A Toolkit for NH Institutions and Institutional Food Purchasers

Executive Summary

This toolkit summarizes various resources to guide New Hampshire institutions and institutional food purchasers with contracting and purchasing choices including the following:

- hiring a food service management company;
- making any food purchases for institutional dining programs; and
- a desire to include local, sustainable purchases and practices in contracts and purchasing choices.

Institutional food policies and purchases have a significant potential to directly affect the economic and physical infrastructure of the current food system. Accurately and widely marketed efforts may also generate broader awareness, and discussion of, the impacts of the current food system, and the potential benefits of transitioning to a more regionalized and sustainable food system. (Johns Hopkins)

Prioritizing your purchasing of New Hampshire grown food and food products contributes to farm, food, and fish enterprise viability in New Hampshire. Institutions are encouraged to buy New Hampshire first followed by New England sourced second. Supporting local/regional food systems helps support local farms and fishers, can help protect our health and the health of our communities, and helps maintain and stimulate local economies. Reasons for sourcing locally, regionally, and sustainably produced foods are varied:

- Meeting sustainability goals
- Supporting local economies
- Nurturing a sense of community between the institution and the community in which it is located
- Potentially improving the nutritional quality of the menu
- Satisfying the demand of students and customers
- Safeguarding against disruptions in food supply
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Local and Regional Products: Generally, local products are found within a smaller radius of a given location than regional products. Because of New England’s small size, however, many institutions use these terms interchangeably, with “local” and “regional”, both meaning “from New England.” For K-12 schools who participate in the National School Lunch Program, the USDA allows schools to create their own definition of local. The area in the ‘local’ definition must be large enough to allow free and open competition for the school’s business.

Sustainable: Sustainable products also have their own institutional definitions but are generally considered to be those produced in a way that is environmentally sound, meets social justice criteria such as fair wages, and/or are grown or harvested in a way that does not deplete the total natural supply.

On-Contract Purchasing: Refers to an institution’s procurement with a contracted vendor. Typically, FSMC’s or GPO’s will set a specific amount of product that the organization must purchase to receive the benefit of discounted product. This amount is given as a percentage of the total food budget and is usually between 70-90%.

Off-Contract Purchasing: Refers to an institution’s procurement with secondary vendors other than its primary FSMC or GPO. These can include other distributors, local or regional farms and producers, manufacturers, processors, and aggregators.

RFP (Request for Proposals): this is the process by which institutions generally solicit bids from FSMC’s, GPO’s, or distributors and evaluate those bids for selection purposes.

FSMC (Food Service Management Company): FSMC’s are companies that contract with an institution to manage and operate most aspects of dining services.

Fee Based Contract: Management fee contracts require the contractor to provide a foodservice program specified by the owner/client, and in return they are paid a management fee, typically as a percentage of revenues. In this type of contract, the client has all the financial risk. This does not apply to contracts with K-12 schools who participate in USDA meal programs.
**Profit Loss Contract:** This type of contract requires the contractor to provide a foodservice program that they specify and control, and the contractor receives payment for this service in the form of profits that are generated by the foodservice operation. This does not apply to contracts with K-12 schools who participate in USDA meal programs.

**GPO (Group Purchasing Organizations):** GPO’s are independent or member-owned and leverage collective purchasing power to create lower price points for members. They do not provide services such as culinary management or staff training, as an FSMC would. GPO’s are generally used by hospitals and health care facilities. Learn more about GPO’s [here](#).

**Rebates:** A vendor rebate is a type of vendor allowance or incentive in which a part of the purchase price is returned by the seller to the buyer when a specified quantity or value of goods has been purchased within a specified period. Unlike discounts, which are deducted in advance of payments, rebates are given after payment. Learn more about rebates [here](#).

**Self-Op:** The institution manages its own food service program. Food service is done ‘in-house’.

**Institutional Food Service:** Dining services provided at large agencies or entities, such as hospitals, medical centers, universities, colleges, elementary and secondary schools, prisons, child and elder care facilities and others. Institutional food service is of interest to food system advocates because they collectively impact a large market share of the food economy with their volume purchasing.

