

Down East Farm & Food Cluster Project

FARM – TO – CAFETERIA: NEW MARKETS, NEW OPPORTUNITIES



A Collaboration

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Down East Business Alliance

&

Healthy Acadia/Healthy Maine Partnership

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Spring 2008 – Spring 2009



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Supporting Maine's Small Businesses

Down East Farm-to-Cafeteria: New Markets, New Opportunities

EXECUTIVE SUMMARY

Mission

Down East Business Alliance and Healthy Acadia conducted collaborative research in 2008 and 2009 to determine if, as we anticipated, marketing and selling to schools and institutions is one way for local producers to increase their sales coincident with maintaining their existing relationships with buying clubs, retail, wholesale, and farmers' markets.

Our work was made possible by generous grant support from Maine Technology Institute, Bangor Savings Bank Foundation, the Belvedere Fund, C.F. Adams Trust, and many donated hours from project advisors, school kitchen and institutional cafeteria managers, and farmers and value-added food producers throughout Hancock and Washington Counties.

Methodology

Survey instruments. We developed our online and on-site survey instruments in collaboration with our Advisory Group¹.

Building awareness. We placed display advertisements in local weekly newspapers papers throughout Hancock and Washington counties; the Farm Service Agencies (FSAs) in both counties ran notice of the project, links to our surveys, and coordinator contact information in their monthly newsletters. We ran notices about the surveys on the Maine Organic Farmers & Gardeners Association (MOFGA) web site, and in their newsletter. We promoted the survey via email to farm lists and to technical service providers who work with agricultural and value-added food producers. We offered a \$50 stipend to compensate on-site survey participants for their time and information. We encouraged participation in our online survey by offering a once-monthly drawing for a free dinner at the respondent's restaurant of choice. We submitted stories about the winners to their local papers as a way to publicize the project.

We developed additional information sources as part of active participation in The Downeast Farmers Association (a group made up of mostly livestock growers in Washington County) and the Washington County Food Producers Alliance (a group of diverse producers whose participants are produce, fiber, dairy, meat, and berry producers).

From fall 2008 through spring 2009 we surveyed 102 producers in Washington and Hancock counties with online Survey Monkey and on-site questionnaires. We performed thirty-four onsite interviews averaging about 2.5 hours each.

¹ See *Appendix* for members and expertise

Down East Farm-to-Cafeteria: New Markets, New Opportunities

EXECUTIVE SUMMARY (continued)

Methodology (continued)

Schools & Institutions. During the fall and winter of 2008-2009, Healthy Acadia conducted online and onsite surveys with school and institutional food services in Hancock and Washington counties, addressing these questions:

- Are area schools and institutions ready to purchase more local products? If so, why are they interested in local foods?
- What are the barriers that keep them from purchasing locally grown foods?
- What would help make more local purchasing possible?
- How big might this market be?
- What products are in highest demand in this market?

Healthy Acadia provided K-12 schools and other institutions in the two-county region with survey and interview tools² specifically designed for the school and non-school audience. Twenty-six K-12 schools and sixteen institutions responded to the written survey.³

We conducted follow-up on-site interviews at ten schools and nine institutions, all of which had already completed the survey.

Washington County Farm-to-School Workshop. Additional farm-to-school opportunities were developed out of our Farm-to-School Workshop at Elm Street School in East Machias in October, 2008. In collaboration with Healthy Acadia, Down East Business Alliance was instrumental in organizing and implementing a region-wide one-day session which brought forward specific producer and institutional responses and resources for bringing more local food into school cafeterias in Washington County. Results from that workshop include:

- Cold Spring Farm (Route 191, East Machias) is growing specific vegetables in specific quantities for Elm Street School (K-8) in East Machias.
- Elm Street School is planning a once-monthly “local lunch”, planning a student visit to Cold Spring Farm, and planting their own school garden.
- Area school kitchen staff were introduced to the status of farm-to-school programs across the United States, including curriculum components, and provided new and useful resources to support developing farm-to-school activities in their own schools.
- Workshop participants were treated to a lunch the ingredients of which was entirely local and were provided recipes for use in their own kitchens.

² See *Appendix* for survey instruments

³ See *Appendix* for participating schools and institutions

Down East Farm-to-Cafeteria: New Markets, New Opportunities

EXECUTIVE SUMMARY (continued)

Methodology (continued)

Online Producer / Consumer Interfaces. We developed an interview format⁴ for use in surveying food co-ops and online interface developers. We identified fourteen entities to include in our survey, leaving open the possibility that additional contacts would be developed as our survey progressed.

We wanted to determine their development process and application capacity, their maintenance and update requirements, and the technical proficiencies necessary to develop and maintain their sites and services. Most application users we contacted were food co-ops or associated with co-ops.

We contacted twelve online interface providers offering applications linking growers and consumers⁵.

We contacted the developers of the two major online applications in use in co-ops, buying clubs, CSAs, online farmers' markets, and by single operators.

We removed two planned contacts from our list: the first, Jersey Fresh, was determined to be a state department of agriculture site providing no direct connection between growers and consumers; the second, My Personal Farmer.com, would agree to be interviewed only if they received a fee.

Distributors. We contacted eight distributors⁶ to learn how they interact with local producers. We also wanted to discern the extent of facilitation necessary, given current production status, to develop a farm-to-school connection in Hancock and Washington counties.

Electronic Funds Transfer. In order to facilitate the purchase of local foods from area farmers by institutions, we explored payment options and processes which might make the transaction more appealing to the institutional buyer.

We looked at credit/debit cards as a way to make paying for the transaction a smooth process from both sides.

We contacted five sources⁷.

Total project respondents. In the course of our work we contacted 188 information sources.

⁴ See *Appendix* for online interface / co-op interview questions

⁵ See *Appendix* for respondents and installations.

⁶ See *Appendix* for participating distributors

⁷ See *Appendix* for participating electronic funds transfer information sources

Down East Farm-to-Cafeteria: New Markets, New Opportunities

EXECUTIVE SUMMARY *(continued)*

Deliverables

- We identified access, market, and capacity barriers for farmers, food producers, and institutions, and then identified possible solutions that would eliminate or overcome those barriers.
 - We have addressed the ways in which farmers can reasonably scale up to meet increased demand for their products and address competition from larger distributors.
 - We recorded GPS readings of farms, food processors, and institutions to aid in food distribution planning and to incorporate into trip planning.
 - We assessed farmers', food producers, and institutional markets' interest in and capacity for accepting credit cards, debit cards, and online electronic funds transfer as a method of increasing sales.
 - We researched successful models of food distribution and marketing, incorporating some of their methods into an implementation plan that will enable this business cluster to overcome the various issues they face with appropriate technology solutions.
 - With guidance from our technical and farm advisors, we created a matrix of opportunities that addresses: agriculture policy, capacity building, developing institutional markets, building farm infrastructure, developing institutional capacity, and supporting budget transparency.
 - We drafted a food processing, storage, and distribution implementation plan which will enable local farmers and food processors to reach larger markets as they increase their capacity to reach their full potential⁸.
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⁸See *Appendix / Opportunities Matrix / Time to Implementation* columns

Down East Farm-to-Cafeteria: New Markets, New Opportunities

DEMOGRAPHICS

USDA Agricultural Census

The USDA's 2007 Census of Agriculture⁹, performed every five years, reveals characteristics of farms and farming in Hancock and Washington counties. Operations with farm income of \$1000 and over are strongly encouraged, but not required, to self-report.

The USDA AG Census makes no distinction between industrial farmland in blueberries and smaller operations in vegetables or livestock. In Washington County, nearly 70% of land classified as "farm" is woodlands; 58% is woodlands in Hancock County.

- In Washington County, nearly 29,000 acres are in berry production while berry production accounts for a little over 11,000 acres in Hancock County.
 - Between 2002 and 2007, the number of farms in Hancock and Washington counties rose 22% (to 386 farms) and 18% (to 472 farms) respectively.
 - Between 2002 and 2007, land in farms rose 4% in Washington County and 6% in Hancock County. The average farm had 336 acres in Washington County and 137 acres in Hancock County.
 - The majority of producers in Washington and Hancock counties report sales of under \$20,000.
 - The average age of farm operators was about 56 years in both counties.
 - In addition to running their farm operations, most farmers work off the farm and consider their off-farm work their primary occupation.
 - Top livestock inventory reported in Washington County is chicken (layers), bees, and sheep and lambs, goats, and deer; in Hancock County it is chicken (layers & meat), cattle, goats, and sheep and lambs.
 - Both counties report a little over 2000 acres in hay, haylage, and grass.
 - Hancock and Washington counties report 54 acres and 181 acres in vegetables respectively.
-

Down East Farm & Food Cluster Project demographics

The majority of farm and food producers interviewed on site reported gross annual income of about \$42,000 and under. Fifty-five percent indicated they expected their net farm sales income to increase in the next year.

- Most interviewed hold off-farm employment.
 - Top farm inventory of our respondents is vegetables and berries followed by livestock and chickens (layers and meat).
 - Producers are working an average of 11.6 acres.
-

⁹ USDA 2007 Census of Agriculture is available for search and download at <http://www.agcensus.usda.gov/Publications/2007/index.asp>

Down East Farm-to-Cafeteria: New Markets, New Opportunities

DEMOGRAPHICS

Down East Farm & Food Cluster Project demographics *(continued)*

Cafeteria & Institutional Demographics. Healthy Acadia/Healthy Maine Partnership's survey activity involved twenty-six schools and sixteen institutions for a total forty-two survey respondents.

