add to Cart**



Regency Stainless Steel Double Deck Overshef 18" x
\$235.99

1 **Add to Cart**



Regency 20' x 10' x 5' Drawer with Stainless Steel
\$158.99

Out of Stock [Notify Me](#)

<https://www.webstaurantstore.com/regency-30-x-48-16-gauge-stainless-steel-commercial-work-table-with-4-backsplash-and-undershelf/600TSB3048S.html>

Wall Mounted Hand Sink - \$204.49

Advance Tabco 7-PS-23-ECSPNF 16" x 12" Wall Mounted Hand Sink with Side Splashes for 1 Faucet

Leave a review [Write a review](#) [Write a review](#) [Write a review](#) [Write a review](#) [Write a review](#)



Only
\$204.49/Each

Shipping with [Prime](#)

[Add to Cart](#)

[Earn up to \\$613 back](#)

[Add to Wish List](#)

Usually Ships in **5-7 Business Days** from Manufacturer

[Lead time only based on manufacturer stock](#)

Product Overview

- ✓ Seamless, deep drain bowl designed for easy cleaning
- ✓ Bowl measures 12" x 9" x 5"
- ✓ Measures 16" x 12" x 12" overall
- ✓ Made of heavy gauge 204 stainless steel
- ✓ No-drip, rounded edge helps prevent water splashing over, keeping your kitchen clean and safe
- ✓ 4 O.C. splash faucet holes, faucet sold separately
- ✓ 11.2" diameter drain
- ✓ Includes keyhole wall mount bracket

[Share](#)

[Ask a Question](#)

UPC Code

747545710463

<https://www.webstaurantstore.com/advance-tabco-7-ps-23-ecspnf-16-x-12-wall-mounted-hand-sink-with-side-splashes-for-1-faucet/1097PS23ECN.html>

Glass Door Merchandiser Refrigerator - \$1,694.44



NAFCOOL | SKU: GDR-55

ALKCOOL GDR51(H) BLACK 55" WIDTH TWO SECTION SWING GLASS DOOR MERCHANDISER REFRIGERATOR

\$1,694.44 USD

Shipping calculated at checkout

From \$152.94/mo with shop [Check your purchasing power](#)

Add On Parts



GDR Caster Wheels (4 Pack)

0 [+](#) **\$74.75**



Liftgate Service

0 [+](#) **\$75.00**

Style

NO LABOR WARRANTY

1 YEAR LABOR WARRANTY

3 YEAR LABOR WARRANTY

<https://www.nafcool.com/products/nafcool-commercial-2-glass-door-merchandiser-refrigerator-upright-beverage-display-cooler-with-led-lighting-44-cubic-ft-54-1-wide>

Display Freezer - \$2,224.00



ALKCOOL | SKU FZBD50W

VISUAL TWO SECTION DISPLAY FREEZER W/ SWING DOOR SGDF40N- BOTTOM MOUNT COMPRESSOR, NO WHEELS, BLACK, 115V WITH HYDROCARBON REFRIGERANT

\$2,224.00 USD

Shipping calculated at checkout.

From \$200.73/mo with shop [Pay](#) [Check your purchasing power](#)

Add On Parts



GDR Caster Wheels (4 Pack)

0 + \$74.75



Liftgate Service

0 + \$75.00

Style

NO LABOR WARRANTY

1 YEAR LABOR WARRANTY

3 YEAR LABOR WARRANTY

1 / 14

<https://www.nafcool.com/products/visual-two-section-display-freezer-w-swing-door-fz-bd50w-bottom-mount-compressor-black-115v-f-bs50ah-with-hydrocarbon-refrigerant>

Stainless Steel Two-Door Refrigerator - \$1,544.00



NAFCOOL | SKU 46CommercialRefrigerator

WEBCOOLERS RI-54 REACH IN 55" WIDE STAINLESS STEEL TWO DOOR REFRIGERATOR COMMERCIAL REFRIGERATOR 46 CU.FT COOLER

\$1,544.00 USD

Shipping calculated at checkout.

From \$139.36/mo with shop [Pay](#) [Check your purchasing power](#)

Style

NO LABOR WARRANTY

1 YEAR LABOR WARRANTY

3 YEAR LABOR WARRANTY

1

ADD TO CART

Buy with shop [Pay](#)

[More payment options](#)

✓ Pickup available at ALKCOOL Manufacturing Corp - Texas
Usually ready in 24 hours

<https://www.nafcool.com/products/commercial-refrigerator-2-door-2-section-stainless-steel-reach-in-solid-door-upright-fan-cooling-46-cu-ft-cooler>

Open Air Merchandiser & Display Refrigerator - \$2,144.00



NAFCOOL | SKU OFC 36

OFC36" OPEN AIR MERCHANDISER AND DISPLAY REFRIGERATOR COOLER

\$2,144.00 USD

Shipping calculated at check-out

From \$193.51/mo with shop [Check your purchasing power](#)

