VALUE CHAIN COORDINATION:
CREATING PARTNERSHIP THROUGH POLICY

A Greenbelt Fund and National Good Food Network Webinar
October 25, 2018
Webinar Overview

- Tech Orientation
- Welcome
- Creating a Food Hub Trade Network
- Increasing Institutional Good Food Purchasing
- Q & A
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Ellie Bomstein
Wallace Center at Winrock International
About the Wallace Center

The Wallace Center develops partnerships, pilots new ideas, and advances solutions to strengthen communities through resilient farming and food systems.

- National Focus • Systems Change
  - Multi-Sector Partnerships • Market-Based Solutions

Key Strategies
Peer Networking and Outreach
Capacity Building, Training and Technical Assistance
Documenting and Sharing Replicable Models and Innovations
Applied Research and Knowledge Development
HOW TO FIND US

▪ Wallacecenter.org

▪ NGFN.org
The Greenbelt Fund supports and enhances the viability, integrity, and sustainability of agriculture in Ontario and Ontario’s Greenbelt.

Through grants, educational workshops, webinars, and networking initiatives, the Greenbelt Fund’s goal is to create systemic change to permanently increase the amount of local food consumed in Ontario.

Sign up for the Greenbelt Fund newsletter to stay up-to-date on the next webinar!
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- Creating a Food Hub Trade Network

  Dan Hobbs
  Rocky Mountain Farmers Union

- Increasing Institutional Good Food Purchasing
- Q & A
Building a more just, healthy, thriving, & inclusive economy through cooperative enterprises in Colorado, New Mexico & Wyoming
Colorado Food Hub Network & Tap Root Cooperative
Select a marker for more information on that food hub.

Each marker on the map corresponds to a food hub, and clicking on each marker will bring up more information about that hub.

When possible, rough areas have been marked out for each operating food hub to illustrate their approximate range.

Food hubs still in the planning stages are indicated by a yellow marker. Information on food hubs still being planned is limited, but anything ready to be included has been.

Created by Southwest Development Services for the RMFU Cooperative Development Center.
Partners & Process

- 5 meetings culminating in defining values and practices exercise; Moving from Local to Regional food system
- Five Agricultural Hubs: Southwest Farm Fresh, Valley Roots Food Hub, Arkansas Valley Organic Growers, High Plains Food Cooperative, Peak to Plains
- Memorandum of Understanding. “The hubs are to share common goals, values, principles and best practices as specified in this memorandum of understanding”
7 Cooperative Principles

- **Voluntary and Open Membership**
  open to all persons able to use the co-op’s services and willing to accept the responsibilities of membership

- **Democratic Member Control**
  controlled by its members - usually, members have equal voting rights (one member, one vote)

- **Member Economic Participation**
  members contribute equitably to, and democratically control, the capital of their cooperative

- **Autonomy and Independence**
  autonomous, self-sustaining organization controlled by its members

- **Education, Training and Information**
  provide education and training for its members, officers and employees and inform the general public about the nature and benefits of cooperation and cooperatives

- **Cooperation among Cooperatives**
  strengthen the cooperative movement by working together through local, national, regional and international structures

- **Concern for Community**
  assist the sustainable development of the community(ies) served
Key Values of MOU

- Sustainable agriculture
- Product quality & freshness
- Fair prices to farmers
- Hub/customer loyalty
- Community & transparency
- Stretch Goal: food access
Key Practices of MOU

- Food Safety
- Liability & responsibility
- Pricing products & services
- Farm/producer identity preservation
- Payment systems
- Resource sharing
- Stretch goal: production planning
MOU Breaches & Conflict Resolution

- Improper transportation of product
- Misinforming customer
- Competing unfairly
- Disclosure of sensitive information
- Delaying payment
- Direct selling in a collaborating hub’s established marketing territory
- Conflict resolution policy designed to avoid conflicts and address minor and major conflicts
Distribution Partnership
Pricing Policies

Aggregated Sales

- 5% Order Fulfillment + AP/R
- ~3% Hauling
- 7% Staging & Delivery
- 20% Origin Hub

= 35%

Hub-to-Hub trading

- COGS + 12-15%
Policy Implementation

- Using MOU as living document
- Leadership: Hub Management & Value Chain Coordinator
- Communication, cooperation, transparency
The Next Frontier: Inter-regional production planning
Contact Information
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danghobbs@gmail.com
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▪ Welcome
▪ Creating a Food Hub Trade Network
▪ Increasing Institutional Good Food Purchasing