- About 66% of our school and institutional respondents are in Hancock County; 33% are in Washington County.
 - Schools serve an aggregate of more than 2900 lunches, 1120 breakfasts, and 200 snacks each day. Lunch service ranged from 12 lunches served at a small site to more than 400 served each day at the largest school surveyed.
 - Local economic conditions qualify over half of Washington County's students for free or reduced priced school lunch.
 - Institutions serve 15 to 600 customers per day for an aggregate of 3700 customers across all institutions surveyed. Most institutions serve more than 100 people. Some serve one meal; some sites serve breakfast, lunch, and dinner.
-

Down East Farm-to-Cafeteria: New Markets, New Opportunities

FINDINGS: FARM CLUSTER

Off-farm selling

Seventy-six percent of farmers who are not selling off the farm would be interested in doing so if there was a reliable market for their products.

Fifty-two percent of farmers were selling or wanted to sell products or produce off the farm. Of these:

- 33% were food producers who were now selling or planned to sell their product, and
 - 41% would like to sell more of their farm and value-added products.
-

Food processing

Forty-one percent of respondents indicated that they were doing no value-added production.

Many farmers who have been in operation for over five years are also value-added food producers. Of these:

- 10% are processing vegetables,
 - 12% are working with goat cheeses, milk, and meat
 - 14% are producing dairy (which includes some goat milk products),
 - 19% are working with fruit, and
 - 23% are making jam and jelly products.
 - Thirty-six percent of those engaged in value-added processing are doing their processing at home; 30% of these processors have a certified kitchen at home.
-

Slaughter

Of producers requiring slaughtering, only 6% are processing their animals on-farm. The rest use an off-site facility.

Of those for whom a slaughter facility was a deciding factor in their plans for the future of their operation, 77% indicated that location of the slaughter facility was most important to them. Some producers needing certified processing must transport their animals four hours to the closest certified or appropriately equipped facility, putting their animals at significant stress.

Other factors of significance for livestock producers in choosing slaughter facilities are:

- High level of cleanliness: 61%
- Animals treated humanely: 61%
- Accurate processing and labeling: 61%
- Adequate refrigeration and freezer space: 61%
- Trust in the processor: 54%
- Livestock processed soon after arrival: 46%
- USDA certification: 39%
- State certification: 38%

Down East Farm-to-Cafeteria: New Markets, New Opportunities

FINDINGS: FARM CLUSTER, (continued)

Slaughter (continued)

Livestock farmers report that they cannot cost-effectively expand their operations without access to a state or USDA inspected local slaughter facility.

Given the availability of a local slaughter facility meeting the primary requirements reported here, livestock producers report they would:

- Increase their livestock operation: 29%
- See no change in their operation: 29%
- Be better able to serve their current customers: 29%
- Save money on processing: 29%
- Develop new customers: 23%
- Be able to sell to customers they can't sell to now: 23%

None of our respondents reported that a certified local slaughter facility would prompt them to sell across state lines.

Livestock census

The USDA Agricultural Census of 2007 found these “top five” inventories of livestock production in Hancock and Washington counties:

- 5428 layers & meat birds (USDA does not get involved with operations processing fewer than 20,000 birds. Local production numbers, then, require on-farm processing by owner.)
 - 726 cattle and calves in Hancock County. In Washington County cattle and calves value of sales is about 42% of sheep, goats, and other livestock.
 - 1112 goats
 - 902 sheep and lambs
 - Farmed deer were reported to be in the top five livestock inventory animal in Washington County.
 - Cattle were not reported in the top five in Washington County but the Census reports \$28,000 in sales in cattle and calves in Washington County.
-

Transport & delivery

Of the respondents doing processing off-site, none are sharing transport to their off-site location at this time. Most (53%) transport themselves or hire/barter/trade transport (29%) with the processor/site while 17% have pick up service.

Eighty-two percent of producers indicated that they take their product to the point of sale themselves using their personal mini-vans, pickup trucks, and sedan cars outfitted with coolers to maintain the cold chain.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

FINDINGS: FARM CLUSTER, *(continued)*

Storage

Seventy-four percent of respondents who need more storage in order to satisfy their current customers or to scale up to serve institutional markets reported they would need less than 600 square feet of additional storage.

Thirty-five percent of respondents indicated they wouldn't be interested in sharing storage space. Of the 43% who indicated they might share space, major deciding factors were location, security, separation of organics and non-organics.

Producers indicate that, if they were to scale up to sell to more markets they would need on average between 150 and 350 square feet of additional storage space.

Capacity & funding

Fifty-five percent of respondents indicated that they would like to expand but lacked the funding to do so. Lack of farm labor is also a problem.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

FINDINGS: SCHOOLS & INSTITUTIONS

Local purchasing experience & interest

Both school cafeterias and institutional kitchens share the need to have access to regular product and price lists from farmers

- Eighteen schools (69%) purchased food from local farms in the last year. One school purchased frequently, 12 purchased a few times, 5 purchased on one occasion.
- Nine institutions (56%) purchased food from local farms in the last year
- Twenty schools (80%) and 10 institutions (63%) indicated that they have a high level of interest in serving locally-grown foods in their cafeterias (selecting a 4 or 5 on a scale of 1-5)

School cafeteria interest in serving locally grown foods is motivated by desire to:

- Provide healthy foods to students (96%),
- Support local businesses and farms (88%),
- Encourage students to eat more vegetables (88%), and
- Build more school and community support for the cafeteria (76%)

Institutional kitchens most frequently cited their:

- Desire to support local businesses and farms (85%),
- Ability to offer fresher produce (75%), and
- Wish to provide healthy foods (69%).

In order increase more local foods in their cafeterias, school respondents reported they need:

- Regular product and price list from farmer (76%),
- More money in the food budget (76%),
- A list of local farms that want to sell to schools (72%),
- More local foods available during winter and spring (60%),
- Regular order and delivery schedule (56%), and
- Availability of canned or frozen local foods (52%)

Institutional kitchens wanting to include more local choices cited:

- Regular product and price list from farmer (67%),
 - Regular order and delivery schedule (60%),
 - Large quantities available (47%),
 - Close communication between farmer and kitchen (47%),
 - More money in the budget (47%),
 - A list of farms that want to sell to cafeterias (47%),
 - Weekly phone call from farmer (47%),
 - Ability to place order by email or online (47%)
-

Down East Farm-to-Cafeteria: New Markets, New Opportunities

FINDINGS: SCHOOLS & INSTITUTIONS, (continued)

Facilities & equipment

Seventy-four percent of schools and institutions report that they have the tools and equipment they need to process whole foods.

Insufficient storage capacity

Schools and institutions cited insufficient storage as a significant impediment to buying more local food. They need:

- More refrigeration space (67% of schools, 50% of institutions)
 - Access to a root cellar or other root storage (40% of schools, 42% of institutions)
 - More dry storage space (47% of schools, 17% of institutions)
 - More freezer space (40% of schools, 33% of institutions)
-

Access to fresh produce

Some schools and institutions have on-site access to vegetables.

- Sixty-five percent of schools and 56% of institutions have a vegetable garden
 - Fifty percent of schools and 64% of institutions offer a regular salad bar
 - Twenty-seven percent (7) schools and 7% of institutions (1) do not currently offer a salad bar but would like to
-

Current ordering practices

Cafeterias and institutions conduct purchasing now through five main channels: distributors, retail, in-person, online, and via the telephone.

- Schools get their produce from Sysco (54%), USDA commodities (54%), grocery store (54%) and Dennis Paper & Food (46%)
 - Institutions get their produce from Sysco (56%), PFG-NorthCenter (56%), Dennis Paper & Food (31%), and grocery store (31%)
 - Sixty-two percent of schools order in-person from a sales rep, 54% order by phone, 50% buy food in-person at grocery store
 - Seventy-five percent of institutions order by phone, 69% order on the internet, 44% buy things in-person at grocery store
 - Seventy-four percent of respondents say their current food distributors carry Maine products; the rest did not know
-

Down East Farm-to-Cafeteria: New Markets, New Opportunities

FINDINGS: SCHOOLS & INSTITUTIONS, (continued)

What schools want to purchase locally

Cucumbers (19)	Tomatoes (19)	Broccoli (18)	Carrots (18)	Lettuce (17)
Apples (16)	Bell peppers (17)	Potatoes (15)	Eggs (14)	Blueberries (13)
Chicken (12)	Onions/garlic (12)	Flour (11)	Spinach (10)	Beef (10)
Maple Syrup (9)	Pasta (9)	Fish such as haddock/chowder pieces (10)		

What institution kitchens want to purchase locally

Bell peppers (10)	Cucumbers (10)	Chicken (10)	Apples (9)	Beef (9)
Blueberries (9)	Bread/baked goods (9)	Summer squash (9)	Lettuce (9)	Onions/garlic (9)
Flour (9)	Spinach (9)	Turkey (9)	Carrots (8)	Cheese (8)
Eggs (7)	Pork (7)	Oats & other grains (7)		Beets (6)
Fresh herbs (6)	Maple syrup (6)	Parsnips, turnips, rutabaga (6)		Winter squash (6)
Yogurt (6)	Lamb (6)	Fish (haddock/ chowder pieces) (8)		

Preference for conventional or organic

Schools. Most schools have no preference.

- 77% of schools have no preference whether organic or conventional produce
- 14% prefer conventional
- 9% prefer organic

Institutions. Institutions prefer organic produce by a fair margin. This could be due to a desire to be assured of good farm practices.

