



Michigan Farm to Institution Network 20% by 2020



State and Regional Partners



Vision

The Michigan Farm to Institution Network aims to help:

- ▶ Farmers, food processors and food suppliers provide the local foods institutions want in the forms they need;
- ▶ Institutions like hospitals, schools, pre-K programs, and colleges locate, purchase and use these products; and
- ▶ Eaters at these institutions recognize, understand and enjoy local foods.

Structure

- ▶ Staff - Co-coordinators from MSU CRFS and the Ecology Center & Project Coordinator from the Ecology Center
- ▶ Advisory committee - representatives from key practitioner groups to provide guidance and direction
- ▶ Three chaired subcommittees - engines to support network and purchasing initiative
- ▶ Membership - practitioners, advocates, supporters, researchers, etc.
- ▶ Institutions - pledge to participate in the local purchasing initiative to increase local food purchases

Subcommittees

Impacts

Kathryn Colasanti, MSU CRFS (colokat@msu.edu)

- Measure the impacts of local purchasing campaign
- Investigate gaps, limitations and practical opportunities to support Farm to Institution programs in Michigan

Outreach & Engagement

Julia Darnton, MSUE (darntonj@msu.edu)

- Engage and assist buyers in finding, purchasing and using Michigan foods
- Connect farmers and vendors with local institutions to sell Michigan foods

Tech Ed

Garrett Ziegler, MSUE (zieglerg@msu.edu)

- Provide educational resources, tools and training focusing on institutional food marketing and purchasing to practitioners
- Develop product promotion toolkits to support local purchasing initiative

Plans for Year 1

Timeline	Activity
Oct 17, 2013	Pre-Launch Meeting with key partners
Nov 14, 2013	Advisory Committee Meeting
Nov 2013	Subcommittee meetings
Oct - Feb 2014	Formalize Network Functions
Nov - Feb	Develop Product Promotions
Feb/Mar'14	Full Launch Event & Local Purchasing Initiative
March +	Outreach/Engagement - expand membership of Network - secure commitments from institutions
March +	Tech Ed -disseminate product promotion materials -catalog existing resources & develop necessary resources
March +	Research/Impacts -develop & launch tracking tools -plan for evaluation & dissemination



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PARTNER-BASED FOOD HUB

Building a Collaborative Local Food Hub
Servicing Weld County of Colorado



Basic Facts of Weld County

- 3,999 square miles in North Central Colorado:
 - 9th most populous county in Colorado
 - 31 diverse communities
- Third largest county in Colorado:
 - Ranks as the third leading agricultural area in the US
 - Leading producer of cattle, grain and sugar beets
- Primary Industry Sectors
 - Manufacturing
 - Agriculture
 - Energy Production
 - Health & Wellness
 - Business Services



Local Food Projects of Weld County

Goals

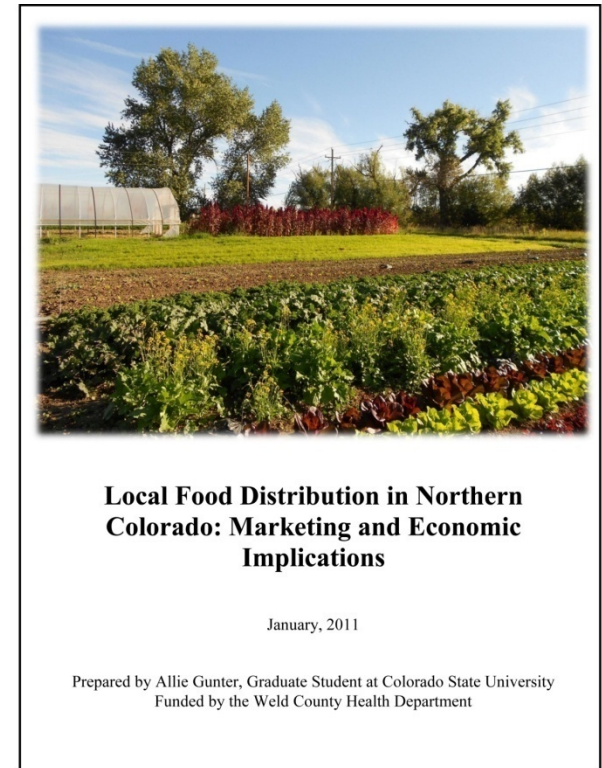
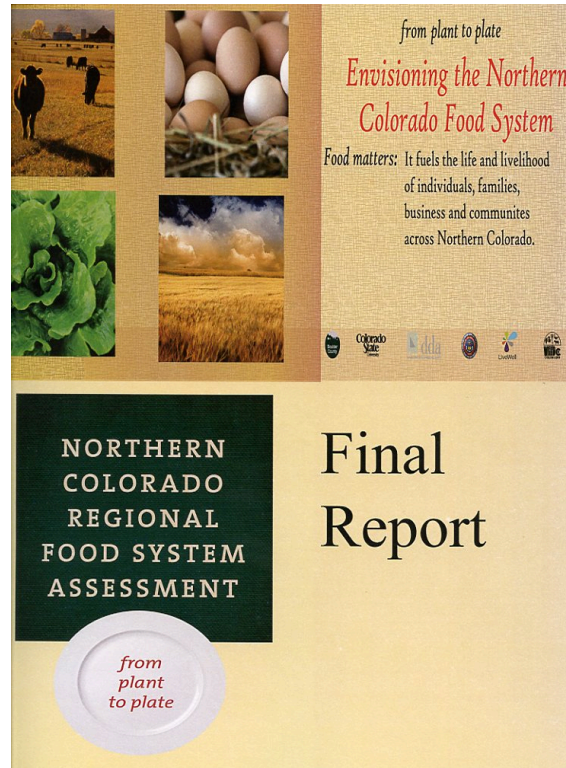
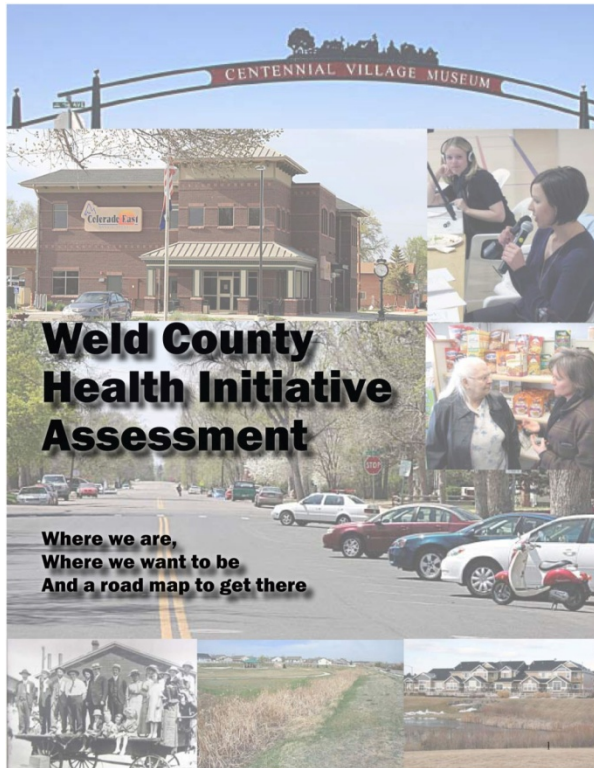
- Focus on healthy food access
- Farmers' Markets/ Food Trucks
- Cost -\$23, 000

Assets

- 3,921 farms in Weld
- 303 farms participate in direct selling
- Cost - \$8,000

Potential

- Increasing local food consumption and production would be best accomplished by enhancing existing food distribution networks
- Cost -\$10,000



Takeaways

- Food hubs encompass a wide variety of business models and infrastructure
- Plan for the seasonal nature of producers and buyers
- Buy-in is key: know your farmers
- Process was facilitated but group driven
- Plan for multi-year development
- Regional impact



The Partner-Based Concept

Advantages

- Capitalizes on existing expertise, equipment and processes
- Does not require large infrastructure expenditures
- Scalable

Partnerships

- School District 6 Food
 - Food Storage
 - Volume purchasing
- Weld Food Bank
 - Food Transportation
 - Food Processing
- WCDPHE
 - Outreach
 - Technical Assistance



