An NGFN Webinar

FOOD HUBS
Viable Regional Distribution Solutions
Presentation Outline

- Technical Orientation
- NGFN Overview
- Food Hub Panel

**John Fisk**  
*Director, Wallace Center at Winrock International*

Scott Cullen  
*Executive Director, GRACE Communications Foundation*

James Barham  
*Agricultural Economist, USDA Agricultural Marketing Service*

Kate Collier  
*Director, Local Food Hub*

Dan Carmody  
*President, Detroit Eastern Market*

- Your Questions for the Panel
- Upcoming Opportunities, etc.
Food Hubs are Pivotal for Re-Regionalization

- **Need:** Appropriate scale infrastructure
- **Method:** Engage with existing, as well as create new infrastructure options
- **Results:**
  - Facilitates job creation
  - Bolsters regional food economies
  - Supports supply chain for those with reduced food access

BUT we are early on in the evolution of these systems
First phase of collaboration:

- Identify existing food hubs
- Develop a greater understanding of the scope and scale of food hub operations, and their challenges and opportunities for growth, by:
  - Carrying out focus groups with industry stakeholder groups
  - Conducting an online survey with food hubs and “public” markets, and
  - Carrying out phone interviews with a survey sub-sample of food hubs and public markets.
Regional Food Hub Survey

- Online survey was sent to 72 food hubs and 36 “public” markets in January 2011.

- Surveys completed by Feb. 7 were included in analysis.

- 45 food hubs completed the survey (63% response rate).

- 25 “public” markets completed the survey (69% response rate).

* This presentation of preliminary findings is subject to revision as further analysis is completed
# Food Hub Online Survey

<table>
<thead>
<tr>
<th>Region</th>
<th>West</th>
<th>Southwest</th>
<th>Midwest</th>
<th>South</th>
<th>North</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sent Survey</strong></td>
<td>11 (15%)</td>
<td>5 (7%)</td>
<td>22 (31%)</td>
<td>15 (21%)</td>
<td>19 (26%)</td>
</tr>
<tr>
<td><strong>Completed Survey</strong></td>
<td>7 (16%)</td>
<td>2 (4%)</td>
<td>13 (30%)</td>
<td>8 (17%)</td>
<td>15 (33%)</td>
</tr>
</tbody>
</table>

**Total Number of Surveys:** 72

**Completed Surveys:** 45

![Map of the United States with markers indicating sent and completed surveys.]
"Public" Market Online Survey

<table>
<thead>
<tr>
<th></th>
<th>West</th>
<th>Southwest</th>
<th>Midwest</th>
<th>South</th>
<th>Northeast</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sent Survey</td>
<td>5 (14%)</td>
<td>3 (8%)</td>
<td>8 (22%)</td>
<td>8 (22%)</td>
<td>12 (33%)</td>
<td>36</td>
</tr>
<tr>
<td>Completed Survey</td>
<td>5 (20%)</td>
<td>3 (12%)</td>
<td>5 (20%)</td>
<td>5 (20%)</td>
<td>7 (28%)</td>
<td>25</td>
</tr>
</tbody>
</table>
Today’s Webinar Format

- Technical Orientation
- NGFN Overview
- **Food Hub Panel**

  John Fisk  
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  Dan Carmody  
  *President, Detroit Eastern Market*

- Your Questions for the Panel
- Upcoming Opportunities, etc.
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Definitions vary from narrow market efficiency functions to those related to visions of building a more sustainable food system

**Working Definition***

A centrally located facility with a business management structure facilitating the aggregation, storage, processing, distribution, and/or marketing of locally/regionally produced food products.