- 56% of institutions prefer organic
- 44% have no preference

Down East Farm-to-Cafeteria: New Markets, New Opportunities

FINDINGS: DISTRIBUTION

Personnel

Most co-op distributors we interviewed are operating with major support from volunteers. Some volunteers perform highly specialized tasks, such as record keeping and web management, while others satisfy direct service responsibilities like delivery, packaging, and ‘muscle’ requirements.

Some sites have found ways to trade volunteer hours for co-op related fees or sweat equity positions.

The willingness of volunteers to support their co-op and local food is critical to co-op operations and to keeping costs low. Oklahoma Food Co-op, for example, needs at least nine volunteers every delivery day to process and distribute orders to forty-four locations, including some home/workplace delivery, in Oklahoma City, its suburbs, and surrounding towns.

Ownership & philosophy

By virtue of their legal status, most co-op entities provide an ownership stake for membership. None of the co-ops interviewed could really place a monetary value on their membership exchanges as these entities are more concerned with not losing money while keeping consumer costs down.

Initial goals are to net-zero operations only holding enough equity for cash flow for operational expenses and future growth opportunities.

Most of the food co-ops and online markets we identified have a social justice and sustainability component to their operations which is reflected in their pricing structure, membership expectations, and bylaws.

Entities like farmers, farmers’ markets, CSAs, and buying clubs are organized as retail or wholesale and have no membership or open / at will membership.

Co-ops transacting online reported five ongoing concerns:

- Training for producers, buyers and processors
 - Volunteer compensation
 - Understanding of IRS regulations
 - Knowledge of food handling regulations
 - Customizable software reporting capabilities.
-

Delivery

Some operations use central pickup at one or more locations. Some provide direct home delivery. Almost all of them have no storage needs as all products are processed same day. Most sites use portable coolers to maintain the cold chain.

Some sites are considering storefront operations working towards a more traditional grocery store.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

FINDINGS: DISTRIBUTION, continued

Fee structures Food co-op membership fees range widely from \$0 - \$200. Some co-ops have annual dues; some operate on a per-use fee.

Fees include a distinction between voting and non-voting members with the non-voting member having its own fee structure.

Purchasing fees also fall within a wide per-order range from 6% to 30%. Purchasing fees are usually split equally between the producer and the buyer.

Some co-ops deduct a fee percentage from each sales invoice and add a fee to each members order. At High Plains Co-op, for example, the fee is 15% to the producer and 10% to the member.

Distributors buying local food wholesale with a view toward institutional markets report looking for 15% - 30%.

Ordering The co-ops we contacted use consistent ordering timeframes.

Ordering is done during a consistent monthly ordering “window” during which time orders can be placed online.

The window closes, orders are aggregated, products sourced and broken down into individual orders, packed, and labeled by hand, and are ready for delivery or pick up.

WIC & EBT transactions None of the operations contacted reported that they were able to accept WIC or EBT but they are engaged in putting together programs for recipients. In the interim, people in need can apply for discounts.

Common problems All co-op distribution sites contacted referenced volunteer recruitment, orientation, and development as one of their greatest challenges: getting the right people on board and spending time to save money for others.

Idaho bounty finds that crediting volunteers at \$7.00 per hour towards membership and purchases helps keep them engaged.

Greenhouse, hoop house, and storage methods help push seasonality on both ends of the growing season but distributors handling fresh local foods still find it hard to locate some fresh product during the winter months.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

FINDINGS: ONLINE INTERFACES

Code & design

Two major applications with similar capabilities were found to be in most frequent use: the interface developed at Oklahoma Food Co-op and that offered by Locally Grown. Both developers are working in custom MySQL. Although the customer-facing interface differs, their applications share characteristics and capabilities¹⁰.

Both developers were willing to discuss their applications in general terms but, as expected, did not want to reveal much back end detail as this information is considered proprietary and competitively valuable.

Succinctly, these interfaces are web-based applications built over a database which enables various output methods including order summaries, labeling, invoicing, and reporting.

As with all database input/output, there is unresolved discussion between users and developers about what information needs to be available for reporting. Data is not easily modified for ad-hoc searches.

User experience is sought as part of updates through online surveys but not commonly considered for design and usability questions.

Two developers have originated all the applications used by the entities we contacted: Roy Guesinger and Eric Wagoner.

The Oklahoma interface

The Oklahoma Food Co-op, located in Norman, Oklahoma offers its progenitor application, which was written by developer, Roy Guesinger, using customized open-source My SQL.

This application has been adopted and customized Nebraska Food Co-op, Idaho Bounty, High Plains, LeHigh Valley, and Bountiful Sprouts.

At the Oklahoma Food Co-op, this interface enables browsing over 3500 food, home, and garden items. Buyers may contact producers directly. Growers can set their own prices. Users of this application appear to be mostly food/farmer co-ops.

¹⁰ See *Appendix* for a comparison of the two applications.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

FINDINGS: ONLINE INTERFACES (continued)

The Locally Grown interface

Locally Grown's application was written by Eric Wagoner and is in use at farms, farmers' markets, buying clubs, and CSAs in over forty-four locations and is getting ready to launch in at least thirty more in New England, Mid-Atlantic coast, the south eastern US, Texas, and Arizona.

Sewanee Growers' Co-op uses the Locally Grown interface to sell fruits and vegetables to ARAMARK, the leading food service and cafeteria management provider to colleges and universities in the US.

This interface enables photo product display, has a very simple design, and appears to rely on the local user to load information and keep prices current.

Locally Grown offers hosting in addition to its application so markets have their own web address such as <market>.locallygrown.net. This application offers flexibility for numbers of producers, product listings, memberships, and product pricing.

Like the Oklahoma application, growers set their own prices and can operate in a retail/market or wholesale environment.

Customers can be identified as wholesale customers. Confirmation emails go out to customer and producer when an order is placed. Additionally, Locally Grown offers 'virtual farm tours' which exploits the application's ability to handle photos and video.

Locally Grown can handle three levels of users: Market managers, growers, and customers.

This application can generate labels for printing to several standard Avery label sizes; growers can print and apply or market managers can do this for them. Locally Grown also generates delivery day reports, invoices for the customer, and packing lists for those putting orders together. Payments are taken in-person when the order is picked up or delivered. Orders can be adjusted through the website to account for rejections, shortages, credits, and so on. It's free to start the market account and 3% of completed sales to Locally Grown thereafter through PayPal set up on the market's own schedule.

Technology issues

Web site requirements are quite low. Sites can be hosted with minimal cost at most typical hosting companies. We recommend using a hosting company to gain the advantages of interface stability, little necessary hardware investment, low-cost site management services, and minimal downtime. Applications can be placed on most Linux-based servers.

The two major interface packages we found are supported by a single developer with no apparent backup. (One co-op interviewed suggested their developer had a "hit by a bus" plan.)

If interfaces are housed at a host company, no local web expertise is required.

Front-end customization is possible. Some sites implement their own front-end using volunteer web developers.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ANALYSIS: FARM & FOOD CLUSTER

Present infrastructure

We found that the need for basic agricultural infrastructure presents both significant challenges and significant opportunity.

We identified key local infrastructure components which, if improved and supported, would jump start producers' ability to establish sustainable agreements to supply produce, meats, and seafood to school cafeterias and institutional kitchens, and facilitate the capacity for Eastern Maine to securely feed itself.

Foundational infrastructure improvements. Key infrastructure having the deepest impact on sustainable agriculture in both counties are storage, transport/delivery, slaughter facilities, and certified kitchen availability for value-added producers.

We consider a flexible online interface to be an infrastructure solution which would meet the needs of institutional kitchens.

Scale of production

The scale of current production has been shaped by lack of infrastructure, challenging economic conditions, disjointed State agriculture policies, geography, and soil conditions.

While there are program and policy approaches existent for economic conditions and soil improvement, we find some opportunity to support increasing capacity through selected infrastructure improvements.

Scale of solutions

The condition of local infrastructure suggests that small scale, very local solutions will be most successful in the near term.

Producers we interviewed were unaccustomed to a collaborative ideology surrounding storage, transport, and other infrastructure improvements but are beginning to explore the advantages of this approach. Downeast Food Producers Alliance in Washington County, for example, will order farm inputs and feed together in early May 2009 and again in the fall of 2009. They will assess how well that effort went and decide on what other co-operation would be beneficial. They have asked for and received presentations and information about co-operatives and LLCs as a potential business form to hold collaborative efforts.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ANALYSIS: FARM & FOOD CLUSTER *(continued)*

Storage

Producers indicate that they have concerns about sharing storage. Location, quality control, and the ability to store conventional separate from organic were some concerns.

Our school respondents cited lack of adequate refrigerated and frozen storage as a major impediment to buying more local food. They also cited concerns about off-site storage and reported a preference for on-site storage solutions.

Co-ops interviewed had no real need for on-going storage because all orders are satisfied on a same-day basis but some operations are considering moving to storefronts which would change their same-day model. They reported using up to 800 square feet on delivery days and days when orders are packaged up. They use mobile coolers to transport on delivery days.

Transport

Producers could benefit by organizing to realize greater efficiencies transporting their products to market. A fairly large, well diversified operation reports that, in order to see profit, they must have \$750 worth of product per run on local runs. This grower is not presently sharing runs, and is operating with partial loads along the same routes as other producers who are also making their runs alone.

Many producers have stories to tell of spending up to 18 hours in their vehicles, several times a month, to transport product as far south as Portland, making multiple delivery drops along the way, to keep accounts in supply.