THE PARTNERS

Leveraging Current Operations

WELD COUNTY

Food Access Projects



Weld County Public Health & Environment

Healthy Weld 2020

Strategies

1. Food Hub
2. Healthy Food Retail & Farmers' Markets
3. Recreational Exercise Opportunities

Deliverables

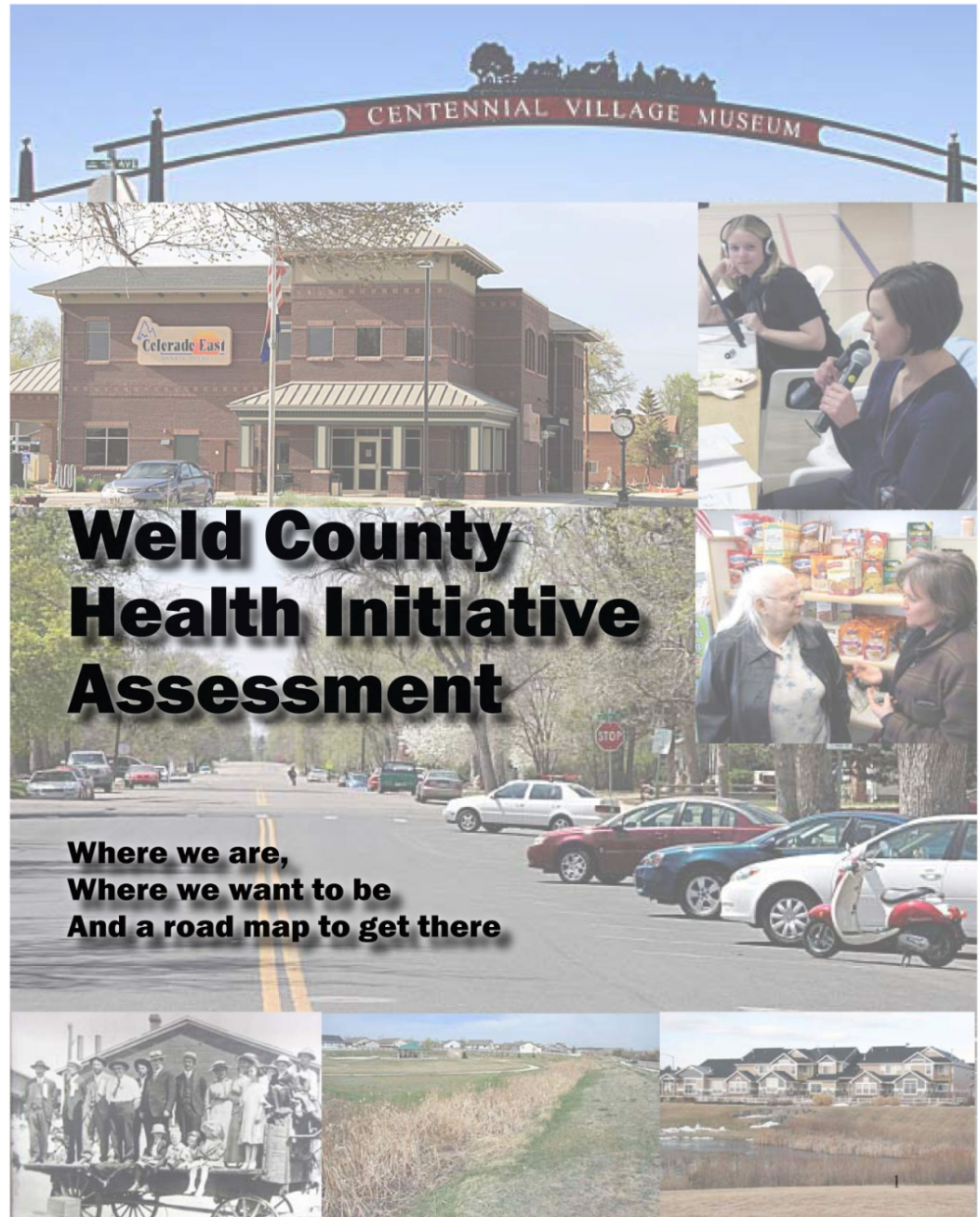
- Food Hub Operational Manual
- Food Safety Manual

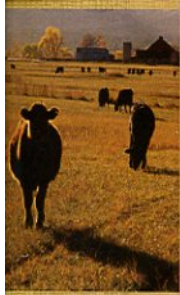


Dan Burden-2008

Recommendations

1. Increase health funding support
2. Find a lasting funding source
3. Build Social Capital by stitching together a series of health focused community building changes that people can mobilize around
4. Focus on food
5. Launch Community Gardens
6. Access Healthy Food
7. Farmers' Markets/Food Trucks
8. Active Aging Leadership
9. Create, Inspire and retain leaders
10. Build programs and projects that maximize community projects





from plant to plate

Envisioning the Northern Colorado Food System

Food matters: It fuels the life and livelihood of individuals, families, business and communities across Northern Colorado.



NORTHERN
COLORADO
REGIONAL
FOOD SYSTEM
ASSESSMENT

Final Report

2010

*from
plant
to plate*

Partners

- CSU
- Larimer County
- Boulder County

Process

- Advisory Panel

Main Findings

- Food is an infrastructure system that deserves detailed study
- Interest in local food is growing – and growing rapidly
- Agriculture of varying types and scales has more in common than in conflict

Weld County Food Access Projects

- Retail stores in food deserts
- Creating demand through education and marketing
- Farmers Markets start up support
- Food Producer Hub to improve access for local growers and local consumers

- www.larimer.org/foodassessment/

Farmer Focus Groups 2011



Identified Producer Needs

- Technical assistance for food safety plans
- Assistance with entry to Farm to School marketplaces
- Logistics (difficulties in efficient transport of crops to markets)
- Post harvest cooling and storage
- Marketing assistance

Food Hub Facts



25% of Colorado's agricultural sales come from Weld County

7.5% of all Colorado farms market directly to consumers



\$1.2 billion in livestock, poultry and product sales

\$272 million in crop sales

\$2.2 million in direct market sales



Weld County

- 3,921 farms in Weld County
- Larimer = 1,757
- Boulder = 746
- 303 Weld County farms participate in direct selling
- 27% of Weld farmers are 65 and over
- 25% of Weld farmers are between ages of 55 & 64
- 47.9 % of Weld Farmers are 54 and younger
- From 2002 to 2007 new farms increased by 26%

Source: USDA Census of Agriculture, 2007

Food hub Advisory Panel

■ 13 members

■ Guidance for Food hub development

Food Hub Operational Services - Mapping Document			
Aggregation Services*	Operational Functions	Food Value Chain - Shared Partner Values <small>(what drives partners to be part of Food Hub)</small>	
		Shared Mission Values	Shared Operational Values
Phase 1 Pass-through facility (Warehousing/Storage): Advisory Panel identified Characteristics <ul style="list-style-type: none"> * Located on major travel corridors- I-25 & HWY 85 * Self-service * Minimal staffing * Rent-a-pallet/surrogate storage for buyers * Delivery services * Food Safety Program * Cost Control- competitive pricing * Product Standards-specs * Other Services * Automated Services: online ordering * Billing Payment: Producers and buyers education component assisting with reasonable payment expectations (timelines) and proper procedures in place before selling (pre bid meetings) 	Year Round or Seasonal Considerations for each: <ul style="list-style-type: none"> * Customer Retention * Off Season Facility Use If Year Round: <ul style="list-style-type: none"> * Off Season - buy outside region * Diversified Products - examples: <ul style="list-style-type: none"> Meat/Poultry Dairy Eggs Value-Added Products (Baked Goods, etc) Honey/Sauces 	ex. <ul style="list-style-type: none"> * Healthy Food Access * Farmland Preservation * Farm Viability * Sustainable Production Practices 	ex. <ul style="list-style-type: none"> * Transparency through all Food Hub Segments * Long Term Commitment * Open Communication * Accountability
Phase 2 Packing Shed: Advisory Panel identified characteristics: <ul style="list-style-type: none"> * Delivery System * Food Safety Program * Cost Control * Standards- Specs * Producer Friendly * Farm Identification * Traceability * Other services 	Technology <ul style="list-style-type: none"> * Business Management (e-Commerce) * Traceability (Food Safety) * Producer Profiles/Product Info 		
Multiple Satellite Sites Food Safety Review of Approved Producers	Product Handling <ul style="list-style-type: none"> * Requirements by Classification 		
	Food Safety <ul style="list-style-type: none"> * Facility Licensing * Liability Insurance * Product Classification Certifications 		
	Financial Structure		
	Farmer Engagement		