*USDA is working with its partners to refine this definition. This is NOT an official USDA definition.*
Core Components of Food Hub

1) **Aggregation/Distribution-Wholesale**
   - Drop off point for multiple farmers and a pick up point for distribution firms and customers that want to buy **source-identified** local and regional food

2) **Active Coordination**
   - Hub business management team that **actively coordinates supply chain logistics**, including seeking market for producers, and coordinating efforts with distributors, processors, and buyers

3) **Permanent Facilities**
   - Provide the space and equipment for food to be stored, lightly processed, packed, palletized and possibly even sold under a Hub’s regional label

**Other Possible Services:** Provide wholesale and retail vending space, offer space for health and social service programs, community kitchens, community meetings, etc.
“Food Hub” Model Examples

- **Non-profit driven model:** Alba Organics (CA), Intervale Center (VT), Growers Collaborative (CA), Red Tomato (MA), Common Market (PA), Local Food Hub (VA)

- **Producer/Entrepreneur driven model:** Grasshopper (KY), Good Natured Family Farms (KS), Tuscarora Organic Growers (PA), New North Florida Cooperative (FL), Eastern Carolina Organics (NC), Cherry Capital Foods (MI)…

- **Retail driven model:** La Montanita Food Coop (NM), Wedge’s Coop Partners (MN), Weavers Way Coop (PA)…

- **Consumer driven model (online buying clubs):** Oklahoma Food Coop, Nebraska Food Coop, Iowa Food Coop…

- **“Hybrid” market model (wholesale/retail food markets):** Central New York Regional Market Authority (NY), Eastern Market (MI), Hunts Point Wholesale Farmers Market (NYC), Santa Monica Farmers Market (CA), “State Farmers Markets” in the Southeast and Midwest, e.g., NC, SC, MI, FL…

- **“Virtual” Food Hubs (online matchmaking platforms):** Ecotrust’s FoodHub (www.food-hub.org), Locally Grown (www.locallygrown.net), Local Dirt (www.localdirt.com), Local Orbit (www.localorb.it), Market Maker (http://national.marketmaker.uiuc.edu)…
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Local Food Hub

Farmer Services
Local Food Hub provides services to partner producers, including accounting, sales, marketing, and education.

Production Planning
Local Food Hub works with farmers and buyers to coordinate growing and match supply with demand.

Food Production
The farm produces more than six acres of organically grown food for distribution and donation.

Farmer Training
Local Food Hub hosts free workshops on organic and sustainable growing methods for participating farmers.

Apprenticeships
An annual eight-month program enables young people to learn sustainable and organic growing methods.

Internships
An annual summer internship brings local high-school youth to the farm where they learn farming and job skills.

Food Aggregation
Local Food Hub purchases food from more than 40 local farmers, ensuring a fair price.

Food Distribution
Local Food Hub distributes food to schools, hospitals, institutions, markets and restaurants.

Local Food Campaign
Using a savvy marketing campaign, Local Food Hub promotes the value of buying and eating locally.

Food Donations
Local Food Hub donates more than 5% of warehouse sales to local food banks and community groups.

Food Donations
25% of the food grown at the farm is donated to local food banks, hunger organizations and community groups.

Community Engagement
Local Food Hub engages the community through volunteer programs, events, classes and creative partnerships.

Educational Farm
Distribution Warehouse
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Eastern Market is a place where all these components can be observed interacting with one another. This is the kind of vertical integration that Henry Ford learned on his nearby family farm. EMC focuses on processing, wholesale, and retail while working with partners on the others.
Suppliers
(growers, producers, farmers)
The SE Michigan Regional Food Shed – One of America’s Strongest

*Michigan, Ohio, & Ontario
Different markets at Eastern Market

- Year Round Saturday Retail Public Market
- Seasonal Wholesale Market for Regional Growers
- Cluster of 80 Adjacent Food Businesses
- Plants & Flowers
- Use of Market Facilities for Special Events
The Greening of Detroit Detroit Market Garden project, in the heart of the Eastern Market District, will showcase growing methods and business models related to small scale specialty crop production.
Currently working with more than 50 small farms (annual sales under $2 million) within 100 miles of Charlottesville

Produce farms from 1-50 acres and orchards from 20-1,000 acres
Food Hub Suppliers

Number of Food Hub Suppliers

<p>| | | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Average</td>
<td>Median</td>
<td>Range</td>
</tr>
<tr>
<td>77</td>
<td>40</td>
<td>4 – 450</td>
</tr>
</tbody>
</table>
## Size of Public Markets*

- **Retail/Outdoor**: Space sometimes described using city blocks as unit.