While producers acknowledge that they are spending far too much time on the road, they also report their reluctance to give over the transport and delivery of their product to anyone else. When they talk about using a third party for delivery, they discuss needing assurances about:

- food safety and food handling
- door-to-door maintenance and documentation of the cold chain
- professionalism and customer service
- client relationships
- trustworthiness
- product knowledge and representation
- ability to promote or suggest new products
- safe driving habits
- time management
- accurate paperwork

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ANALYSIS: FARM & FOOD CLUSTER *(continued)*

Transport *(continued)*

Given the availability of a shared vehicle option, producer concerns necessitate a slate of coincident planning, tools, and training in order that conditions of use uphold consistent practices, including:

- Food safety and handling training
- Cold chain training, monitoring equipment, documentation training, log(s)
- Hand held GPS and training
- Cell phone, clip board, portable records case, file folders
- Defensive driving training and clean driving record
- Familiarity across all products available and under development
- Customer service training
- Ability to keep and maintain accurate written records
- Willingness of the driver to be in communication with producers during delivery runs

For their part, producers could more reasonably ensure a good and profitable vehicle share experience by being willing to:

- Derive the true costs of their current practices (including the unproductive time away from the farm or production while on the road, vehicle fuel / maintenance / increased wear and tear) and consider the positive financial effect on their businesses of implementing delivery changes
- Commit to consistent and on-time product readiness for distribution on delivery days
- Give over the majority of delivery control to a third party
- Share accounts location information and plan collaboratively to work out delivery schedules
- Change their current schedules and practices if necessary in order gain efficiencies in delivery and distribution
- Communicate and manage their expectations
- Commit to timely resolution of disagreements and miscommunications

Washington County producers have asked DBA to assist in funding / facilitating a transport collaboration between producers in Washington and Hancock counties who could benefit from a shared use vehicle.

Such a collaboration could involve a 12' – 14 ' refrigerated truck or van which producers would share and maintain. A large and diversified producers group has requested training on an on-board GPS unit and help with working out routing and mapping of drop point locations including retail, CSA, home delivery, and wholesale accounts.

The fact that producers have no experience in sharing transport suggests that, for their first collaborating season – or any part of April to November - producers may be well served to lease a vehicle in order to avoid encumbering contracts while routes, delivery commitments, training, and customer service expectations are satisfactorily worked out and applied.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ANALYSIS: FARM & FOOD CLUSTER *(continued)*

Transport *(continued)*

When producers express preference for vehicle purchase, Helping Hands Garage, a WHCA unit the mission of which is to get reliable used vehicles into the hands of low-income drivers, is available to search for, inspect, and purchase such a vehicle at auction.

Product availability

The ideal start up project for local food distribution is the development of a catalogue of shelf-durable products. This will allow cafeterias with limited perishable storage to establish a relationship with a local producer who may not have the capacity to transport perishable items.

The introduction of products such as apples, storage onions and root vegetables, maple syrup, flour and eggs would be our recommendation. Kitchens with available storage would also want to consider conventional and organic fresh pack and frozen blueberries when looking at local produce. These items are fairly plentiful, and it follows that the price points likely would be competitive.

Other farm-to-cafeteria projects have applied the community supported agriculture (CSA model) to school kitchens where schools are located fairly closely to each other. Training, communication, and follow through for both producers and kitchen staff, has brought good results.

Food processing

We anticipate that there are opportunities for local school kitchen space to be traded for food credits. This solution is scalable, builds in accountability between local processors and their community schools, and enables schools to benefit from less perishable local food items.

Electronic Funds Transfer

In order to facilitate the institutional local foods purchase from area farmers, we explored payment options and processes the institutional buyer reports they need.

Many farmers do not accept these cards now, because they anticipate additional expense but we found that EFT machines and plans varies widely, and that affordable options do exist.

Given EFT capability, farmers could accept credit/debit cards at local farmers' markets and on farm sales. Studies¹¹ show that shoppers paying with plastic spend more. This implies that the farmers would be able to raise their prices across their product line to offset the costs of accepting the credit/debit cards.

In addition other venues, farmers would also be able to accept electronic benefit cards (EBT), commonly known as food stamps, enabling them to increase their volume and helping to cover the costs of the system.

¹¹ *Always Leave Home Without It: A Further Investigation of the Credit-Card Effect on Willingness to Pay*, Drazen Prelici & Duncan Simester

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ANALYSIS: FARM & FOOD CLUSTER (continued)

Slaughter Facility

Most technical assistance providers and state and federal farm service offices in Washington County have long recognized that a state-inspected local slaughter facility offering Cryovac packaging and labeling would have very favorable impact on farm infrastructure in Washington and Hancock counties. We had not considered this a viable next step for the Cluster Project until the Domtar Paper Mill, in Baileyville, announced plant closure.

Slaughter operations not certified by State or USDA inspectors is deemed a “custom cut” operation. Producers taking their animals to a custom cut operation may have the meat for their own use and might sell it by side-lots (full side, half side, or quarter side) or by hanging weight. Thus, a buyer might purchase a half or quarter beef which is provided in standard wrapped and packaged cuts.

Cattle and calves are the most profitable inventory as regards a slaughter facility. A processor must through-put five sheep to equal the profit from one beef cow.

Development strategy & regulations. Not the least among project components is gaining a full and complete understanding of municipal, state, and federal law, rules, and regulations for slaughter facilities. Slaughter projects around the United States repeatedly reference the importance of thorough knowledge of all regulatory rules and requirements at the State and federal levels before engaging in actual development of a facility. Project managers have many stories to tell of delays arising from application of conflicting State rules; it has been necessary in some cases to change or clarify statutes in order that projects move forward.

In short, build-out and certification of a local slaughter facility in Washington County represents a major farm infrastructure development undertaking.

Current Washington County operation. There has been a custom cut operation in Alexander Township, Washington County, for some years. A part-time venture, it is operated by Clayton Blake, a Domtar mill worker. He has indicated in the last six weeks that he would like assistance to build out and develop his operation, including offering value-added smoking and sausages, and gain at least State inspected certification, so that he can develop all of his niche market in both Washington and Hancock counties.

In April 2009 he completed HACCP training. (Down East Business Alliance was able to help him secure reimbursement for his training costs with funding from New England Trade Adjustment Assistance Center (NETAAC) and his local Career Center.

Economic & food security benefit. Given that institutions would like to buy more local meat and poultry, that local producers express need for a closer slaughter facility, and that the local slaughter facility wishes to scale up to include state / USDA certification, we find that this endeavor has significant economic and food security benefits to Hancock and Washington Counties.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ANALYSIS: SCHOOLS & INSTITUTIONS

Distinctions between schools & institutions

Though our sample size was not large enough to draw comprehensive comparisons between the two groups, there were some general differences that are worth mentioning here.

- School respondents appear to have more interest in local produce than other local food products.
 - Many institutional respondents expressed interest in meat, grains, and value-added products.
 - Institutions expressed a consistent interest in organic products, whereas schools consistently said they had no preference between organic and conventional.
 - The National School Lunch program provides many parameters within which school food services must operate. For instance, their price charged per meal and nutrient content of meals are regulated federally and enforced by the State Department of Education. In addition, they have access to minimally priced USDA commodity foods, which sometimes come into competition with local products.
 - The desire to provide fresh vegetables and healthy foods to children is a strong motivating force for school food service people, and should be considered by farmers and food producers when marketing local products to schools.
 - Control of food service budgets is very different between schools and institutions. In spite of these and other distinctions between schools and institutions, many themes are common across the two groups.
-

Distinctions between Hancock & Washington Counties

For the purpose of this project, Hancock and Washington counties are viewed together as one region. There are some notable distinctions, however, between the two counties, including:

- Schools and institutions are generally more geographically spread out in Washington County than Hancock County.
 - Poverty rates are generally higher in Washington County than Hancock County, and a majority of schools in Washington County have more than 50% of students qualifying for free and reduced lunch. This means more money is received from the federal and state government to support the lunch program, and may also imply that municipal funding for the lunch program could be lower, due to a smaller tax base. In the surveys, schools and institutions from both counties consistently mentioned “more money in the budget” as an important feature that would help them purchase locally.
 - Hancock County schools and institutions likely have more exposure to the concept of Farm to School, due to Healthy Acadia’s Farm to School project that has been in operation in Hancock County for several years.
-

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ANALYSIS: SCHOOLS & INSTITUTIONS (continued)

Processes & systems

Reliability & transparency. Schools and institutions are accustomed to reliable ordering methods, transparent communication regarding product availability, consistent product quality, and regular communication with their suppliers.

Consistent methods & quality. In surveys and interviews, both school and institutional food service staff repeatedly stressed the importance of having clear, predictable and consistent expectations, ordering systems, and interactions with farmers and food producers.

Cited examples include:

- the frustration of ordering an available product from a farm and then finding something else has been substituted for that product when the order arrives, and
 - products vary considerably in size from week to week, for instance large storage carrots versus baby carrots.
-

Communication & ordering methods

Product & price list. Respondents expressed a desire for consistent ordering systems from farms and local food producers. A desire for a regular product and price list from a local farm was cited frequently.

Feedback. Feedback loops from school and institutional customers to producers do not seem well established. During interviews, several schools shared disappointing experiences they'd had with local farms, which had not been shared back with the farmer.

Strengthening this consumer-producer feedback loop could help improve and strengthen overall farm to cafeteria relationships.

Online ordering. School food services in particular have limited access to technology. Several school food service staff told interviewers that they use the computer/internet at home, but did not have easy access at school. Some told interviewers that they had just received their first computer for the cafeteria.