Vanessa Zajfen
Center for Good Food Purchasing

▪ Q & A
CREATING PARTNERSHIPS THROUGH POLICY

Vanessa Zajfen
10.25.2018
The Center for Good Food Purchasing uses the power of procurement to create a transparent and equitable food system that prioritizes the health and well-being of people, animals, and the environment. We do this through the nationally-networked adoption and implementation of the Good Food Purchasing Program by major institutions.
SCALING THE PROGRAM IMPACT

28 INSTITUTIONS

14 CITIES

NEARLY $1 BILLION ANNUAL FOOD SPEND

POLICY ADOPTED ACTIVE CAMPAIGN
Is a flexible framework that encourages large institutions to direct their buying power toward five core values: local economies, environmental sustainability, valued workforce, animal welfare and nutrition.
Institutions earn points based on how much they spend on food that falls within our standard; meeting third party certifications and other required procurement actions.

- Third-party certifications and procurement actions carry different weight and are rated as level 1, level 2 or level 3 certifications and/or procurement actions.
A star rating is awarded based on how many points an institution earns.

Institutions earn points based on how much they invest in food that meets third party certifications and if they meet prerequisite procurement actions.

<table>
<thead>
<tr>
<th>STAR RATING</th>
<th>NUMBER OF POINTS NEEDED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5 - 9</td>
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<tr>
<td></td>
<td>10 - 14</td>
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<td>15 - 19</td>
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<td>20 - 24</td>
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<td>25+</td>
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</table>
OUR COMMITMENT

• Give voice to your values based procurement goals
• Measure your values based procurement performance
• Understand how your supply chain performs against the standard
• Recognize and act upon opportunities for procurement improvements
• Hold vendors accountable to CSR commitments
• Align stakeholders support around the framework and standard
ADVOCATING FOR POLICY ADOPTION IN LOS ANGELES
COLLECTIVE EFFORT

1. Local Lead
   • Facilitate political & institutional relationships
   • Convene local cross-sector stakeholders

2. Core Partners
   • Coordinate partners
   • Manage communication
3. National Partners
   • Offer political relationships
   • Supply chain accountability
   • Research support

4. Institutional Partners
   • Adopt and implement policy
   • Make supply shifts
MEASURING IMPACT

SINCE IMPLEMENTATION IN 2012, THE GOOD FOOD PURCHASING PROGRAM HAS DEMONSTRATED THE FOLLOWING IMPACT IN LOS ANGELES UNIFIED SCHOOL DISTRICT:

LOCAL
20% of the school district purchasing toward local food; $30 million annually in buying local

SUSTAINABLE
Decreased overall meat purchasing & reduced carbon footprint by 22%; saving 1 billion gallons of water annually

FAIR
Creation of 220 new jobs; plus 320 workers are now covered by union contracts with higher wages, better health benefits, stronger workplace protections

HEALTHY
Schools changed recipes to be healthier & use sustainable ingredients, including low-sodium bread without high fructose corn syrup - made from 100% sustainable, local wheat

HUMANE
Commitment to source 100% antibiotic-free chicken + secured a $50 million contract to help that happen
OUR NATIONAL PARTNERS

CORE NATIONAL EXPANSION PARTNERS

NATIONAL CAMPAIGN COMMITTEE
POST PROGRAM
“POLICY” ADOPTIONS
✓ Assess
✓ Set Goals
✓ Take Action
✓ Track Progress
✓ Celebrate Success
Good Food School District
Purchasing Summary by Food Product Category
Total Food Budget SY 2016 – 2017: $8,742,493

- Meat & Poultry: 15.30%
- Milk & Dairy: 15.12%
- Bread, Grains & Legumes: 14.33%
- Condiments & Snacks: 10.53%
- Produce: 29.95%
- Seafood: 1.21%
- Beverages: 3.90%
- Meals: 9.65%
24.83% of total food spend is locally-sourced ($2,170,699)

7 points earned in Local Economies

Local Economies Points earned:

- Conventional: 75.17%
- Local: 24.83%
- Level 1: 4.68%
- Level 2: 0.02%
- Level 3: 0.02%

What Percentage of Each Product Category is Local?