Note: This mapping document is for the Colorado Health Foundation Operational Manual for the creation of the Producer Food Hub.
 * Identified by the Weld Producer Food Hub Advisory Panel

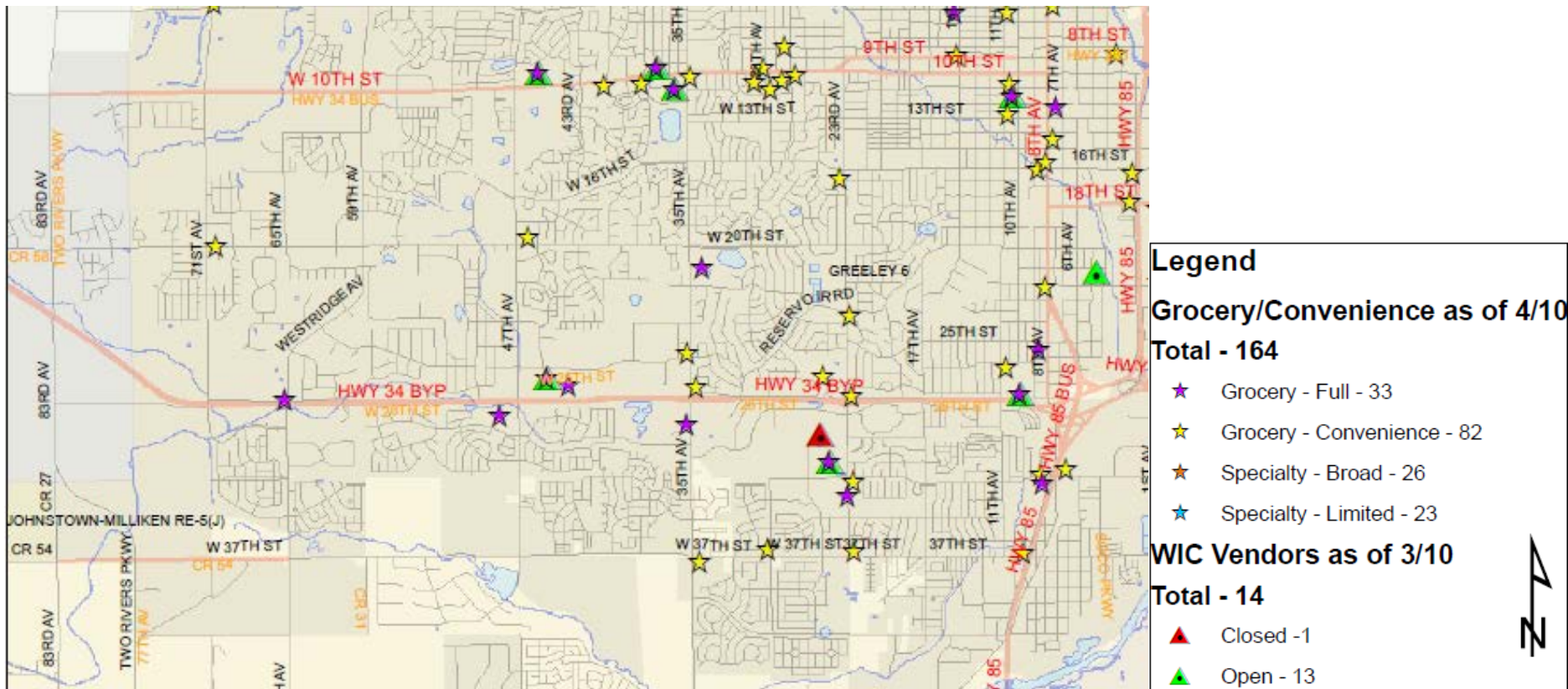
Food Hub Activities & Services - Mapping Document			
Marketing Services	Product Technical Assistance <small>(Hub provides or finds partners who can)</small>	Product Differentiation Strategies	Community Services
Producer <ul style="list-style-type: none"> * Guaranteed Market * Widespread Marketing Promotion * Fair Prices * Business Tools (eCommerce) * Liability Insurance * Coordinated Supply Chain Activities * Access to Larger Food Distributors 	Production Planning	Identity Preservation <ul style="list-style-type: none"> * Product Origin (Locality) * Producer History 	Consumer Education (Why Buy Local) <ul style="list-style-type: none"> * Support Farms * Nutritional Value of Food
	Contract Growing Assistance		
	Season Extension	Group Branding	Nutrition/Cooking Education Classes
	Sustainable Production Practices <ul style="list-style-type: none"> * Certified Organic * Minimal Pesticides * Naturally Raised (meat & poultry) 	Product Attributes <ul style="list-style-type: none"> * Heirloom/Unusual Variety * Vegetarian * Vegan * Gluten Free * Kosher 	Food Bank/Food Assistance Organization Donations
	Handling Practices <ul style="list-style-type: none"> * Post Harvest * Production 	<ul style="list-style-type: none"> * Grass Fed/Range Free * Certified Organic * Non-GMO * Naturally Raised * Minimal Pesticides 	Increase Healthy Access to Underserved Areas * SNAP/EBT Redemption
Buyer <ul style="list-style-type: none"> * Single Point of Purchase <ul style="list-style-type: none"> * Billing/Receiving * Reduced Transactions/Costs * Local Source Identification * Food Safety Reviewed * Diversified Products * Year Round Access 	Competitive Pricing through Season	Grown with Sustainable Production Practices	Educational Farm Tours(?)
	Food Safety <ul style="list-style-type: none"> * Training * Plan Development * Farm Visit * Non-Certified 3rd Party Audit * Traceability 		Employment/Internship Opportunities (?)
	Liability Insurance		

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Food Hub Outlets

- Corner store and food retailers
- Institutional buyers: Schools, Hospitals....volume buyers
- Restaurants
- Food Banks