Though not all schools have capacity to do online ordering, it seems there is increased momentum for use of technology, and many schools and institutions would consider using online ordering for local foods.

Consistency concerns and personalizing the experience should be considered as part of an online system.

Online ordering among institutions is much more common.

Collaborative ordering. Some respondents expressed interest in collaborative ordering; especially with geographically close and logical partners (such as nearby schools, schools in the same district, and so on.) Long distances between potential collaborators were cited frequently as barriers.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ANALYSIS: SCHOOLS & INSTITUTIONS (continued)

Facilities & storage

Kitchen equipment needs and capacity are mixed.

Refrigerated & freezer storage. Refrigeration was consistently the most significant capacity issue for working with fresh foods across schools and institutions in the two counties.

Having more access to processed and frozen local foods was of interest to many schools surveyed.

Location. Off-site storage was of low interest to those interviewed. Most interviewees said they could imagine themselves using off-site storage if it was very close by and convenient, but issues about location and transportation were common, and some institutions also mentioned concerns about quality control.

Fish & meat availability

Improved fish & meat processing capability. The ability to process local fish for local consumption was repeatedly cited.

Though respondents generally did not specifically mention the need for meat processing facilities, the high degree of interest among institutions for more local meat products implies a likely need for meat slaughtering and processing infrastructure.

Transport & delivery

For most schools and institutions, having local products delivered to them is very important. But buying produce at local grocery stores is still a popular practice. This may be in part because purchasing volumes are too small to warrant ordering from a distributor, and in part because food service staff can evaluate product quality and select what they want, hands-on, at grocery stores.

One interviewee said that, though it takes more time, she would prefer to shop for local foods at a farm stand for the ability to control the quality of product, rather than having local foods delivered.

In addition, some interview respondents reported their willingness to pick-up food orders if they were dropped off at a central, convenient site, generally one that would fall within their daily travel pattern.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ANALYSIS: SCHOOLS & INSTITUTIONS (continued)

Student & volunteer involvement in kitchen

One-third of the schools surveyed expressed keen interest in involving students in food preparation. At the same time, they cited kitchen size and available time during the school day as significant challenges to student involvement.

Many schools expressed interest in having students or volunteers help with serving, clean-up, and special events.

Several institutions expressed interest in working with student interns, for instance interns from technical schools or culinary schools.

Hospitals, especially, mentioned that their kitchen facilities could be resources to help share skills and train new nutrition professionals.

Budget & price

Budget limitations and price of goods were consistently cited as an issue, especially among schools. A majority of both schools and institutions said that more money in their budget would help them to purchase more local foods.

School food service staff do not administer their own food budget. While school food service staff across the board spoke about being very price-conscious buyers, and about the importance of staying within their budget or having more money in their budget, this survey and interview process revealed that the majority of school cafeteria managers do not know how much money is in their food budget.

In fact, most school food service staff do not know until the end of the year whether or not they've operated within their budget, or by how much they may have exceeded it.

Most feel supported by their administration to do local purchasing, but still feel a need to keep costs low.

It may be hard for school food service providers to effectively manage their operations, and feel comfortable paying more for local foods, when they do not know how much money they have to spend.

Institutional food service staff manage their own budgets. Price is also an important issue for institutional purchasing, but most institutional food service departments manage their own budgets.

Individual motivation to change

The genuine interest in local and healthy foods and motivation of individual food service staff people to change their operations, seem to be among the most important factors in establishing successful farm to cafeteria purchasing programs.

Some food service people feel very committed to buying their foods locally, for any number of reasons – those individuals will be motivated to find ways to work around or work creatively within perceived barriers.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ANALYSIS: SCHOOLS & INSTITUTIONS *(continued)*

Individual motivation to change *(continued)*

Individual motivation may be sparked or encouraged by any number of factors:

- experience and knowledge,
- personality,
- successful peer models,
- support or demand from the administration or community, and
- positive feedback from customers

Where an individual is not motivated to change their purchasing practices, it may be hard for a farm to cafeteria program to gain traction.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ANALYSIS: ONLINE INTERFACES

- Dial-up access** Implementation of an online interface between growers and consumers in the Hancock / Washington County should carefully include the ramifications of inconsistent availability of high speed internet service.
- The fact that consumers like to see product photographs could, if satisfied, present significant challenges to the consumer online experience and consumer ability to initiate and complete a transaction. An alternative to a photo-based interface would be an option with a lot of successful precedent.
- Locally Grown’s application is reportedly “dial-up ready” out of the box.
- Still, we recommend a round of beta testing with the “out of the box” version, adding photos, virtual farm tours, and so on to test “bells and whistles” performance under dial-up conditions.
-
- Producer/buyer training** Co-ops offer grower and member/buyer training on the interface in the form of phone support and online Help in PDF documentation.
- Locally Grown offers walkthroughs and “hand holding” where necessary, they admit that their training component is weak.
-
- Fully developed site** The Athens, GA. Locally Grown site <http://athens.locallygrown.net/welcome> is the fully operational site, with all capability implemented, built and maintained by Eric Wagoner since 2007 for nearly 100 small farmers and gardeners and illustrates this application’s capabilities very well.
- Wagoner reports that many of these users are located in rural areas and that they have found this application functions well in dial-up conditions.
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Down East Farm-to-Cafeteria: New Markets, New Opportunities

FARM-TO-INSTITUTION OPPORTUNITIES & RECOMMENDATIONS

Based on the information gathered through their surveys and interviews, Healthy Acadia compiled the following list of recommendations and opportunities for future action. These opportunities vary in scope and together would take significant time and resources to address. Some may already be identified in the strategic plans for either Down East Business Alliance or Healthy Acadia.

Tools & facilities

Upgrade kitchen facilities: Find funding to support the purchase or upgrading of kitchen equipment – especially refrigeration capacity in schools.

Product & price list/marketing tools: Create a template product/price list and order form for farms and food producers to use with institutional and school customers – this market may need more product information than other wholesale customers like restaurants or grocery stores.

Additional marketing and communication tools may also help support interested farmers.

Implement online ordering: Pursue online wholesale ordering systems for use by schools and institutions.

Consistency, product description, and personalization of farms should be considered in establishing this kind of system.

Conduct a region-wide analysis of school menus: We need to better understand processed vs. whole food use, and specific opportunities for substituting healthy or local products

Develop a detailed market analysis: A detailed market analysis would estimate potential size of the school and institutional market for local foods, based on products desired, food use, numbers of meals served, etc.

Budget transparency & accountability

Budget transparency: Support school food service staff to find out how much money they have in their budgets, and to be pro-active about planning their expenses for the year. Without access to budget information, cost-conscious purchasing decisions are made in the dark.

Bridge the price differential: Set up a “local foods fund” for the state or the region – where schools and public institutions could apply for funds to subsidize their purchase of local foods. Maine’s unfunded “Local Produce Fund” is one such possibility, but a private fund specific to the Downeast region should also be considered.

Individual motivation: Use approaches and strategies that support food service staff and their desire to change their operations to incorporate local foods.

Possible examples include: helping to build community support, sharing peer models, channeling positive feedback to food services, and providing direct consultations to meet stated needs.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

FARM-TO-INSTITUTION OPPORTUNITIES & RECOMMENDATIONS (continued)

Farm-to-cafeteria relationships

Strengthen farm - cafeteria relationships: Stronger communication systems, feedback loops, and overall stronger relationships between the farmer and the school cafeteria will help to bridge current disconnects between the two spheres.

In the short-term, farm to cafeteria organizers can help bridge these communication gaps and encourage the forging of strong relationships, but over the long-term it will be important to incorporate this guidance into business planning assistance and publications on farm to cafeteria for both producer and consumer audiences.

For example, farmers could be encouraged to ask school customers for feedback on their products. Schools could be encouraged to provide feedback to farms, using a common “feedback form” that farms would expect to receive.

Agricultural infrastructure

More supply needed: Support farmers in scaling up their operations, and find ways to bring more farmers into the region.

When supply is limited, schools and institutions will often be the last in line to get products.

Demand. Producers in Washington County may be challenged to satisfy the demand since those who sell now are able to sell all they grow through their current channels. This could be mitigated by the experience of farmers selling online elsewhere who have found that selling this way enables them to spend more time in the field; that they have better marketing, and a single delivery point.

Policy

State policies: Pursue policies that encourage and incentivize the production and purchasing of local foods. In addition, programs that make direct connections between schools and farms (the way that the Senior Farm Share program makes direct connections between senior citizens and farms) should be explored.

Local policies: It is important that school and institutional food service staff are not alone in trying to implement local buying practices – the more local purchasing is an institutional goal rather than just an individual goal, the more sustainable it will be over the long term. Job descriptions, hiring practices, employee expectations, and more can be altered to better instill institutional support for local purchasing.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

FARM-TO-INSTITUTION OPPORTUNITIES & RECOMMENDATIONS (continued)

Hands on food

Education: Support educational models that engage students in hands-on learning about food. Several schools say they have a hard time getting kids to try vegetables and other fresh, healthy foods.

Studies have shown that hands-on gardening, food preparation, and other educational activities that give students direct connections to healthy foods make it more likely that they will eat those foods.

Also, schools will serve more when students demand more.

One school food service staff suggested an exchange program where students from Down East help Aroostook farmers with a potato harvest, and students from Aroostook come Down East to go out on a fishing boat.