<table>
<thead>
<tr>
<th></th>
<th>Wholesale /Retail</th>
<th>Wholesale /Indoor</th>
<th>Retail /Indoor</th>
<th>Retail /Outdoor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tenants (ex. crafts)</strong></td>
<td>15 - 35</td>
<td>92 - 300</td>
<td>60 - 150</td>
<td>29 - 175</td>
</tr>
<tr>
<td><strong>Indoor (sq ft)</strong></td>
<td>175,000 - 500,000</td>
<td>3,800 - 200,000</td>
<td>10,000 - 78,000</td>
<td></td>
</tr>
<tr>
<td><strong>Outdoor (# stalls)</strong></td>
<td></td>
<td></td>
<td></td>
<td>4 - 80</td>
</tr>
<tr>
<td></td>
<td>83 - 400</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Variable responses, rough approximation
Buyers
Food Hub Buyers/Customers

- Restaurants: 49% Primary, 42% Secondary
- Grocery Stores: 36% Primary, 27% Secondary
- Colleges/Universities: 27% Primary, 31% Secondary
- Food Cooperatives: 38% Primary, 27% Secondary
- Distributors: 33% Primary, 27% Secondary
- Multi-farm CSA: 20% Primary, 18% Secondary
- Caterers: 29% Primary, 27% Secondary
- Hospitals: 20% Primary, 16% Secondary
- Food Processors: 24% Primary, 22% Secondary
- Buying Clubs: 22% Primary, 16% Secondary
- Bakeries: 16% Primary, 16% Secondary
- Farmers Markets: 13% Primary, 11% Secondary
- Businesses: 11% Primary, 11% Secondary
- Corner Stores/Bodegas: 20% Primary, 11% Secondary
- Single-farm CSA: 11% Primary, 11% Secondary
- Online Store: 9% Primary, 7% Secondary
- Mobile Retail Units: 11% Primary, 7% Secondary
- Hub owned storefront retail: 7% Primary, 7% Secondary
- Government: 2% Primary, 2% Secondary
- Prisons: 2% Primary, 2% Secondary
Wholesale Supply Channels of Public Markets
EMC is partnering with the Detroit Public Schools to help them convert 30% of their $16 million annual food purchases from highly processed to Michigan grown and minimally processed.
Top Buyers:

- University of Virginia
- UVA Hospital
- Integral Yoga grocery store
- Feast!
- Charlottesville City Schools
- Darden Business School
- Sysco
Challenges
Supply Chain vs Value Chain

**Supply Chain**
- Transaction-based
- Time horizon: Short-term
- Commodity (suppliers are interchangeable)
- Communication only with next step of the chain
- “Each person for themselves” attitude

**Value Chain**
- Relationship-based
- Time horizon: Long-term
- Highly differentiated products (source identified, valued product attributes)
- Communication/Transparency THROUGHOUT the chain
- “We’re in this together” attitude
Balancing Supply and Demand
Last of the old school local food districts
Public Market Core Surrounded by a cluster of food business
• Shed 5 will be renovated in 2011.
• The heart of the market’s Plant & Flower sales.
• Community Kitchen to incubate and educate
• Expand Plaza towards Russell Street to larger gathering space.

✓ Plant and Flower Center
✓ Community Kitchen
✓ Artisan Village
Infrastructure
Local Food Hub
Eastern Market 360º
Capital Improvement Program
Shed 3 renovated in 2009
$10 million invested to date

Spectacular civic space:
• Makes for a more compelling winter market
• Provides opportunity for hosting more special events
Eastern Market 360°
Facility to better serve our wholesale market

Grower’s Terminal
• Refrigerated space is needed to reduce costs and meet more stringent food handling requirements and to become a more robust wholesale hub
Eastern Market Commissary
To support mobile food operators and street food vendors
Workforce
Food Hub Workforce

<table>
<thead>
<tr>
<th>Food Hub Workforce</th>
<th>Average</th>
<th>Median</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time paid</td>
<td>7</td>
<td>3</td>
<td>0 – 112</td>
</tr>
<tr>
<td>Part-time paid</td>
<td>5</td>
<td>3</td>
<td>0 – 40</td>
</tr>
<tr>
<td>Regular Volunteers</td>
<td>5</td>
<td>1</td>
<td>0 – 30</td>
</tr>
</tbody>
</table>
Public Market Workforce