Mapping of food access points in Weld County



GREELEY EVANS WELD 6

School-Based Food Hub





Weld County School District 6

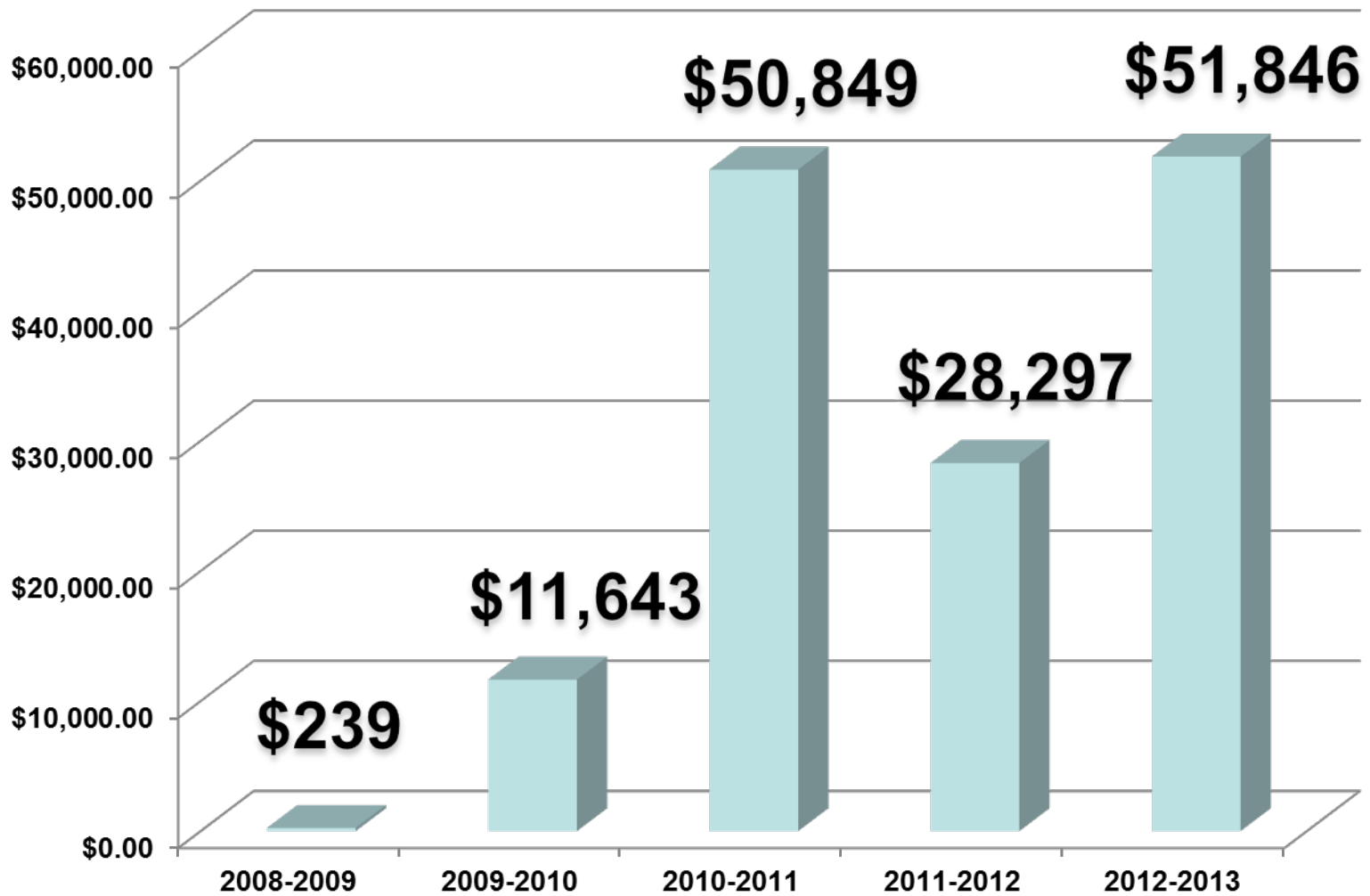
Serving the Communities of Greeley & Evans

- K-12 Public School District
 - (13th Largest in CO)
- 20,000 Students/60% F&R
 - 58% Hispanic; Growing Refugee population
- 10,500 Lunches/4,200 Breakfasts
- 150 Staff; 31 Kitchens; Annual Budget \$7.6M
- NSB, NSLP, ASSP, FFVP, Head Start, Catering, Contract Sites

Weld 6's Journey

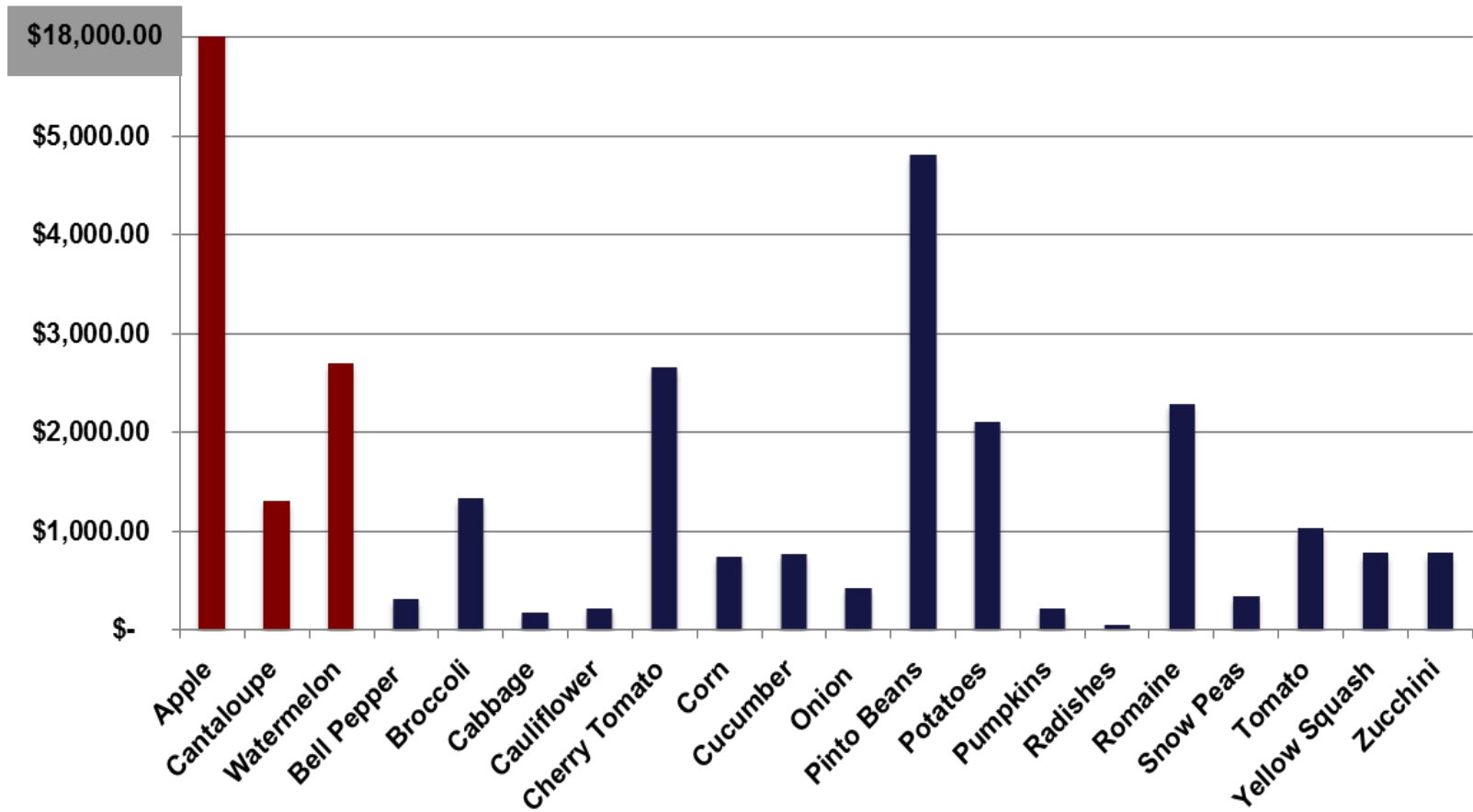
- SY09 → First local crop purchased:
 - Began with one crop from a single farm
 - Currently, purchasing over 30 crops from five local farms
- SY11 → Collaborative bid process with the Northern Colorado Coop
 - 10 Districts bid together for Farm to School Products
- January 2011 → “School Food Renaissance,” transforming school meals through:
 - Scratch cooking
 - Revamped facilities
 - Increased local food purchasing