Local foods integration support opportunities

Schools. Schools reported they could benefit from:

- Kid-friendly recipes featuring Maine foods (18)
- Connecting with a local farm (11)
- Holding a taste-test (10)
- Getting students involved with food prep (9)
- Hosting a Harvest Lunch Day (8)

Institutions. Institutions reported they could benefit from:

- Connecting with a local farm (7)
 - New recipes featuring Maine foods (4)
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Down East Farm-to-Cafeteria: New Markets, New Opportunities

FARM INFRASTRUCTURE OPPORTUNITIES & RECOMMENDATIONS

Storage

Build-it. We identified¹² several “build it” storage resources ranging from marine-grade and spray insulation farmer-designed options to “assembly required” enclosed hard shell or fabric units from FarmTek.

Pre-fabricated. Operations needing water proof, rodent proof, ventable/coolable, snow-strong, free standing storage would be satisfied with repurposed international shipping (ISO) containers. ISO containers are available in the following sizes from 100 sq ft (10' x 10'), 150 sq ft, 300 sq ft, and 400 sq ft. The containers can be joined, moved, outfitted with various entry options, shelving, and interior compartments. These containers are purchased used, repaired, painted, repurposed, leased or sold, and delivered on flat beds.

Funding. We recommend Fund on-farm and at-school storage grant support from \$600 to \$7000 with design, plan, and information sharing agreements

Transport

Shared use. The most productive solutions to transport inefficiencies is to facilitate sharing an appropriately-sized vehicle and assist with the use of GPS mapping to establish routes which are organized productively, consistently, and profitably.

We expect that when producers learn, first hand or via “the grapevine”, that collaborations are successful, a large part of their reported wariness will subside.

We recommend cost-share funding of a 12' - 14' refrigerated van or truck¹³ to a group of growers willing to pay a percentage of the cost of purchase and on-going maintenance costs.

Funding. Identify grant funding for 50% of purchase price and finance the rest through DBA's business loan programs. Helping Hands Garage to inspect, purchase at auction. Vehicle to be available to Cluster producers on a shared basis.

Availability. Used 12-foot refrigerated mid-level mileage box trucks can be had for purchase at auction. We found such vehicles listed for between \$12-\$28,000 depending on the year of the vehicle and its mileage. Used late model (2007) refrigerated “Sprinter” vans are listed available for \$25,000 - \$30,000¹⁴.

Vehicle leases we found run from 24 months. We found many vehicles under lease whose owners were searching for an entity to take over the lease.

¹² See *Appendix* for manufacturers

¹³ See *Appendix* for specs

¹⁴ See *Appendix* for availability

Down East Farm-to-Cafeteria: New Markets, New Opportunities

FARM INFRASTRUCTURE OPPORTUNITIES & RECOMMENDATIONS (continued)

Business training

Financial literacy workshops. Offer Tilling the Soil "Lite" and pricing training to develop producer facility and implementation of wholesale pricing where wholesaling is required to be competitive in the marketplace.

Branding support

Branding. Cost share 90/10 with producers and producer associations in Washington and Hancock counties to provide professional marketing support to develop labeling, logos, and a presence that works on Locally Grown, package labels, etc.

Distribution support

GPS & Google. Use GPS and Google Maps for routing and directions for delivery. Crown of Maine distribution specialists have indicated willingness to collaborate on developing routing strategies.

Build out the local slaughter facility in Washington County

Scope. Limited scoping of this project points to costs (including purchase of Cryovac and labeling equipment, additional sinks and tools, separator sheets, build out of office space for operator and inspector and change in traffic flow in the existing building) to be under \$150,000.

We estimate that this operation could support the hire of two or three people in addition to providing a living for its owner. Since this opportunity is very, very recent in the life of the Down East Farm & Food Cluster Project, and since implementation would require local, state, and federal advocacy and assistance, our recommendations include:

- Full business plan feasibility research and development,
 - Assistance with developing the HACCP plan,
 - Assistance with identifying, qualifying, and applying for local, state, and federal grant and business incentive assistance,
 - Incubator Without Walls training,
 - Intensive research to identify all possible intersecting regulations, licensing, and inspection requirements.
 - Provide project management for development and build out of a certified/inspected slaughter facility in Washington County.
 - Broker application for appropriate funding incentives. Assist in bringing in business planning expertise through New England Trade Adjustment Assistance Center (NETAAC) and combine state assistance such as Community Development Block Grant (CDBG) and Pine Tree Zone designation plus Tax Increment Financing (TIF) and Rural Business Enterprise Grant (RBEG) funds to the full extent possible. If gap financing is needed, WHCA's loan programs may meet the need. Involve the Town of Alexander, political reps, SCEC, and other stakeholders. Advocate for USDA hiring of an inspector for Eastern Maine.
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Down East Farm-to-Cafeteria: New Markets, New Opportunities

FARM INFRASTRUCTURE OPPORTUNITIES & RECOMMENDATIONS *(continued)*

Value-added food processing

School kitchens for food credits. We see an opportunity to broker the off hour/summer use of local school kitchens by trained and supervised value-added processors in exchange for food credits which schools can use to integrate local foods into their menus.

We envision developing training reimbursement funding for VA processors.

We are eager to develop collaborations with Farm-to-School Coordinators in both counties.

Electronic funds transfer

Since the farmer could use the machine in a variety of ways once it is obtained, we strongly recommend that the farmer contact his/her local bank to discuss the plans and options available (i.e. portable vs. stationary, year round vs. seasonal, sales to corporate accounts vs. sales to individuals, availability to and type of internet access, amount of sales, and so on).

We also suggest that the farmer then contact other providers and compare real costs for that farmer's projected use.

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ONLINE INTERFACE RECOMMENDATIONS

Online sales capability

The online component is significant channel to simplify the buying process with no middle men and no resellers – enabling the producer to directly sell to the home-based as well as the wholesale customer.

We are aware that there are several well-funded projects in Maine that are in the process of either buying or building online interfaces to connect producers and buyers statewide. To our knowledge, these projects are due to bring beta applications to their test markets in late Spring 2009 at one site in Eastern Maine and one in the western part of our state. We do not have concrete information about their implementation plans.

Recommendation. Whether or not other projects develop an online interface for producers and buyers, we understand Locally Grown's application (visit <http://athens.locallygrown.net/welcome> to see a built out site) to be fully compatible in design and functionality with buyer and producer requirements for wholesale, retail, and co-op selling. Single growers, groups of growers acting as a co-op or not, and farmers' markets can sell direct to single customers / clubs / CSA's / schools / institutions at retail or wholesale pricing as they choose.

We recommend Locally Grown because:

- It is scaled for use by single producers as well as farmers' markets and groups of growers
 - It anticipates direct sales as well as wholesale
 - It is already being used successfully to sell to ARAMARK, the corporate entity managing the majority of college and university cafeteria operations in the United States.
 - It appears to be the most flexible application and the easiest to enable in a relatively short time
 - Its developer designed the app with dial-up challenges in mind
-

Down East Farm to Cafeteria: New Markets, New Opportunities

DOWN EAST FARM & FOOD CLUSTER PROJECT OPPORTUNITIES MATRIX

Opportunity	Given Funding / Time to Implementation	Planning project at other entity	Significant cluster benefit	Significant improvement to AG infrastructure	Implementation significantly supports integration of local food in schools & institutions	Estimated Cost
Tools & Equipment Opportunities						
Upgrade school & institutional kitchen facilities	One school year to find, purchase, install.	Open	Yes. Supports school ability to work with whole foods.	Yes. Buyer is equipped to process whole foods.	Yes.	\$60,000 (used and reassigned equipment)
Product & price list; marketing tools	Six months (winter season)	Producer / Buyer directory in process at Washington County: One Community & Healthy Acadia	Yes. Satisfies requests from both school and institutional kitchens.	Indirect.	Yes. Is a stated prerequisite with both schools and institutions.	Under \$1000
Fund or cost share building or buying on-farm / at school storage in \$600 - \$7000 grants.	Nine months from funding point.	Open. DBA oversight to document designs, implementation, use. DBA to broker possible price breaks on materials and structures. Collaborate with school districts to identify funding to install storage at schools.	Yes	Yes	Yes.	\$30,000 at \$1500/site x's 20 sites.

DOWN EAST FARM & FOOD CLUSTER PROJECT OPPORTUNITIES MATRIX, (continued)

Opportunity	Given Funding / Time to Implementation	Planning project at other entity	Significant cluster benefit	Significant improvement to AG infrastructure	Implementation significantly supports integration of local food in schools & institutions	Estimated Cost
Tools & Equipment Opportunities (continued)						
Assist producers to implement Locally Grown's or other application to enable online wholesale/retail sales.	Six months	Heart of Maine has funding. Implement with Locally Grown in interim. DBA to assist in brokering and implementing application per site.	Yes. Also enables cluster to sell retail to CSAs, buying clubs, as online farmers' markets, restaurants. Supports more time on-farm.	Yes.	Yes. Is a stated prerequisite for institutional kitchens.	Free to implement. 3% per completed transaction. Recoup training costs through state incentive programs.
Cost-share 12'-14' refrigerated truck or van with collaborating producers willing to pay a percentage of the cost of purchase.	60 days.	Open – ready to commit: DBA	Yes	Yes	Yes	Under \$25,000 total.
Facilitate the off-hour/summer use of school kitchens by value-added food producers. Arrange; provide oversight for any food-handling and regulations training necessary. Incent schools to participate by giving food credits.	One academic year.	Open: Collaboration with DBA and Healthy Acadia's Farm-to-School Coordinators.	Yes	Indirect	Yes	Recoup training costs through State initiatives. Incent schools with credits for local foods.

