An NGFN Webinar

LEVERAGING EXISTING INFRASTRUCTURE

FOR SIGNIFICANT FOOD SYSTEM CHANGE
Presenters

- NGFN Overview
- Introduction
  John Fisk
  *Director, Wallace Center at Winrock International*
- Leveraging Existing Infrastructure
- Questions and Answers
- Upcoming Webinars, etc.
Presenters

- NGFN Overview
- Introduction
- Leveraging Existing Infrastructure

Karen Karp
*Founder and President, Karp Resources*

Shayna Cohen
*Wholesale Market Specialist, GrowNYC*

Emily Sandusky
*Consultant, Karp Resources*

- Questions and Answers
- Upcoming Webinars, etc.
GOOD FOOD IS GOOD BUSINESS

GOOD PEOPLE ARE GOOD BUSINESS

KARP RESOURCES
Leveraging Existing Infrastructure

Wallace Center
National Good Food Network

Karen Karp, Karp Resources
Shayna Cohen, GrowNYC

November 18, 2010
Agenda

• Introduction to Karp Resources
• History of Karp Resources’ infrastructure work: the NYC Wholesale Farmers Market feasibility study
• “What problem are we solving?”
• Case Studies
  • Regional Sourcing – C. H. Robinson
  • New York City Green Cart Initiative
  • New York City SchoolFood Local Procurement
• Our infrastructure approach
• Q & A
Get To Know Us

KARP RESOURCES BRINGS 20 YEARS OF SKILLED EXPERTISE AND SUPERIOR SUCCESS RATES TO EACH PROJECT AND CLIENT.

Brokering relationships and developing strategic solutions to food and organizational problems.

Developing cutting-edge strategies for operational and marketing solutions.

Building cross sector programs among unlikely partners – food manufacturers and farmers, community-based groups and corporations, developers and food educators – who gain leverage from working together but require targeted knowledge and guidance.
Partnering with Karp Resources

KARP RESOURCES GROWS FOOD BUSINESSES AND HEALTHY ORGANIZATIONS.

Founded in 1990, we support our clients – corporations, government agencies, small businesses, non-profits, and educational organizations through 2 skilled divisions:

Our Good Food is Good Business division supports food and agriculture initiatives in the public and private sectors with strategic sourcing, feasibility analysis, market research, business planning, and evaluation services.

Our Good People are Good Business division builds leadership and organizational effectiveness through talent and performance management, organizational assessment, capacity building, executive coaching, recruiting, and employee engagement services.
NEW YORK STATE DEPARTMENT OF AGRICULTURE AND MARKETS
NYC WHOLESALE FARMERS’ MARKET STUDIES:

Quantifying demand for local in B2B sectors & resolving distribution log jam
What Problem Are We Solving?

TIOGA COUNTY, NY:
Cooperative marketing and distribution to uplift depressed agricultural region & take advantage of Interstate development

GREAT PERFORMANCES / KATCHKIE FARM
KINDERHOOK, NY:
Vertical integration of supply chain while advancing competitive advantage
What Problem Are We Solving?

BROWN FORMAN, LOUISVILLE, KY:
Market for sustainable spirits and local, sustainable agriculture commitment

LOUISVILLE AND JEFFERSON COUNTY, KY:
Leveraging culture of small scale agriculture in changing marketplace
Case Study: Regional Sourcing & 3rd Party Logistics

- C.H. Robinson Worldwide Inc. – International 3rd party logistics firm
- Regional and Legacy Agriculture
- Northeast sourcing objectives
- Large-scale retail customers
Case Study: Regional Sourcing & 3rd Party Logistics

EXISTING INFRASTRUCTURE:

- Logistics expertise
- Conventional distribution
- Food safety expectations
- Scale
Case Study: Regional Sourcing & 3rd Party Logistics

STRATEGY:
- Engage emerging cooperatives
- One-on-one farmer meetings / relationship building
- Tap into national supply chain – sending NY produce down the East Coast when seasonally appropriate
Case Study: Regional Sourcing & 3rd Party Logistics

RESULTS:

• Year 1 – Establishing relationships for regional supply chains
• Year 1 – Regionally grown asparagus, English peas, and hard squash sold through large scale retailers
• Year 2 Strategy – Winter convening to share expectations & opportunities for 2011
• Consumer demand for fruit adds complexity and opportunity
Case Study: NYC Greencarts

- NYC Department of Health initiative
- 1,000 available permits
- Fresh fruit and vegetable vending in high-need neighborhoods
- Individual business owners
- Vendor support services
EXISTING INFRASTRUCTURE

- History and culture of NYC street vending
- Permitting and inspection processes
- Cart-building services
- Produce wholesaling and distribution sectors

MISSING INFRASTRUCTURE

- Cart storage
- Small scale distribution of quality produce
- Accessible governmental liaison
Case Study: NYC Greencarts

STRATEGY:
- “Build it and they will come”
- Adding social value to existing business model
- Business support services and navigation through bureaucracy
- Build community support infrastructure
Case Study: NYC Greencarts

RESULTS

- 475 independently owned businesses selling fruits and vegetables in low income communities after just 2 years
- Network of community-based organizations to provide lasting support
- Interest among other cities for replication & adaptation
Case Study: NYC SchoolFood
Local Procurement

- 860,000 meals per day in 1500 schools

- “SchoolFood Plus” Initiative – 3 core tenets
  1. Improve nutrition of school meals,
  2. Teach children about food and agriculture,
  3. Procure local foods

- Regional growers and food manufacturers

- New specifications with SchoolFood Technology Department

SchoolFood
Feed your mind
CASE STUDY: NYC School Food
Local Food Procurement

EXISTING INFRASTRUCTURE:

- Distributor relationships and contracts
- Recipes and cafeteria staff
- National School Lunch Program
- NYSDAM marketing support
- Regional agriculture producers and manufacturers
Case Study: NYC SchoolFood
Local Food Procurement

STRATEGY:

• Understand the system
• Identify and quantify range of opportunities
• Engage the lynch-pins
• Develop new markets for existing suppliers – add value throughout the chain
RESULTS:

• Public Interest Broker - $5 million of regional foods in just over 2 ½ years

• Leading to Geographic Specification legislation in 2008 Farm Bill

• Seasonal “turn on/turn off” specifications

• Ongoing interest among NYS and regional agriculture producers to serve the schools market – grass-fed beef
Infrastructure Approach

1. Know what problem you’re trying to solve – focus on practical over ideological
2. Identify existing assets
3. Widen the stakeholder group
4. Build trust among key players – slow and steady over big and bold
5. Build financial case strongly and clearly
6. Look to range of government agencies and departments for coordination and shared resources – Agriculture, Economic Development, Rural Development, Transportation, & Energy
Presenters

- NGFN Overview
- Introduction
- Leveraging Existing Infrastructure
- Questions and Answers

Karen Karp
Founder and President, Karp Resources

Shayna Cohen
Wholesale Market Specialist, GrowNYC

Emily Sandusky
Consultant, Karp Resources

John Fisk
Moderator

- Upcoming Webinars, etc.
Food Hubs!

Please let us know about your Food Hub!

(or look on the home page of ngfn.org)
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

EMAIL

Twitter

@ngfn

WALLACE CENTER WINROCK INTERNATIONAL

NATIONAL GOOD FOOD NETWORK
http://ngfn.org

contact@ngfn.org