Add On Parts



GDR Castor Wheels (4 Pack)

0 - \$74.75



Liftgate Service

0 - \$75.00

Style

NO LABOR WARRANTY

1 YEAR LABOR WARRANTY

3 YEAR LABOR WARRANTY

- 1 +

ADD TO CART

Buy with [shop](#) [Pay](#)

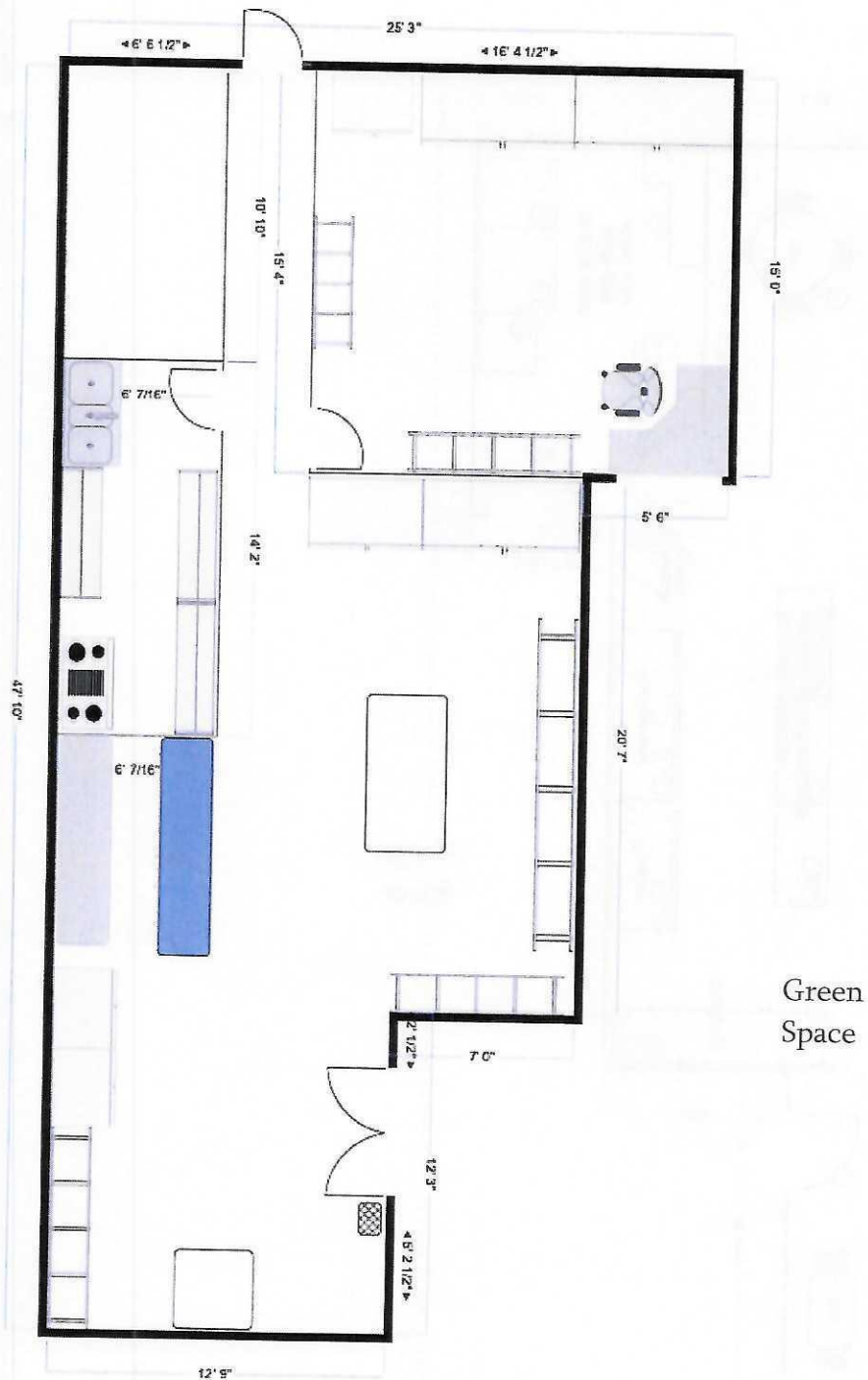
[More payment options](#)

✓ Delivery available at [All NAFCOOL Manufacturing Corp - Texas](#)

<https://www.nafcool.com/products/nafcool-open-air-merchandiser-and-display-refrigerator-cooler-14-7-cubic-ft-35-4-wide>

Appendix C - Proposed Store Layouts

Layout 1



Zacate Creek

Green
Space

Layout 2