DOWN EAST FARM & FOOD CLUSTER PROJECT OPPORTUNITIES MATRIX, (continued)

Opportunity	Given Funding / Time to Implementation	Planning project at other entity	Significant cluster benefit	Significant improvement to AG infrastructure	Implementation significantly supports integration of local food in schools & institutions	Estimated Cost
Policy Opportunities						
Pursue policies that encourage and incentivize the production and purchasing of local foods.	Ongoing	Farm-to-School Coordinators in place in Hancock & Washington counties Collaborations with Healthy Acadia and other stakeholder organizations, nutritionists, economists to build the case for local purchase.	Yes.	Indirect.	Yes	Time / labor
Work to implement local buying practices as an institutional goal in schools and institutions	Ongoing	Farm-to-School Coordinators in place in Hancock & Washington counties	Yes	Indirect	Yes	Time / labor
Support and develop individual motivation to open their systems	Ongoing.	Open: Policy work at town government and district levels	Indirect. Encourages transparency and fosters professional development.	None.	Yes.	Time / labor

DOWN EAST FARM & FOOD CLUSTER PROJECT OPPORTUNITIES MATRIX, (continued)

Opportunity	Given Funding / Time to Implementation	Planning project at other entity	Significant cluster benefit	Significant improvement to AG infrastructure	Implementation significantly supports integration of local food in schools & institutions	Estimated Cost
Accountability & Professional Development Opportunities						
Support budget transparency	Ongoing	Open: Policy work at town government and school district levels	Indirect. Encourages transparency, fosters professional development, acknowledges current budgeting ability of kitchen management.	None	Yes	Time / labor
Bridge the price differential	12-months depending on funder. Run time = one or two academic years.	Open	Yes. Supports transitional integration of local foods and enables time to measure economic benefit and real cost.	Indirect.	Yes.	\$15,000/site
Strengthen Farm - Cafeteria Relationships	Ongoing	Farm-to-School Coordinators in place in Hancock & Washington counties	Yes.	Indirect.	Yes. Satisfies a stated conditional improvement request.	Time / labor

DOWN EAST FARM & FOOD CLUSTER PROJECT OPPORTUNITIES MATRIX, (continued)

Opportunity	Time to Implementation	Planning project at other entity	Significant cluster benefit	Significant improvement to AG infrastructure	Implementation significantly supports integration of local food in schools & institutions	Estimated Cost
Training & Classroom Curriculum Opportunities						
Engage students in hands-on learning about food	One academic year from time of funding for curriculum implementation using existing documented learning requirements; simultaneous relationship-building	Farm-to-School Coordinators in place in Hancock & Washington counties; Curriculum development; develop farm / school relationships; engage Future Farmers of America in local AG interest groups.	Yes. Encourages personal commitment to nutrition; supports learning across the curriculum; educates about farming as a career choice.	No	Yes	Time / labor
Offer <i>Tilling the Soil</i> “Lite” to help producers understand and implement cost effective wholesale and retail pricing	This is a one-day, six –hour training.	Heart of Maine / Bill Eldridge Consulting	Yes	Indirect	Yes	About \$100 per participant.
Support farmers in scaling up their operations	Ongoing local business counseling, training, and advocacy.	Open: Collaborations with stakeholders, ME Dept of AG, private and other funders	Yes	Yes	Yes. Ensures better supply.	Time / labor

DOWN EAST FARM & FOOD CLUSTER PROJECT OPPORTUNITIES MATRIX, (continued)

Opportunity	Time to Implementation	Planning project at other entity	Significant cluster benefit	Significant improvement to AG infrastructure	Implementation significantly supports integration of local food in schools & institutions	Estimated Cost
Training & Classroom Curriculum Opportunities (continued)						
Train collaborating producers on use Google Maps, GPS, record keeping, food handling and food safety, customer service, and defensive driving in order to gain efficiencies on distribution throughout Washington and Hancock counties.	GPS training and set up = 4 hours Google maps training and set up = 1 day Record keeping = 4 hours Food handling = 1 day Food safety = 1 day Customer service = 1 – 2 days. Defensive driving = 2 days	Open: DBA train producers on GPS, record keeping, Google maps. State provides training and certification on food handling, food safety, and defensive driving. Collaborations with Chambers of Commerce and DBA on customer service training.	Indirect	Indirect	Indirect	Time and labor.
Marketing & Branding Opportunities						
Cost-share professional agricultural marketing and branding support to producers at 90/10 split.	12-24 months total support.	Open. Gabe McPhail / Monique Bouchard	Yes	Indirect	Yes	Up to \$1000 / producer; \$3500 / collaborating groups for marketing collateral Up to \$3500 branding assistance for collaborating group Up to one year cluster marketing consulting.

DOWN EAST FARM & FOOD CLUSTER PROJECT OPPORTUNITIES MATRIX, (continued)

Opportunity	Time to Implementation	Planning project at other entity	Significant cluster benefit	Significant improvement to AG infrastructure	Implementation significantly supports integration of local food in schools & institutions	Estimated Cost
New Business Development Opportunities						
Provide project planning, project management, and facilitation for build out, scale up, and inspection certification for a Washington County slaughter facility. Seek out and implement RBEG, Business Equipment Tax Reimbursement, MTI, NETAAC, TIF, Pine Tree Zone designation and other layers of financing and funding to the full extent possible. Advocate for location of a USDA inspector in Eastern Maine.	HACCP training (completed), HACCP plan, business planning = 8-9 months IWW = 18 weeks Build out and equip = 3 months Locate and commit funding and incentives = six months Advocacy for State or USDA inspection = 12+ months	Open: DBA	Yes	Yes	Yes.	Under \$150,000
Facilitate EFT implementation with farmers desiring to accept credit / debit / EBT transactions.	Three weeks per site	Open: DBA	Yes	No	Yes	Varies

Down East Farm to Cafeteria: New Markets, New Opportunities

APPENDIX

Online module information sources

Developer of Locally Grown Network - Eric Wagoner - ewagoner@gmail.com / <http://www.locallygrown.net/welcome>

Developer of Oklahoma/Nebraska (and others) - Roy Guesinger 308-357-1000/
Roy@designerinsite.net

Oklahoma Food Co-op www.oklahomafood.coop (Interviewed developer)

Nebraska Food Co-op www.nebraskafood.org/ (Interviewed administration and developer)

Idaho's Bounty <http://www.idahosbounty.org/> (Interviewed developer)

Local Harvest <http://www.localharvest.org>

Farm Fresh Distributors / Martha Putnam (Promotes Local Grown/Local Buy to institutions)

Farm to City PA (Joanna Pernick) www.farmtocity.org

NH Farm to Restaurant Connection www.nhfarmtorestaurant.com

NH Virtual Farmers' Marketplace www.nhfarms.com

Lehigh Valley Food Co-op <http://www.lvfood.coop> (Interviewed administration and developer)

High Plains Food Co-op <http://www.highplainsfood.org/> (Interviewed developer)

New Field Farms, Temple New Hampshire <http://newfield.locallygrown.net/>

Food Routes, Troy, PA <http://www.foodroutes.org/>

- Is a source of information for the Oklahoma Food Co-op and others contacted for non-profit buy local advocacy with special emphasis on farm-to-college and farm-to-school resources for students and communities.
- *How To* information for buying locally includes news, directories, articles, educational materials, and web links for families, restaurants, and institutions.
- Communications Tool Kit for buying locally

Maine Department of Agriculture, John Harker

APPENDIX (continued)

Online module application comparison table

	Server Reqs / UPS	Hosting	Language / Code / OS	Accounting / Check writing / Billing / Rpting	Documentation & Online Help	Maint & Updates	Staffing	Training	Cost
Roy Guesinger (OK Food Co-op)	1 GHZ or greater CPU; 1 GB memory; 100GB disk space; High Speed Network	By developer; Can be placed on most Linux-based servers	Custom MySQL/Open Source; Linux/Unix OS; Text editor HTML & CSS; Intermediate knowledge of web page design	Internally built into the MySQL code	PDF file	Once a week average for changes in fee structures	Part time developer	PDF files, phone, in-person / hand holding when necessary	Free as is.
Eric Wagoner (Locally Grown)	1 GHZ or greater CPU 1 GB memory 100GB disk space High Speed Network	Server is the host requirement; can be placed on most Linux servers	Custom MySQL Text editor and CSS ; Linux/Unix OS	Built into the application / MySQL Add'l capability: labels, invoicing	PDF files	By site Producers maintain own pricing; market managers maintain site Roughly weekly	Part time developer	Training is weak and badly needs to be updated 90% learn quickly; 10% need user support	Free to set up; 3% of completed sales thereafter; \$2000 covers annual system maintenance; IT support, and internet access; Server was purchased used for \$100

Down East Farm to Cafeteria: New Markets, New Opportunities

APPENDIX (continued)

Sites using Locally Grown application

We include this list of installations in order to illustrate the diversity of the ways in which Locally Grown's application has been implemented.

These links include sites where the bare bones application is working - as well as sites where there is a level of facility in customizing the application.