**Value Added Product:** any product alteration that helps you raise the value of your products or business, or something that you can add to a product that enables you to increase your profit margin. The process of taking a raw commodity and changing its form to produce a high-quality end product, such as milk into yogurt or vegetables into salsa.
Food service management companies (FSMC) contract with institutions to provide services such as food procurement, menu development, price negotiation with food suppliers, staffing and management, regulatory compliance, and maintenance of space and infrastructure. Some institutions manage their own food service operations, but others choose to contract with a management company for various reasons, including potential financial or administrative benefits, or customer dissatisfaction with the current food service. While contracting with a food service management company can offer advantages and relieve institutions of the potential financial and administrative burden of independent food service management, it can also restrict an institution’s control over food service and may limit the procurement of food from regional, sustainable, or alternate suppliers (Instituting Change, Johns Hopkins)

FSMC’s are commercial enterprises or non-profit organizations that contract with institutions to manage their food service operations. In some parts of New England, self-operated institutional dining services are still prevalent. However, FSMC’s are increasingly common at institutions in New England and around the country. The primary reasons institutions decide to work with FSMC’s are that their own administration does not have the
expertise or staff to manage dining services, they believe FSMC’s will lead to cost savings, or an infusion of funds are needed for construction or other improvement projects. In addition, similar to GPO’s, FSMC’s are able to aggregate the volume from all their accounts to negotiate priority pricing from local and national suppliers who are able to meet their needs.

### FSMC’s Currently Operating in NH:

- Abbey Group (https://abbeygroup.net/)
- Café Services (http://www.cafeservices.com/)
- Compass Group (Chartwells/FLIK/Morrisons) (https://www.compass-usa.com/companies/)
- Fitz-Vogt (http://www.fitzvogt.com)
- Sodexo (https://www.sodexousa.com/home/services.html)
- ParkHurst (http://www.parkhurstdining.com/our-services)
- Unidine (https://www.unidine.com/)
- Whitsons (http://www.whitsons.com/services/schoolnutrition)

### Self-Operated Food Service

**Self-operated institutions** manage and regulate their own departments, including those overseeing the provision of food and beverages. Self-operated institutions generally contract with a primary distributor and use their buying power to negotiate priority pricing. Through this direct relationship, they retain the ability to set the requirements for new sources of product and negotiate product pricing.

Self-operated institutions have typically chosen this route because their administration has indicated the willingness to recruit and manage experienced food service staff; they already possess the procurement systems, facilities, equipment, and square footage to support an internal food service operation; and they desire full control over their profit targets, value attributes, and...
ability to meet client demands. Self-operated departments may also be well-capitalized, allowing them to operate without the capital investments typically offered as incentives.

**Contracting with FSMCs**

Food service management companies sell their services based on their expertise in the management of high volume food service at a competitive rate. FSMC’s are able to offer low costs through their affiliation with procurement organizations like group purchasing organizations (GPO’s) or internal divisions often referred to as supply management. Food service management companies provide their institutional clients with a wide array of services that may include any combination of the following: recruiting and managing qualified leadership staff; developing and maintaining financial management systems; developing the menu; managing staff; procuring food; negotiating food prices with suppliers and manufacturers; maintaining retail space; providing capital for infrastructure improvement; and maintaining regulatory compliance. Some FSMC’s serve all institutional sectors, while others are focused on a specific sector such as education or health care.

Many New England based institutions that contract with FSMC’s and GPO’s find it difficult to purchase significant quantities of products from local farms. This is in part because most contracts require institutional clients to purchase 80% to 100% of their food items from approved or preferred vendors of FSMC or GPO in order for them to benefit from negotiated discounts or rebates. Such arrangements exclude local food from standard purchasing contracts by default – this is not necessarily true for contracts with K-12 schools. For FSMC’s, approved vendors may include some local suppliers in categories such as produce, but largely consist of national manufacturers and suppliers who arrange discounts with FSMC’s and GPO’s based on large sales volume.

Both self-operated institutions (self-ops) and FSMC’s use a set list of vendors and products that drives the majority of what institutions may purchase. The prime or broadline vendor is the largest distributor and provider of goods, such as Sysco or U.S. Foods. Items are selected from the vast product profile of these distributors and then pricing is set through a negotiation process led by the facility itself, their group
purchasing organization (GPO), or a contracted foodservice management company supply management department. In exchange for discounted, volume-based pricing, institutions commit to purchasing a certain percentage of their goods (often about 80%) from the approved list of products and suppliers. Purchasing from other sources is discouraged unless it is absent from the broadline vendor portfolio.

In addition to broadline distributors, it is common for institutions to work with a handful of other local and regional suppliers, including farms, to source seasonal produce, fresh dairy items, and specialty supplies. All vendors are vetted by the FSMC, GPO or by the institution itself and are often required to provide information on their operations such as liability insurance and food safety measures such as GAP (Good Agricultural Practices) certification and/or food safety plan based on HAACP (Hazard Analysis Critical Control Points) principles. These vendors are often required to have between $1 million and $7 million in liability insurance.