Greeley-Evans D6 Produce Purchasing History



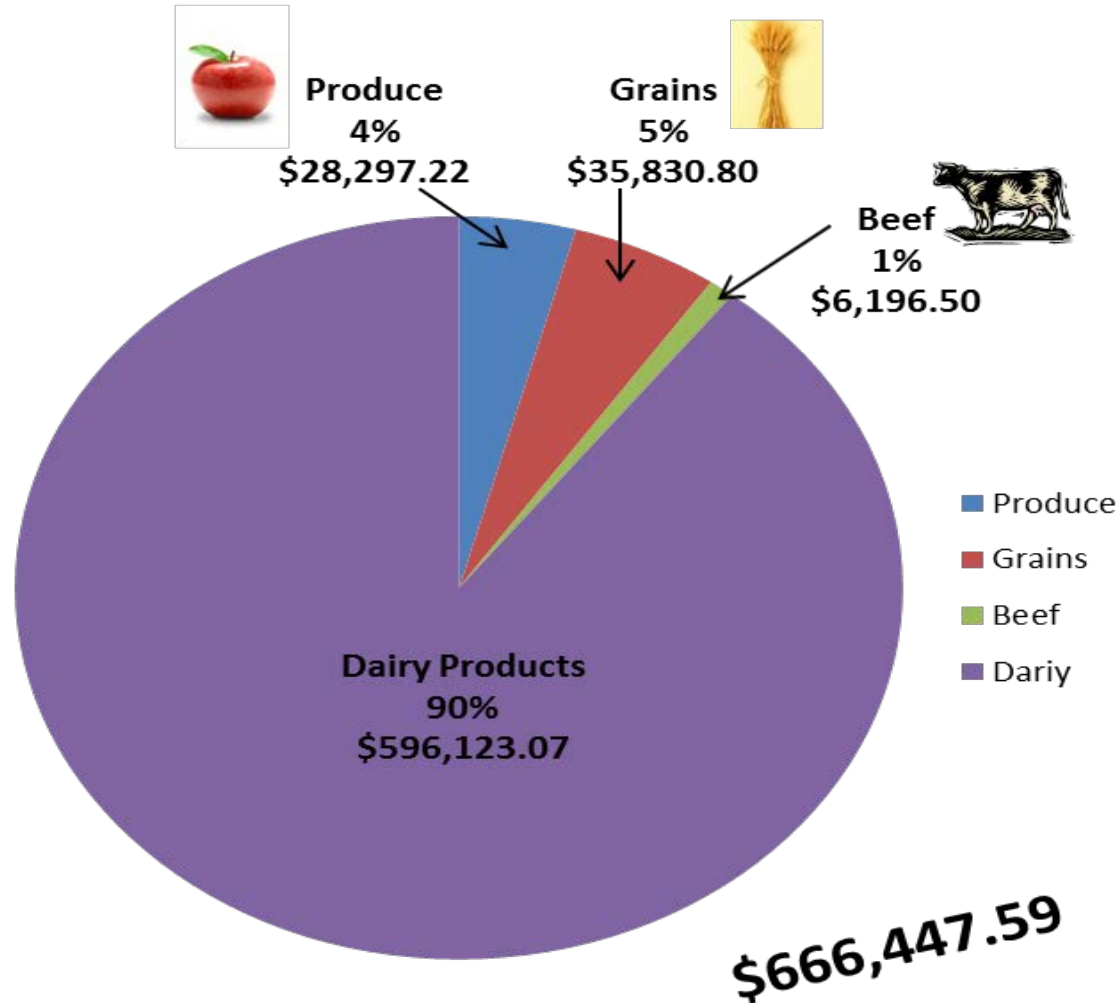
Farm Products Purchased

2011 Farm to School Produce

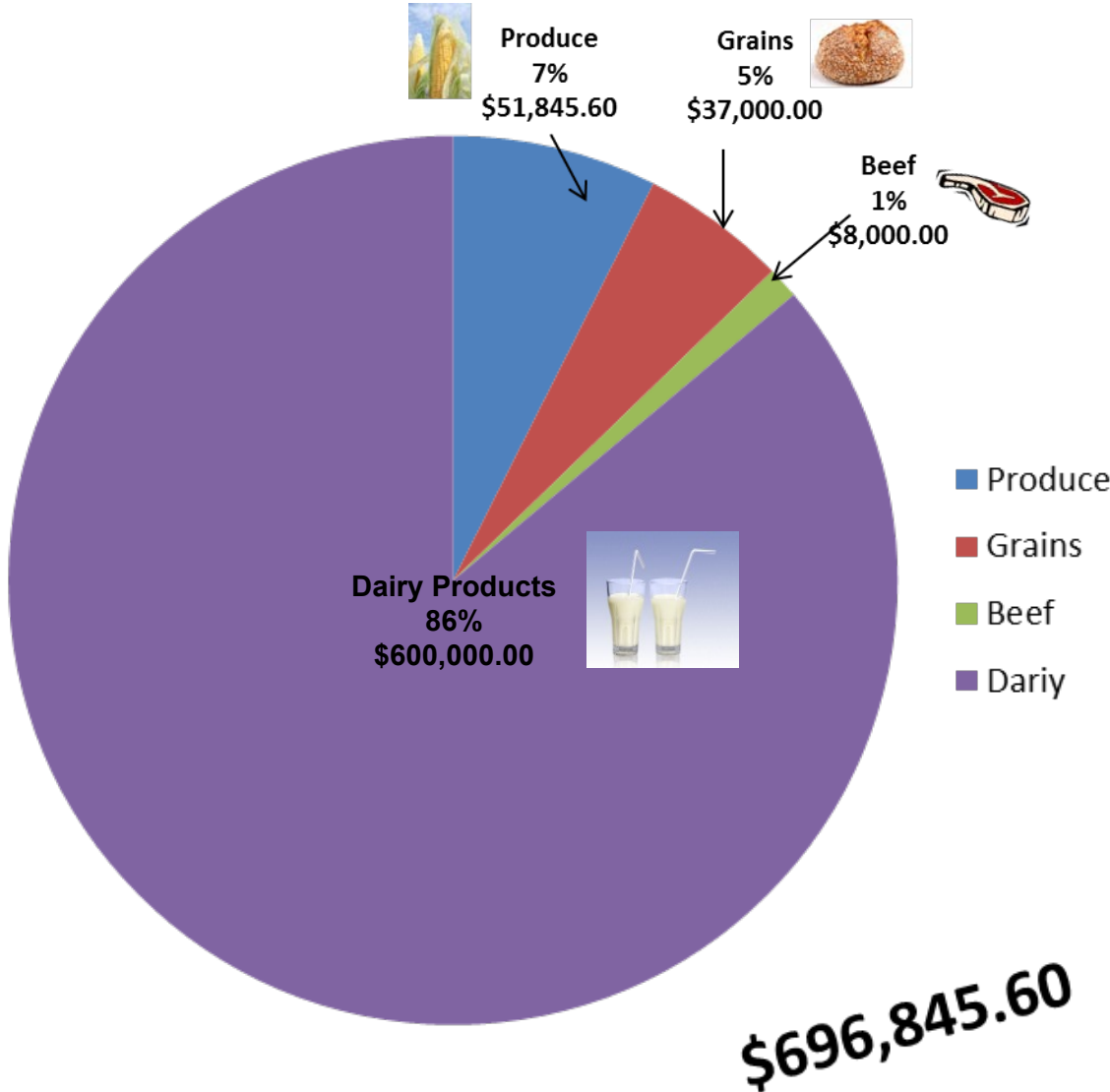


District 6 Local Purchases

Actual Purchases – 2011-2012 SY



District 6 Local Purchases



Anticipated Purchases 2012-2013 SY

22% of all food purchases from local sources!

Weld 6's Journey

- May 2011- End school year with <20% entrees being prepared from scratch.
- June 2011- Central Production Kitchen remodel begins.
- SY12-Salad bars implemented at all sites. 75% of entrees prepared from scratch.
- June 2012 Phase 1 of Food Hub begins.

School Based Food Hub Project: Phase 1

Phase 1 Project Scope:

- Remodel existing facility allowing for an expanded central scratch cooking production as well as self-processing of farm fresh produce items.
 - Purchase from local farms and provide a central delivery destination.
 - Ability to process products for immediate in-season use as well as process products for extended use.
 - Self distribute within District.

Pictures of Change-



Production Kitchen



Pictures of Change- Production Kitchen



The future holds....