<table>
<thead>
<tr>
<th>Product Category</th>
<th>Conventional</th>
<th>Milk &amp; Dairy</th>
<th>Meat &amp; Poultry</th>
<th>Seafood</th>
<th>Grains</th>
</tr>
</thead>
<tbody>
<tr>
<td>Produce</td>
<td>88.59%</td>
<td>2.80%</td>
<td>71.21%</td>
<td>100.00%</td>
<td>84.36%</td>
</tr>
<tr>
<td>Milk &amp; Dairy</td>
<td>7.64%</td>
<td>92.86%</td>
<td>10.40%</td>
<td>0.00%</td>
<td>15.47%</td>
</tr>
<tr>
<td>Meat &amp; Poultry</td>
<td>0.06%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Seafood</td>
<td>0.06%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Grains</td>
<td>0.06%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.18%</td>
</tr>
</tbody>
</table>

How were Local Economies Points earned?
**KEY SUPPLIERS**

(over $1,000 spent)

**Level 3:**
- **Small, within 250 miles (500 miles for meat):**
  - Country View Diary ($3,675)
  - Driftless Organics ($3,460)
  - **Ferndale Market ($148,058)**
  - Green Light Farm ($1,100)
  - Hugh’s Gardens ($8,584)
  - Johnny Pops ($19,225)
  - Minnesota Valley Action Council - Anderson Truck Farm ($13,869)
  - Mixmi Brands ($29,974)
- **Multi-ingredient:**
  - Annie B’s Popcorn & Caramel ($6,700)
  - Cookie Cart ($4,200)

**Level 2:**
- **Medium, within 250 miles (500 miles for meat):**
  - Ed Fields & Sons ($1,627)

**Level 1:**
- **Large, within 250 miles (500 miles for meat):**
  - **Agropur ($1,003,697)**
  - Bergin ($9,897)
  - **Bongard Creamery ($208,019)**
  - Denny’s Bakery ($3,591)
  - IPAP Cheese ($3,465)

- Open Hands Farm ($37,093)
- Russ Davis F2S ($6,577)
- Seed to Seed Farm ($10,253)
- Shared Ground Farmers’ Cooperative – Agua Gorda Farm ($11,757)
- **Thousand Hills Cattle Co. ($97,608)**
- Westby Creameries ($4,413)
- Wozupi Tribal Gardens ($1,233)
- Favorable Treat ($3,429)
- Kakookies ($6,704)
- Jones Dairy Farm ($40,868)
- Land o Lakes ($11,028)
- **Pan-O-Gold ($190,000)**
- **Smart Chicken ($98,114)**
- Svihel Farms ($6,038)
• Action plans
  • Set procurement goals
  • Make goals public

• Department “policy”
  • Solicitations and contracts
  • Staffing positions
VALUE CHAIN POLICIES

Cook County Board of Commissioners (Illinois)

- Prioritized local economies
- Using GFPP to emphasize strategies that address inequitable access to institutional supply chains for growers and food business owners of color
QUESTIONS?

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Ellie Bomstein
Wallace Center at Winrock International
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Upcoming Webinars

- Webinars usually:
  - On Thursdays
  - Start at 3:30pm ET / 12:30pm PT
- National Good Food Network mailing list: be the first to hear about webinars
- November 1: Community Kitchens, Incubators and Accelerators

http://ngfn.org/webinars
WEBINARS ARE ARCHIVED

TOPICS!

http://ngfn.org/webinars
Introducing the... Food Systems Leadership Network!

A national Community of Practice for staff and leaders of non-profit, community-based organizations working on food systems change.

Focused on:

- Systems leadership development
- Strengthening operational and management capacity
- Sharing and adapting cutting-edge program strategies
- Supporting, celebrating, connecting and investing in the diverse individuals and organizations working on food systems transformation!
Join us!

www.wallacecenter.org/communitybasedfoodsystems
LOOKING FOR TRAINERS!

▪ Seeking
  Food systems leaders with expertise in non-profit leadership, operations, and management

▪ To Teach and Coach
  ▪ Design and deliver one or more eLearning courses
  ▪ in a topic area of their choice and
  ▪ provide coaching for participants following each course

HTTP://NGFN.ORG

contact@ngfn.org