There are no standard means of determining the financial impact of contracting with either a GPO or a FSMC. You may have to perform a price and cost analysis to determine the reasonableness of the proposed contract price, which includes making independent estimates before receiving proposals. When the RFP requires estimated costs to be submitted in the proposal you may also conduct a cost analysis to verify proposed cost data and projections, and to evaluate the specific elements of costs and profits.

Each contract is based on a per-meal or per-day service model –this is not necessarily the case for K-12 schools. Full-service companies are paid to manage everything from labor, food costs, purchasing and recipe development to customer satisfaction, presentation, and contract compliance. These costs vary from institution to institution, as well as according to the sector in which the company operates. K-12 schools using USDA funding have strict regulations that must be enforced for agencies using those funds.
As institutional purchasers seek increased amounts of local food to achieve sustainability goals and satisfy consumer demand, the sources of that local food expand and the possibilities meeting their goal increase. In order to ensure that all of the institution’s primary reasons for choosing local foods are honored, institutions should be very clear in their definition of “local food.” Institutions traditionally define local food by identifying a preferred geographic region in an effort to support the community and economy in which they are located.

Local purchasing can also demonstrate an endorsement of other values-based attributes, including, but not limited to:

- Healthy
- Ecologically sound
- Socially just
- Economic

Some institutions prefer more regional foods for their implied health benefits, because those products are oftentimes less-processed, fresher, and nutritionally dense. Others might prioritize the environmentally sustainable aspects of certain foods and/or their production methods—their role in reducing fossil fuel consumption and air pollution, promoting responsible use of water, reducing soil degradation and erosion, and increasing biodiversity.

There are some institutions that also support the creation of a more localized, decentralized food system because it makes communities more self-reliant through the development of a robust local economy that is more resilient in the face of disruptions to the larger, corporate, more globalized food chain. Social justice and racial equity are other principles the institution may choose to support.
The following are specific examples of value-based attributes that could be included in a “local food” definition:

- Preference for vendors who provide fair wages, benefits, a positive workplace environment, and support workers right to unionize.
- Preference for vendors who regularly provide culturally-appropriate foods in consultation with the religious and ethnic minority groups in the community.
- Preference for vendors who ensure that indigenous, minority, and New American producers are sought out and incorporated into the vendor’s local purchasing program.
- Institutions participating in USDA programs are prohibited from discriminating based on race, color, national origin, sex, disability, age, or reprisal or retaliation for prior civil rights activity in any program or activity conducted or funded by USDA.
- Preference for vendors who are transparent and forthcoming with information regarding the ecological impact of the food sourced, including the use of pesticides, fertilizers, antibiotics, energy use, processing methods, waste management and other factors involved in food production.
- Preference for local businesses based on percent market share.

=set quantitative purchasing commitments in the contract

Spending institutional dollars on local food has the potential to shift millions of dollars in the local food economy, situating the institution as a key player in supporting and developing the local and regional food economy. In addition, by articulating goals for purchasing foods with values-based attributes, the institution may assist the growth of a food system that is community-based, humane, ecologically sound, and just. Establishing quantitative commitments based on an established baseline embeds accountability directly into the contract. It ensures all parties involved have a clear goal to strive for and a basis for evaluation.

These commitments should include the following:
- an overall local food purchasing goal percentage based on total dollars spent on food;
- percentage goals for multiple product categories to ensure a representation of local food purchased from a diversity of categories, farmers, fisherman, and suppliers;
• a commitment to prioritize procurement of regional New England food when products are not available in state; and
• a timeline for achieving the above benchmarks, in addition to targets that increase incrementally based on an annual re-evaluation of market opportunities.

⇒ UTILIZE THE RFP AND CONTRACT PROCESS TO FOSTER SUPPLY CHAIN TRANSPARENCY AND ACCOUNTABILITY IN SUPPORT OF THE FACILITY’S VALUES

The RFP and contract process is a vehicle to articulate your goals and priorities and invite a partnership with a FSMC that is willing and able to help you achieve those goals. The foundation of a healthy partnership is transparency, accountability, and good communication. In addition, activities that support supply chain development not only help grow the market to meet your local food goals, but also position the facility to drive social, economic, and ecologic health. The following recommendations can help ensure that the RFP process meets the facility’s goals and priorities.