- Reaching out to additional districts
- Reaching out to institutions
- Being the conduit to local foods in Northern Colorado

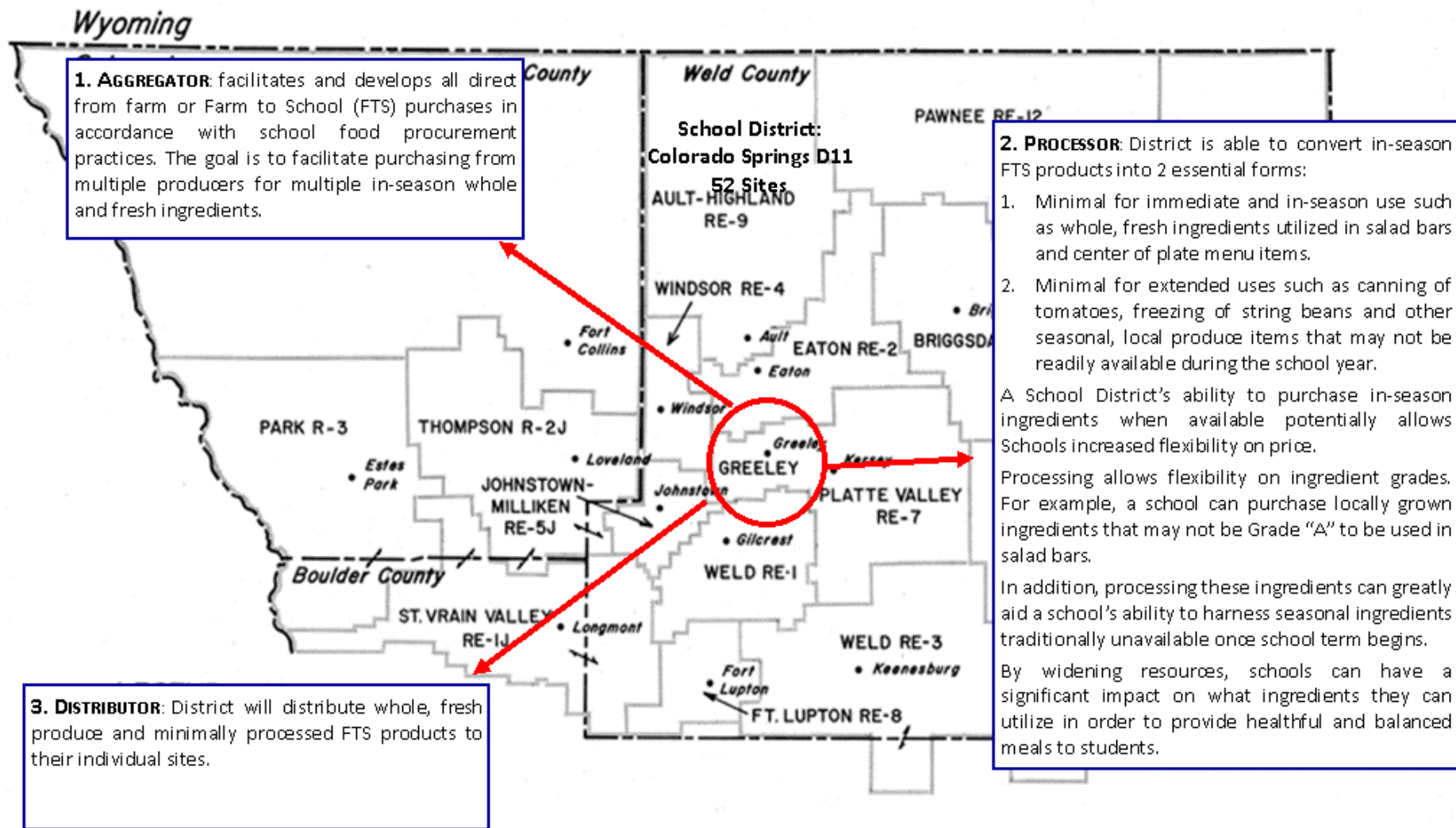
School District Based Food Hub: PHASE 1
Greeley Evans Weld 6
Jeremy West, Nutrition Director

Phase 1 Project Scope: Weld 6 recently underwent a revitalization of their Central Kitchen Facility allowing for an expanded central scratch cooking production as well as self-processing of farm fresh produce items.

Phase 1 Population Served: 15,000 meals served daily <http://www.greeleyschools.org/Page/2434>

Phase 1 Roll-Out: October 2011

NORTH CENTRAL REGION



School District Based Food Hub: PHASE 2

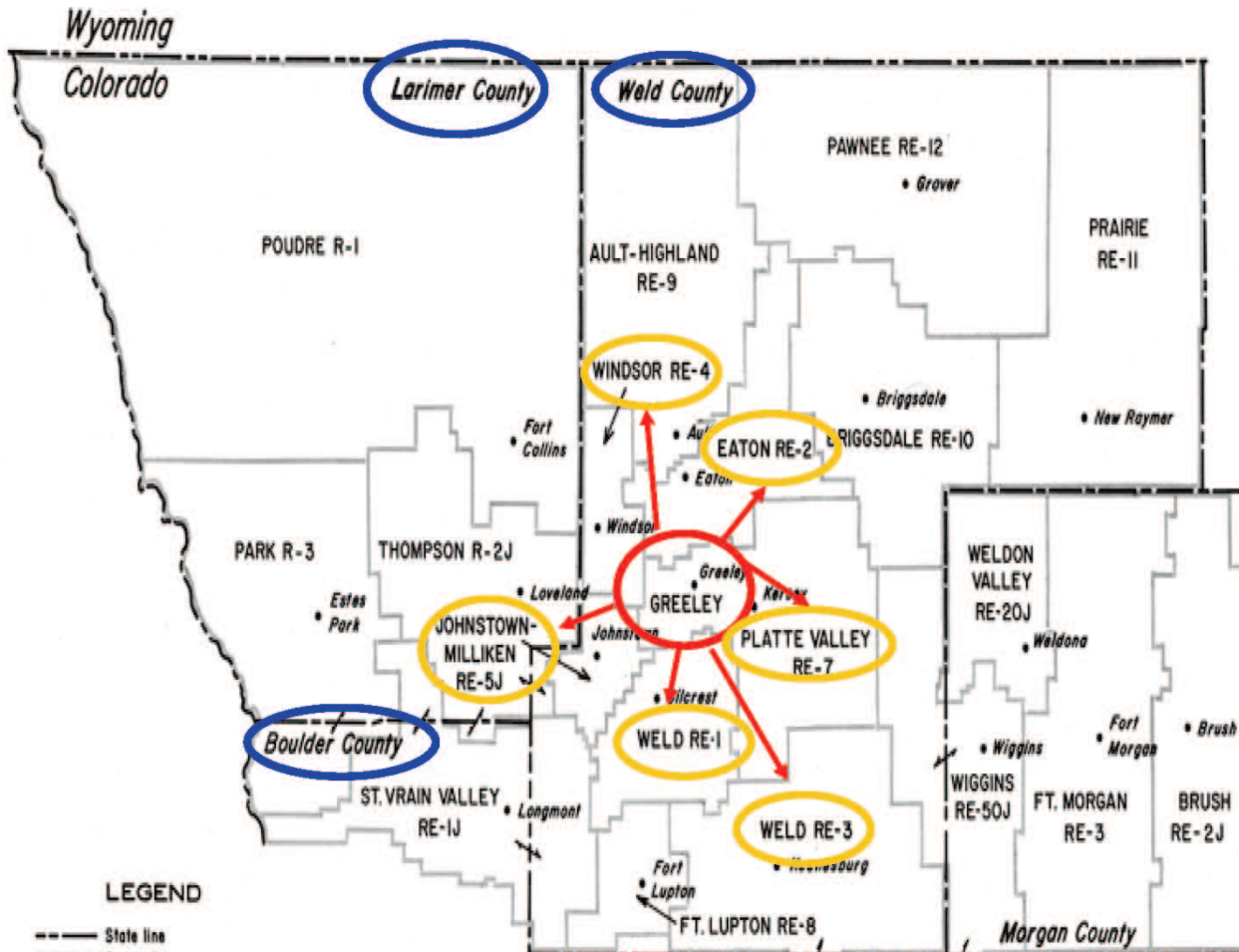
Greeley Evans Weld 6

Jeremy West, Nutrition Director

Phase 2 Project Scope: Expansion beyond Weld 6 District sites to servicing other School Districts within Weld County as well as participating NoCo Coop* Members that consist of 12 other School Districts, including one in Wyoming.

Phase 2 Population Served: 72,654 meals served daily (http://www.cde.state.co.us/cdereval/download/PDF/2010PM/D10_K-12_FREdbydistrictandcounty.pdf)

NORTH CENTRAL REGION



Weld 6 Food Hub: aggregates, processes and distributes fresh fruit and vegetables via FTS purchasing programs for participating NoCo Coop School Districts, potentially 12 other neighboring school districts within Weld, Larimer and Boulder Counties with an active interest in FTS purchasing.