- None: 14%
- 6-10: 18%
- 11-20: 18%
- 21-100: 9%
- 1-5: 41%

<table>
<thead>
<tr>
<th></th>
<th>Full-time</th>
<th>Part-time /seasonal</th>
<th>Regular Volunteers</th>
<th>One/two-time Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AVERAGE</strong></td>
<td>11</td>
<td>3</td>
<td>17</td>
<td>22</td>
</tr>
<tr>
<td><strong>MEDIAN</strong></td>
<td>5</td>
<td>3</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td><strong>RANGE (MIN)</strong></td>
<td>0-94</td>
<td>0-7</td>
<td>0-100</td>
<td>0-100</td>
</tr>
</tbody>
</table>
Core Components of Food Hub

1) **Aggregation/Distribution-Wholesale**
   - Drop off point for multiple farmers and a pick up point for distribution firms and customers that want to buy *source-identified* local and regional food

2) **Active Coordination**
   - Hub business management team that *actively coordinates supply chain logistics*, including seeking market for producers, and coordinating efforts with distributors, processors, and buyers

3) **Permanent Facilities**
   - Provide the space and equipment for food to be stored, lightly processed, packed, palletized and possibly even sold under a Hub’s regional label

**Other Possible Services:** Provide wholesale and retail vending space, offer space for health and social service programs, community kitchens, community meetings, etc.
Improving Eastern Market as a retail destination does not solve food access issues for those residents without access to good transportation.

Eastern Market has also been working with partners to develop five pilots to get food from its Wholesale Market into underserved areas.

The Fresh Food Share Food Box Program is a joint venture with Gleaners Community Food Bank and the Greening of Detroit.
Neighborhood Farmers’ Markets and AM Fresh Farm Stands

EMC is working with community groups to build a sustainable network of neighborhood markets and operates Farm Stands at places that cannot support a Farmers’ Market.
**Food Voucher Programs**

Voucher program to create an incentive for SNAP benefit recipients to eat fresh fruit and veggies while supporting local farmers.

In 2011 from June to Thanksgiving
Financials
Annual Gross Sales by Food Hub for 2010

<table>
<thead>
<tr>
<th>N</th>
<th>Ave. Sales</th>
<th>Median</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>35 Food Hubs</td>
<td>$3.7 million</td>
<td>$700,000</td>
<td>$46,000 to $40 million</td>
</tr>
</tbody>
</table>
Annual Gross Sales by Food Hub for 2010
- sample of 29 food hubs grossing 3 million or less -

<table>
<thead>
<tr>
<th>N</th>
<th>Ave. Sales</th>
<th>Median</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>29 Food Hubs</td>
<td>$871,000</td>
<td>$580,000</td>
<td>$46,000 to $3 million</td>
</tr>
</tbody>
</table>
### Public Market Annual Gross Sales

<table>
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<th>Wholesale /Retail</th>
<th>Retail /Indoor</th>
<th>Retail /Outdoor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Estimated</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Known</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

- **Range of Annual Gross Sales:** $185,000 – $100,000,000
60% of the revenues needed to fund operations come from Market activities.

**Revenue**
- Market Rents: $979,500
- Foundation Grants: $555,660
- Dues & Donations: $127,500
- Government Grants: $160,000
- Misc: $51,000
- Total: $1,873,660

**Expenses**
- Operations: $453,300
- Marketing: $554,400
- Business Development: $370,400
- Fund Raising: $81,000
- Administration: $369,800
- Misc: $44,760
- Total: $1,873,660
Non-profit Food Hubs: A Sustainable Business Model?
Local Food Hub

[Diagram showing the concept of sustainability with three interrelated aspects: Natural Environment, Economic Vitality, and Healthy Communities.]
60% of the food hubs received govt. funding to begin operations
30% of the food hubs currently receive govt. funding
Public Market Funding Sources

- Tenant Rentals: 100%
- Grants: 52%
- Local Gov't Funding: 28%
- State Gov't Funding: 36%
- Federal Gov't Funding: 20%
- Org. Donations: 32%
- Ind. Donations: 36%
- Other: 28%
Revenue Sources for Public Markets

**TENANT RENTS**
- Flat fee
- Percent sales

**OTHER INCOME**
- Merchandise
- Parking
- Gate Fees
- Special Events
- Service Fees (e.g. packaging)
What have we learned so far?