⇒ AMENDING YOUR FOOD SERVICE CONTRACT

A contract can be amended at any time during the existing contract period, as long as both the FSMC and the facility agree and sign the amendment. You may consider drafting an amendment if the current contract is preventing you from meeting your procurement goals. For instance, if the original contract set a fixed budget, and the purchase of local food items has proven to be financially prohibitive in meeting that budget, an amendment can stipulate a general increase in budget or an increase for specified items. In order to explore this option, it is critical for the facility leadership be involved in and approve of the changes. It is recommended that they provide
justification for the changes. All changes made in K-12 school contracts must be approved by the State Agency prior to implementation. The changes may be considered a 'material change', in which case, the facility or institution would have to go back out to bid.

**CONTRACT LANGUAGE USED FOR PURCHASING FROM DISTRIBUTORS**

Include "preferential purchasing of locally grown, sustainably-produced foods" language in your bid specifications or contract language.

- Require that “local” foods be identified by source or origin, such as farm name, state, zip code, or region where food was grown/produced.
  - Note that K-12 schools participating in any USDA meals programs cannot specify local or locally grown, specify a specific farm or that product must be grown or produced in a certain geographic area other than the USA. They can, however, specify a specific variety of produce grown locally, or request farm of origin labeling or apply a geographic preference. See appendix for more guidance.
- Clearly define the terms “local” and “sustainable” to represent what your organization values. For value added products, define whether the ingredients and/or the processing needs to be “local.” Include this criteria in your bid specifications or contract language.
- Food identified as “sustainable” should carry one or more of the certifications or label claims listed here or other label/certification that has transparent and meaningful standards, and independent verification processes.
- Require an accounting of locally grown foods that are sold to you within a designated time frame (e.g., month, quarter). Request this information by product, by weight, in dollars, or both, so that you can set goals for the amount of locally grown foods purchased/served.
- Produce distributors may have the ability to negotiate the purchase and pricing of specific products for you in advance of the season with your commitment to purchase. If your institution is willing to make the commitment, your vendor may arrange for farmers to grow specific crops for you. For example: you may guarantee to a distributor that you will purchase “x” pounds of cucumbers each week. With that knowledge, a grower may dedicate a certain number of cucumber plants to grow and harvest for your institution, ensuring a supply to you at an agreed upon price. Be sure any contract language provides for weather related interruptions in supply and notes acceptable substitution for necessary products.
  - K-12 schools using forward contracts must still go out to bid.
As the customer, you have the power to state a preference for local, sustainably-produced foods:

- Your vendor does not want to lose your account and, if prompted, may change purchasing habits to meet your needs. *Vendors want to satisfy their customers!*

- The current trends in sourcing and reporting local, regional, and sustainably produced foods are widespread. Your institution is not the only one demanding these products, so don’t hesitate to start a dialog with your vendor. The more requests they get for these products and reports that track purchases, the greater likelihood there is that they will refine their systems to meet the demand.

- Your vendor should be a partner in achieving your sustainability goals!

**SB 141: Granite State Farm to Plate**


This law establishes state policy “to encourage and support local food producers, farming, and fisheries, including businesses engaged in agriculture, the raising and care of livestock, dairy, fishing, foraging, and aquaculture, agri-tourism, horticulture, orchard management, maple syrup production, and the associated local and regional businesses that process, purchase, distribute, and sell such food throughout the state.
Resources for K-12 Schools

✓ Farm to School Procurement
✓ USDA Procurement
✓ NH Harvest of the Month
✓ School Food Service: Outsource or Self-Op?
✓ USDA Guide to Contracting with Food Service Management Companies
✓ NH Department of Education, Bureau of Nutrition Programs and Services
✓ The Good Food Purchasing Program

Resources for Institutions of Higher Education

✓ Campus Dining 101: A Benchmark Study on Farm to College in New England
✓ Leveraging Contracts for Local Foods Procurement
✓ Real Food Challenge
✓ The Real Meals Campaign
Resources for Hospitals and Healthcare

- Healthy Food in Healthcare
- Farm Fresh Health Care Project: This how-to guide presents insights from the Farm Fresh Healthcare Project in hopes of providing guidance for other farm-to-institution initiatives.
- GPO’s in Farm to Hospital Initiatives
- The Benefits of Running a Self-Op Hospital Food Service Program