The expansion of Weld 6 Food Hub Phase 2 allows multiple and much smaller school districts to engage local producers by:

1. buying collectively can provide competitive pricing with higher usage figures.
2. Schools with limited infrastructure can receive ingredients in usable forms that match their food service needs.
3. Increases access to fresh fruits and vegetables to underserved population by creating access points for other school districts who may be limited in resources and facilities to receive whole, fresh produce.
4. Increases access to more locally grown fresh fruit and vegetables by making meaningful connections to local producers. This can create mutually beneficial relationships between schools and local producers where schools can receive the freshest and most nutritiously impactful ingredients while local farms can diversify their business, allowing fairness in the marketplace for small to mid-sized farms.
5. Creates system change by empowering school districts with self-sufficient infrastructure capabilities, diversifying resources thereby increasing ingredient choices in order to create the most nutritious, balanced and healthful meals for students.

*NoCo Coop: is an informal buying group consisting of 13 school districts in the Northern Colorado area, including Laramie County School District #1 in Cheyenne, WY. Weld 6 is the largest school district in Weld County.

WELD FOOD BANK

Full Service Operation Alleviating Hunger



Weld Food Bank



- Weld Food Bank is a 501(C)(3) non-profit organization which alleviates hunger and poverty by providing food and services to people in need.
- Work to educate the public about the nature of hunger and poverty.
- Provide emergency and supplemental food programs to meet the critical needs of low-income families.

Food Bank Facility



- 2005—move into a 35,000 square foot warehouse:
 - 6 vehicles
 - Completed an on-site commercial kitchen
 - Offers cooking classes, nutrition courses and job training
 - Moved 8.2 million pounds of food
 - 22 full and part-time staff members

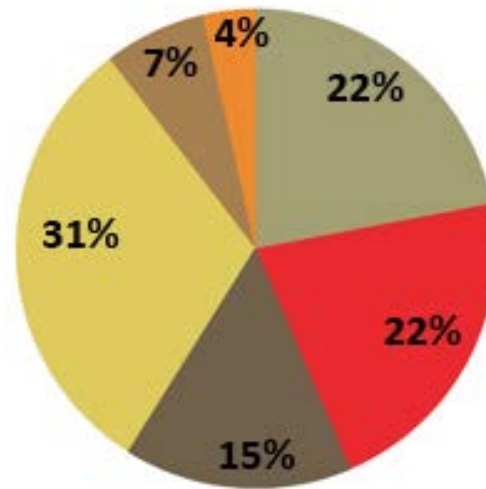
Kitchen

- Includes equipment allowing increase both quantity and quality of food prepared and served.
- Served 37,000 meals through Kids Café and Summer feeding programs.
- Only commercial facility with a generator to respond to disasters.



Food Bank Purchases

WHERE FOOD COMES FROM



- USDA (Commodities)
- Grocery Stores, Local Distributors & Restaurants
- Feeding America
- Produce
- Purchased Food
- Food Drives

Food Bank Local Food Story

- In 2013, the Larimer and Weld food banks have partnered with their local school district to purchase produce through the bid process.
- All five Colorado food banks make up the Feeding Colorado network, and actively work with Northern Colorado producers for donations and sourcing foods.
- The Food Bank for Larimer County has a long history of purchasing locally:
 - In Weld County, local purchasing is an identified growth area.
- Both Northern Colorado food banks bring a long history of producer networking to Healthy Weld 2020.

Food Bank Local Food Story

- Relationship with local Producers for food donation and purchase
- Currently self operates logistics for on-farm pickup and food distribution
- Works in partnership with Rocky Mountain Food Bank and other food banks
- Provide inherent operational services:
 - Distribution
 - Aggregation
 - Processing



PARTNER BASED FOOD HUB FEASIBILITY STUDY

Leveraging Assets and Building Collaborative
Partnerships for a Healthier Food System



Weld County's Local Food Evolution

- Currently, there are no Food Hub identified services (cooler/storage aggregation, processing and distribution) currently existing at one facility in Weld County.
- A collaborative, partner-based food hub model began to emerge as a way to leverage pre-existing infrastructure and services of current operators.
- Each agency has upgraded or is upgrading their commercial kitchen facility with state of the art processing equipment that will allow them to minimally-or-above process produce into season extension products.
- Each agency values local food purchasing and increasing access to its end users.

Partners' Assets

- WCSD6 offers:
 - Limited season extension processing (dependent on kitchen availability)
 - Cooler/storage services
 - Refrigerated distribution to school districts
- Weld Food Bank offers:
 - Limited season extension processing
 - Limited freezer holding time (4 days maximum)
 - Refrigerated trucks for distribution during non-food bank use.

Shared Local Food Values

Food Hub Operational Services - Mapping Document

Aggregation Services*	Operational Functions	Food Value Chain - Shared Partner Values (what drives partners to be part of Food Hub)	
		Shared Mission Values	Shared Operational Values
<p>Phase 1 Pass-through facility (Warehousing/Storage): Advisory Panel identified Characteristics</p> <ul style="list-style-type: none"> * Located on major travel corridors- I-25 & HWY 85 * Self-service * Minimal staffing * Rent-a-pallet/surrogate storage for buyers * Delivery services * Food Safety Program * Cost Control- competitive pricing * Product Standards-specs * Other Services * Automated Services: online ordering * Billing Payment: Producers and buyers education component assisting with reasonable payment expectations (timelines) and proper procedures in place before selling (pre bid meetings) <p>Phase 2 Packing Shed: Advisory Panel identified characteristics:</p> <ul style="list-style-type: none"> * Delivery System * Food Safety Program * Cost Control * Standards- Specs * Producer Friendly * Farm Identification * Traceability * Other services <p>Multiple Satellite Sites Food Safety Review of Approved Producers</p>	<p>Year Round or Seasonal Considerations for each:</p> <ul style="list-style-type: none"> * Customer Retention * Off Season Facility Use <p>If Year Round:</p> <ul style="list-style-type: none"> * Off Season - buy outside region * Diversified Products - examples: Meat/Poultry Dairy Eggs Value-Added Products (Baked Goods, etc) Honey/Sauces <p>Technology</p> <ul style="list-style-type: none"> * Business Management (e-Commerce) * Traceability (Food Safety) * Producer Profiles/Product Info <p>Product Handling</p> <ul style="list-style-type: none"> * Requirements by Classification <p>Food Safety</p> <ul style="list-style-type: none"> * Facility Licensing * Liability Insurance * Product Classification Certifications <p>Financial Structure</p> <p>Farmer Engagement</p>	<p>ex. * Healthy Food Access</p> <ul style="list-style-type: none"> * Farmland Preservation * Farm Viability * Sustainable Production Practices 	<p>ex. * Transparency through all Food Hub Segments</p> <ul style="list-style-type: none"> * Long Term Commitment * Open Communication * Accountability