- In most cases, the physical and “virtual” infrastructure is already in place, with an unmet demand for locally and regionally grown products

What is needed?

- **Start-up capital** to renovate facilities for aggregation, storage, packing, light processing, and distribution

- **Working capital** for business management systems to coordinate supply chain logistics (e.g., grower-buyer transactions, aggregation, distribution, and marketing)

- **Enterprise development** training and technical assistance to increase grower capacity to meet wholesale buyer requirements (volume, quality, packaging, food safety, etc.)
From follow-up phone interviews with 20 regional food hubs on their economic viability:

- 10 Food Hubs identified themselves as economically viable, i.e., presently covering their operating costs (breaking even) or turning a profit

- 7 Food Hubs projected they will break even in the next 1 to 3 years
Current State of Food Systems Funding

- Growing interest among existing foundations in re-building food systems
- Growth in new philanthropists in the area
- Opportunities
USDA Funding for Food Hubs:
A few examples

• Rural Development
  – Rural Business Enterprise Grant (RBEG)
    Coast Grown in San Luis Obispo received an $88,000 RBEG grant in 2007 to form the Coast
    Grown Cooperative of 18 independent farms and ranches along California’s Central Coast and
    to build the first Mobile Harvest Unit in California.
  – Value-Added Producer Grant (VAPG)
    Grasshoppers Distribution of Louisville, KY received a VAPG of $85,480 in 2006 to assist their
    work with small-scale family agriculture producers in Kentucky and southern Indiana.

• Agricultural Marketing Service
  – Farmers Market Promotion Program (FMPP)
    The Oklahoma Food Cooperative received $66,200 in 2007 to enhance its distribution system
    with better transportation and computerized recordkeeping equipment so it can expedite the
    delivery of produce using a web-based marketing and ordering system for regional producers.
Resources to Support Food Systems Work

USDA’s “Know Your Farmer, Know Your Food” Website
www.usda.gov/knowyourfarmer

Note: Make sure to check out the Deputy Secretary’s Memos

Resources from the “Making Good Food Work” conference in Detroit
www.makinggoodfoodwork.com

Click on the “Conference Resources” tab and check out the “Team Dropboxes”
Innovative Pilots: 3 key leverage points
- Large Buyer
- Farm to School / Institution
- Rural / tribal underserved population

Community of Practice
- National & Regional convenings
- Electronic communities
- Clear target for funding
- Accelerate innovation

Technical Assistance Network
- Leverage NGFN
- Both “strategic” and “tactical” support

Outreach and Communications
- Case studies
- Webinars
- Advisor / connector for funders and projects
NGFN.org/FoodHubs

Resources include

- A list of the food hubs we are aware of (will be updated periodically)
- A link for new food hubs to alert us to their presence
- Case studies, analyses and other informational resources
- Links to relevant NGFN webinars
- Links to recent, important news and upcoming events
- Jim’s full USDA food hub funding opportunities document
Regional Food Hub Collaboration Contacts

- **Wallace Center at Winrock International**
  - John Fisk, Director
  - Jfisk@winrock.org

- **USDA Agricultural Marketing Service**
  - Jim Barham, Agricultural Economist – Marketing Services Division
  - james.barham@ams.usda.gov

- **National Good Food Network**
  - contact@ngfn.org

- **National Association of Produce Market Managers**
  - Ben Vitale, President
  - bvitale@cnyrma.com

- **Project for Public Spaces**
  - Steve Davies, Senior Vice President
  - sdavies@pps.org
Contact Us

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- info@localfoodhub.org
- (434) 286-2176
- P.O. Box 4647
  Charlottesville, VA 22905

Consulting services:
- kate@localfoodhub.org
Audience Questions

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- Your Questions for the Panel
- Upcoming Opportunities, etc.
Webinars are Archived

TOPICS!

http://ngfn.org/webinars
NGFN Webinars

- 3rd Thursday of each month
  3:30p EST (12:30p PST)

- June 16
  Healthy Retail in Underserved Neighborhoods

http://ngfn.org/webinars
Get Connected, Stay Connected

http://ngfn.org/database

National Good Food Network Database
Click to learn more

Search for: Wallace Center

YouTube

contact@ngfn.org

@ngfn
http://ngfn.org

contact@ngfn.org