Other Reports and Sources

- NH Food Alliance Viability Initiative
- Local Food Language for Contracts
- A Toolkit for Institutional Purchasers Sourcing Local Food from Distributors
- Farm to Institution New England Data and Metrics
- Food Service Toolkit
- Getting it There: Understanding the Role of New England Food Distributors in Providing Local Food to Institutions
✓ Food from Farms: Toolkit for Direct Purchasing of Local Food

✓ Farm to Institution New England: Case Studies

✓ Climate Friendly Food Purchasing

✓ Purchasing Guide to Safe Food Ware

✓ Institutions as Conscious Food Consumer

✓ Compostable Food Service Ware
CASE STUDY: THREE RIVER FARMERS ALLIANCE
A Local Food Marketing and Distribution Collective

Business Overview
Three River Farmers Alliance is a network of farms and local producers, working cooperatively in the Seacoast of New Hampshire to market, aggregate and distribute locally produced food. Their online marketplace provides a "one-stop shop" for ordering fresh, healthy, local food, from a variety of farms and local producers. They offer a weekly delivery service, reaching southern NH, ME, and northern MA.

The Alliance, an LLC, has one full-time employee and one half-time employee, partners with 40 producers and is currently generating one million in total net sales.

Website: https://www.threeriverfa.com/

Who are your customers?
Wholesale buyers including schools, restaurants, distributors and hospitals, also CSA programs (including our own), farm stores, supermarkets, retail shops.
What do you sell?
All of our products are exclusively local and some are organic. We currently offer products from Maine, Massachusetts, New Hampshire, and Vermont farms. We offer fresh produce, herbs, naturally raised meats, artisanal cheeses, seafood, spice blends, cut flowers, soups, mushrooms, vegetable seconds and charcuterie including sausages and cured meats.

Institutions we currently sell to:
Wentworth Douglass Hospital, Frisbie Memorial Hospital, Phillips Exeter Academy, Riverwoods Retirement Community, NorthEast Rehabilitation Network, several NH Seacoast school districts. Three River Farmers Alliance works with institutions in many different capacities (CSAs, retail markets, and cafeteria food lines) - we are flexible and willing to work with any type of establishment interested in sourcing local.

Farm to Institution Success Stories
Three River Farmers Alliance has explored many different types of relationships with institutional buyers. Although in some cases, we could not find our way to the main menu due to strict food service contracts, vendor approvals, pricing, etc., we managed to partner with these institutions to create different routes to get local food to the community.

We began with Wentworth Douglass Hospital in Dover, NH. We worked with a student nutritionist, who also was working per diem at the hospital. For educational credits, the student facilitated the setup and first year of the Community Supported Agriculture Program (CSA), offering the service to employees at the hospital. We have since continued the CSA at the hospital, just ending our 3rd season.
CSA shares were pre-paid for and we provided 16 weeks of delivered shares right to the hospital. We also worked with the HR department so employees could opt into a payroll deduction (2 separate deductions from employee's paycheck), which is also appreciated. The first year the shares offered included vegetables only, the second year we included an add-on meat option, and the third year we added a cheese share as well.

For a couple of years, **Frisbie Memorial Hospital in Rochester, NH**, was running a retail “farm stand” in their cafeteria. They would purchase wholesale through Three River and sell the fresh produce to visitors, employees, and all cafeteria goers in the hospital. We originally started this relationship by becoming an approved vendor with their FSMC (Unidine). Due to push back from corporate Unidine, the food service manager decided it was easiest to keep us off the main food line and create this additional retail outlet. We also were able to pilot an employee Winter CSA at the hospital.

We have successfully formed solid relationships with the purchasers and chefs of a few local institutions- all independently operated. **Riverwoods in Exeter** purchases local produce for their main dining menu as well as operates an employee CSA program. **Phillips Exeter Academy** also purchases for their cafeteria, increasing purchases for “Kale Day”, “Try it Day” etc. **NorthEast Rehab** purchases for their cafeterias as well as operates an employee CSA Program.

To what do we owe this success? The food service managers are passionate about local foods, have educated their communities regarding the importance of local food, have the support of their managers, and have been empowered to make things happen.
Business Overview
Concord Hospital is an acute-care hospital located in Concord, NH. It is a charitable organization which exists to meet the health needs of individuals within the 22 communities it serves. Concord Hospital has 295 licensed beds and 238 staffed beds. There are 2,049 full-time employees working at Concord Hospital, and its active medical staff totals 329. Concord Hospital has earned a LEED certification from the U.S. Green Buildings Council. Their food service program is self-op.