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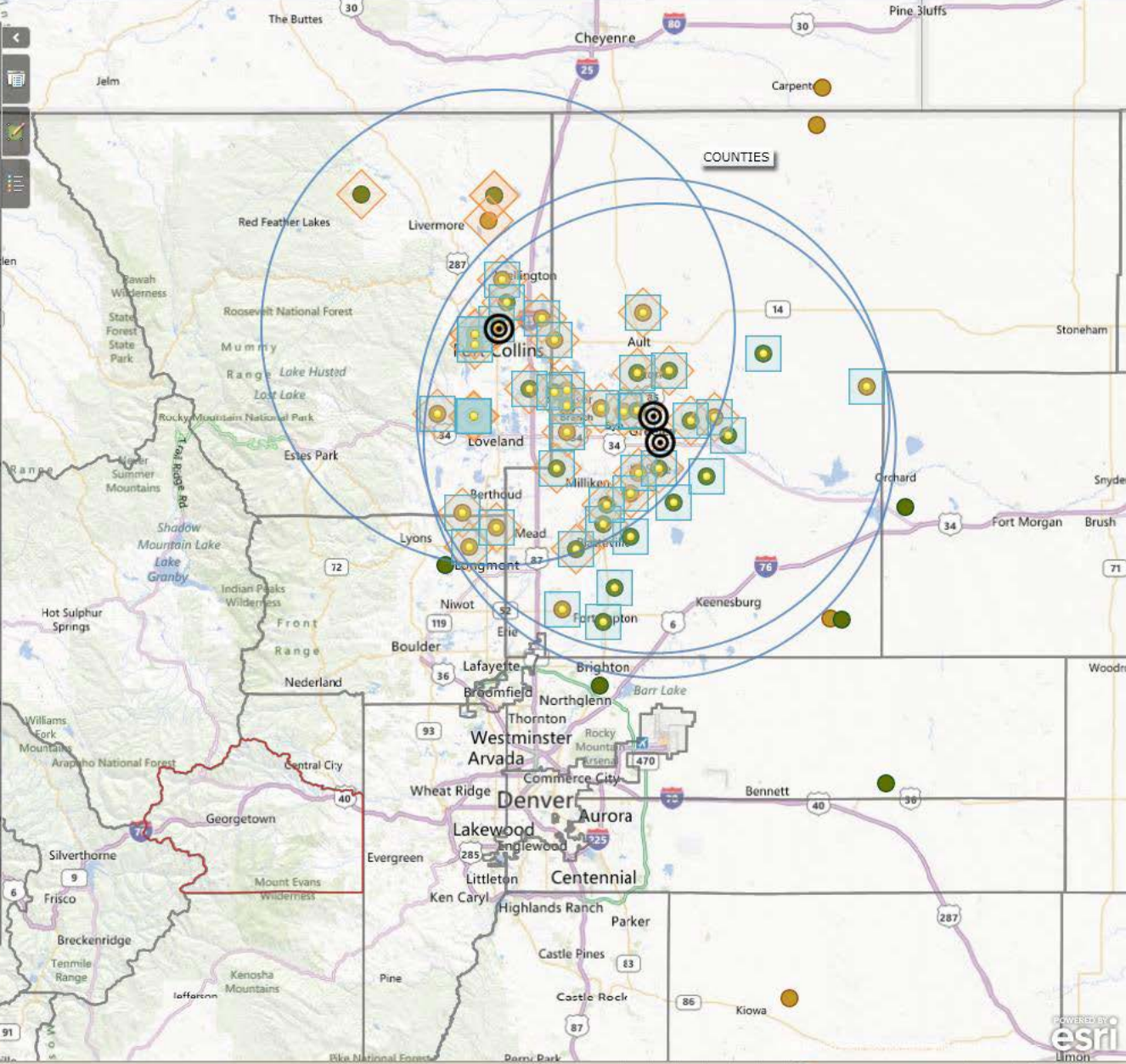
Concept

	Food Bank for Larimer County (LFB)	Weld Food Bank (WFB)	Weld County School District 6 (SD6)	
Inter-Agency Aggregation	Processes, aggregation, distribution and other topics will be similar for LFB	Benefit: purchasing power through volume buying from FTS producer awarded bids. WFB is interested in utilizing NoCO Coop bids as a conduit to attract additional local products at WFB price points. WFB has truck maximum capacity and will prioritize WFB needs with SD6.	Benefit: WFB can be receiving agent for SD6 and can process onfarm pickup of produce and single point of delivery from multiple farms. SD6 can still receive product direct from Producers who choose to deliver direct to SD6.	
Inter-Agency Distribution		Benefit to producer: no additional infrastructure required for storage and delivery, allowing more producers to participate in FTS program (volume selling). Benefit to agencies: potential lower price for more products to WFB. WFB can facilitate pickup/delivery instead of producer-responsible delivery of product		
Inter-Agency Processing		SD6 will deliver processed products to WFB after processing	WFB will deliver from farm to either their or SD6 facility as open storage availability exists (dependent on each facility's non-peak storage availability). Ideally, WFB will deliver SD6's aggregated volume of product direct to SD6.	
Inter-Agency Agreements		Lower cost because volunteer pool can be used onsite/off site for processing of product that will be received and distributed by WFB	Lower cost: staff processed foods, or volunteers can be utilized with proper registration through SD6 process for in-house use (closed system). Will have to confirm SD6's accounting procedures for offering third party processing services for non-SD6 use (open system to WFB, LFB, other SDs, etc). Will need address liability insurance component/requirements from SD6's legal department.	
Food Safety		WFB receive SD6 Vendor Status as approved supplier	SD6 receive WFB Agency Status as approved produce receiving agent	
Documentation		Each facility has existing food safety protocols and requirements in place for receiving produce. Additional requirements and licensing may apply for processing and distribution of processed products to other agencies.		
Spring 2013 Pilot Crop		Documentation of appropriate agreements, MOU's, food safety licensing, etc pertinent to each agency and activity		
Additional Programming Possibilities		WFB has reliable over abundance of donated bell peppers that are sometimes not received due to market saturation. Bell peppers will serve as the test product for interagency processing. Food bank donated food is stringently regulated as to distribution and must go to target populations or utilized as animal feed. An intended outcome of this collaboration is to maximize the amount of donated food that reaches high need populations serviced by the participating agencies.		
		All three agencies work with same at-risk populations: SD6 for children during school day/school year; FB for families at non-school hours.		
			Identified a potential apple processing partnership with Ela Family Farms for Apple slices. Major need is to secure volume needs to offset infrastructure needs. SD6 see apple slices as a potential product item: price points are important. Pursue a followup conversation with Ela on their needs to formulate pilot program?	

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Map Legend

- Food Banks/SD6
 - Food Banks/SD6 30 m buffer
- Growers 30 m WSD6 - 48
- Growers 30 m Weld Food Bank - 48
- Growers 30 m Larimer Fook Bank - 43
- Sm-mid size Growers
 - Interested
 - Unknown
- COUNTIES



Weld RFP: Feasibility Study

- Local Food Assessment
 - Availability of raw local specialty crop products
 - Demand for locally grown specialty crops (whole and processed)
- Facility Analysis
 - Action steps needed for each facility to aggregate, store, and process increased amounts of local food
 - Ability to meet immediate and prospective demand
- Business Plan
 - Mapping out a five-year implementation plan and timeline
 - Financial Analysis
 - Logistical recommendations
 - Marketing Strategies
 - Implementable Timeline





A project development organization focused on local food systems and healthy communities.

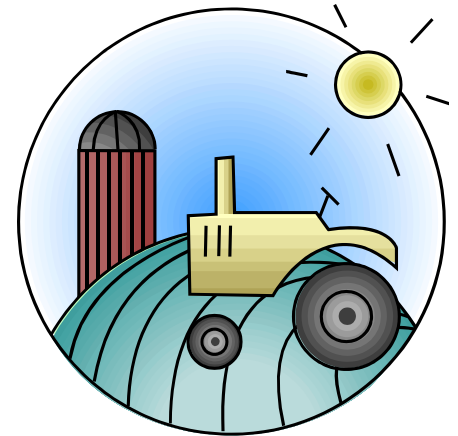
- Partnered with Weld County for the last three years:
 - Producer driven Food Hub Concept
 - Local Food Advisory Panel
 - Partner Based Food Hub Concept

Thank you!

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Local Food Distribution: Institutional Sales



Nick McCann

Iowa State University Extension and
Outreach

Who are we?

- A rural distribution hub dedicated to developing markets and trucking routes outside of our regions.
 - Facilitate \$350,000 of local food sales since May

Custom Hauling for Farmers



Farm to School Programs



Sales and Marketing Programs

Would you like to buy
some local food?



Institutional CSA Programs



**Keep up with
the the truck.**

Our Overall Model

- Multiple Markets in Same Geographical Area=
Profitability for the Hub
 - Example:
 - Iowa City
 - 4 Institutional CSA Programs
 - Several custom hauling stops (two of the account we opened with sales and marketing services)

What have we learned?

- CSA programs allow us to provide 3PL services for a lower overall cost to growers.
- 3PL services allow us to provide CSA programs at competitive prices.
- Generally enough capacity on our truck as of now to do many stops, all of which generate cash for our business.

Key Understanding

- What is the capacity on your truck?
 - Time?
 - Space?

Questions??