What Farm to Institution Activities are taking place at the hospital?
We purchase from 4-5 local farms including Vegetable Ranch, Autumn View Farm, Carter Hill Orchard and PT Farms. We also sell value added local products like Mitchells Salsa, YOLO Popcorn and Abigail’s Bread. Most local food purchases are used in the hospital cafeteria. We offer a HSA (Hospital Supported Agriculture) program to mostly hospital cafeteria staff. Autumn View Farm, in Pittsfield, supplies produce on an as needed basis and grows items that Vegetable Ranch does not. Carter Hill Orchard and the NH Growers Coop, in Concord, supplies us with apples and pasteurized cider. Our beef comes from PT Farms. Eighty percent of the beef we use in the form of ground, stew and top rounds comes from them. We run a NH burger special where everything is local.

How does the HSA program work?
We work with Vegetable Ranch, a certified organic farm in Warner, NH, to supply produce for the program. The hospital food service purchases the food in advance via a contract and then re-sells it to mostly hospital staff. Vegetable Ranch shows up once a week to the cafeteria with produce in nice bags to purchase. The bags need to feed a family of four. Revenue of the bag sales goes back to food service. Anything that is not sold gets used in their food service program in the cafeteria, salad bar and sometimes it goes to patients. The hospital has been doing this in various ways for at least six years. First, we did a CSA, then enthusiasm for that died down. Then we did a farmers’ market, which also eventually died down. Now we are doing farm bags.
**Why did Concord Hospital start doing Farm to Institution?**
I always wanted to support local businesses; the closer I could keep the money in the community the better. The support we get from local companies, including farmers, is far superior than from big corporations.

**Goals for the program**
We don’t have purchasing goals but we’ll purchase as much as we can as long as it makes sense. We belong to a large GPO (group purchasing organization). The GPO contracts for all goods the hospital needs including food. We currently use US Foods and Saunders for most of our food and produce needs. Our contract does allow for a percentage of food purchases to be local.

**What is required of a farm that wants to sell to Concord Hospital?**
We require 2 million in liability insurance, minimum. We have to personally tour the farm or kitchen. The farm needs to follow safe growing and handling practices and be legally structured.

**What are the challenges of buying local and working with local farms and businesses?**
We would like to buy more berries and fruit but we currently only procure apples. Farmers are not appreciating the value of institutional partnerships. It does take time to develop the relationships.

**What are some of the positives of working with local farms and businesses?**
Farmers are more flexible than big vendors. I can negotiate pricing and delivery. I value those relationships more than with big vendors. There is mutual loyalty that is developed.
Prioritizing your purchasing of New Hampshire grown food and food products contributes to farm, food, and fish enterprise viability in New Hampshire. Institutions are encouraged to buy New Hampshire first followed by New England sourced second. Supporting local/regional food systems helps support local farms and fishers, can help protect our health and the health of our communities, and helps maintain and stimulate local economies.

**INSTITUTION INFORMATION**

Institution name:

Institution address (where deliveries are made):

Institution contact name, e-mail and phone number:

Meals served per day:

Meals served (circle) Breakfast Lunch Dinner

Meals served year round? Yes No

Meals served on weekends? Yes No

Months or Weeks when no meals are served? Yes No

If yes, which weeks or months?

Best delivery day and time:

Do you have flexibility in your menus:

Would you consider buying seconds/excess/surplus?
What distributors do you use for your produce, proteins and dairy?

Is the institution’s food service run by a Food Service Management Company?

Are there current local foods purchasing happening?

What is the smallest amount of product you would purchase?

Pre growing season conversations: Handshake agreements or written forward contracts

Please choose which whole, unprocessed fruits and vegetables you use as well as any lightly processed produce you use, how much you use on a weekly basis, approximate price you pay for each and if there is a maximum price you will pay for each item.

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FARM INFORMATION

Farm name:

Farm address:

Farm contact-name, email and phone number:

How do customers place orders:

Delivery Schedule:

Do you have cold storage? Yes No

How much liability insurance do you have:

Do you have a written food safety plan in place? (FSMA or GAP compliance)

Are you Certified Organic?:

Do you offer any processing? For example, washing or peeling produce:

Are you interested in forward contracting or pre-growing handshake agreements?

Do you have seconds, excess or surplus available:
Would you be willing to provide a farm visit for an institutional buyer?
Yes  No

Are you an approved vendor for a Food Service Management Company?

Do you sell through a distributor?  Yes  No
If yes, which one(s)?

What is your minimum order:

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<tr>
<th>Harvest Schedule</th>
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<td><strong>Crop</strong></td>
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<td>Carrots</td>
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