[Maine Farm to Sea](#) (Greater Portland and the Casco Bay Islands)

[New Field Farm's Online Market](#) (Temple, NH and neighboring towns)

[Addison County, VT](#) (Addison County, VT and surrounding communities)

[DigIN on the Farm NJ](#) (Blairstown, Knowlton, Hope, Stillwater, Hardwick, White, Frelinghuysen, Andover, Sparta, Newton, Lafayette, Fredon, Green, and surrounding communities in the northwestern NJ area)

[Nelson County](#) (Nelson County, Charlottesville, Crozet VA)

[Fresh and Local Market](#) (Metro Washington, DC and the Eastern Panhandle)

[Tricounty, SC.](#) (Anderson, Pickens, Seneca areas)

[Upstate SC Locally Grown Market](#) (Greenville, Anderson, and surrounding communities)

[Conyers Locally Grown](#) (Conyers, GA and surrounding communities)

[Riverview Farms](#) (Atlanta metro area)

[R-N-B.local](#) (Atlanta, GA and the surrounding communities)

[Athens Locally Grown](#) (Athens, GA and the surrounding communities) Premier Locally Grown site.

[Washington, GA](#) (Washington, GA and surrounding communities)

[Augusta, GA](#) (CSRA in GA and SC)

[Homegrown](#) (Orlando, Winter Garden, and all of Central FL)

[AOTampa, FL](#) (Greater Tampa Bay and surrounding communities of Brandon, Lakeland, St. Pete and Clearwater)

[My Mother's Garden Online Market](#) (South Hillsborough County, FL and the surrounding areas)

[Rebeccas Veggie Patch](#) (St Petersburg and the greater Tampa Bay, FL and surrounding communities)

[SunCoast Food Alliance](#) (Sarasota, Manatee and Charlotte counties, FL)

[The Clean Food Network LLC](#) (Huntsville, Madison, AL area)

[Cheatham County](#) (Cheatham, Davidson, Robertson Counties)

[Perrys Farm](#) (Coffee, Rutherford, Bedford, and Cannon counties)

[Fresh Harvest, LLC](#) (Nashville area)

[Happy Eggs](#) (Northwest of Nashville, TN: Cumberland Furnace, Charlotte, Vanleer, White Bluff, Dickson, & Clarksville areas)

[Stones River Market](#) (Murfreesboro and surrounding areas)

[Nashville Farm to Chef](#) (Nashville Area)

[McMinnville Locally Grown](#) (McMinnville and Warren County, and surrounding communities)

Down East Farm-to-Cafeteria: New Markets, New Opportunities

APPENDIX (continued)

Sites using Locally Grown application (continued)

[Cumberland Farmer's Market](#) (Sewanee and Monteagle, TN and surrounding communities)

[Sewanee Grower's Co-op](#) (University of the South / ARAMARK)

[Pillars Of Light LLC Home Grown Market](#) (Tullahoma, TN and surrounding communities)

[Jonesborough, TN](#) (Jonesborough, Johnson City, and surrounding communities)

[Oak Ridge, TN](#) (Oak Ridge, TN and surrounding communities)

[Memphis](#) (Memphis and the surrounding communities)

[Cumberland, TN](#) (Cumberland County, TN and the surrounding region)

[Berea College Farm](#) (Berea, KY and surrounding areas)

[Foragers Distribution](#) (The mid-section of KY)

[Stardust Gardens](#) (Franklin, KY and surrounding towns)

[Purple Porch Food Cooperative](#) (South Bend, IN and surrounding communities)

[Bloomington, IN Growers Co-op](#) (Bloomington, IN)

[Benzie County](#) (Benzie County, MI)

[Pierpont Farms](#) (Columbia, MO and surrounding communities)

[Seasonsgreens](#) (Marshall, MO and the surrounding area)

[Spa City Co-op Market](#) (Hot Springs, AR and surrounding areas)

[Village Community Market](#) (Hot Springs Village, AR and surrounding areas)

[Conway, AR](#) (Conway, AR and the surrounding communities)

[Certified Arkansas](#) (All farmers in AR)

[United States Virgin Islands](#) (St. Croix, St. Thomas, St. John, & Water Island)

Down East Farm to Cafeteria: New Markets, New Opportunities

SCHOOLS & INSTITUTIONAL CAFETERIA RESPONDENTS

Participating schools

Pemetic	Adams School	Robbinston Grade School
Conners-Emerson	Peninsula CSD	Sedwick Elementary
Swans Island Elementary	George Stevens Academy	Mount Desert Elementary
Trenton Elementary	Brooklin School	Dedham School
Ellsworth Schools	Tremont School	Surry Elementary
Orland Consolidated	Jonesport Elementary	Calais Middle/High School
Charlotte Elementary	Eastport Elementary	Fort O'Brien Elementary
Elm Street School	Penobscot Elementary	Kingman Elementary
Lamoine Consolidated	Vanceboro Elementary	

Participating institutions

Mount Desert Island Hospital Organization	Washington County Sherriff's Department
Maine Coast Memorial Hospital	ARAMARK
Parker Ridge Retirement	Downeast Correctional Facility
Acadia Partners	Courtland Rehab & Living Center
EAAA, Meals for Me	Child & Family Opportunities
College of the Atlantic	Eastern Area Agency on Aging
Blue Hill Memorial Hospital	August Moon Catering
Acadia Institute of Oceanography	

Down East Farm-to-Cafeteria: New Markets, New Opportunities

APPENDIX (continued)

Electronic funds transfer information sources

Merchant Credit Card Processing, 20 Trafalgar Square Suite 466, Nashua, NH 03063
www.merchantexpress.com

Electronic Funds Transfer Association, 11350 Random Hills Road, Suite 800, Fairfax, VA 22030
www.efta.org

First Data/Sam's Club, 6201 Powers Ferry Road, ATS-70, Atlanta, GA 30039
www.firstdata.com (Michael Ross, 877-457-2615 x 6197 or michael.ross@firstdata.com).

Primax, P.O. Box 228, Wakefield, Massachusetts 01880. www.primaxpayments.com.
Cindi Arvanites carvanites@primaxpayments.com

Bangor Savings Bank, 99 Franklin Street, Bangor, Me 04401, www.bangorsavings.com
(Blaine Jones / Machias & Ryan Dumond / Bangor) 990-6437

Transport & distribution information sources

TruckPaper.com: <http://www.truckpaper.com/>

Refrigerated Vans LV: http://www.refrigeratedvanslv.com/used_vans_trucks.php

Penske late models:
https://www.penskeusedtrucks.com/vehicle_search/truck_search.html?type=REEFER

The UPS Foundation National Collaboration to Reduce Hunger and Improve Nutrition Community Food Security Coalition (CFSC) Progress Report

Implementation Plans for Local Food Distribution Models 2008-2010

Synthesis of Key Points from Farm to School Distribution Learning Community call, January 20th, 2009, by Kristen Markley

Storage information sources

Containers & buying advice:
http://www.buyerzone.com/services/quotezone/qz_confirmation_rtq.jhtml

Mobile-Mini: <http://www.mobilemini.com/storage-containers/designmanuf.php>

FarmTek: <http://www.farmtek.com/farm/supplies/home>

Farm Storage Facility Loan Program:
<http://www.fsa.usda.gov/FSA/webapp?area=home&subject=prsu&topic=flp-fp>

Polar King Fiberglass Walk-in Freezers & Refrigerated Units:
<http://polarking.com/products.aspx>

Ministorage: http://www.cgini.com/mini_storage.html

Portable storage: http://www.cgini.com/portable_storage_unit.html

Farm storage: http://www.cgini.com/farm_storage.html (This could be a shared unit set up)

International Shipping (ISO) Containers:

<http://www.seabox.com/>

<http://www.aztecontainer.com/>

<http://www.office-trailer.com/storage-container-guide.html>

<http://www.bigblueboxes.com/>

<http://www.bslcontainers.com/storagecontainers.php>

<http://www.mobilestorage.com/portable-storage-containers.htm>

Down East Farm-to-Cafeteria: New Markets, New Opportunities

APPENDIX (continued)

Distribution resources interviewed

Nova Foods, 347 Bangor Road, Ellsworth 04605 667-8224 www.novafoods.net

Farm Fresh Connection 939-4748 (web site not implemented)

Crown of Maine, 14 Grogin Ave, Newport, ME 04953 368-5155
www.crownofmaine.com/

Oklahoma Food Co-op, 1300 SW 15th Street, Oklahoma City, OK 73108 (405) 605-8088
www.oklahomafood.coop

Nebraska Food Co-op, P.O. Box 94691, Lincoln, NE 68509-4691 (800) 993-2379
www.nebraskafood.org/

Idaho's Bounty, PO Box 4617, Ketchum, ID 83340 (208) 721-8074
www.idahosbounty.org/

NH Farm to Restaurant Connection, PO Box 2042, 25 Capitol Street, Concord, NH 03302

Lehigh Valley Food Co-op (Pennsylvania) 610-965-6198 <http://www.lvfood.coop>

Small-scale slaughter operations references

USDA Food Safety & Inspection Service: State Regulations & Policies
http://www.fsis.usda.gov/regulations/Listing_of_Participating_States/index.asp
http://www.extension.org/pages/Meat_Processing_Rules_%26_Regulations
http://www.extension.org/pages/Meat_Inspection

The Niche Meat Processor Assistance Network (NMPAN),
http://www.extension.org/pages/Niche_Meat_Processing_Community_Page

Small meat processors FAQs and Articles (an extensive compendium of processing information):
<http://www.extension.org/feeds/community/-/small%20meat%20processors>

Down East Farm-to-Cafeteria: New Markets, New Opportunities

APPENDIX (continued)

Down East Farm & Food Products Cluster Project Advisory Group members

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Down East Farm-to-Cafeteria: New Markets, New Opportunities

ONLINE PRODUCER / BUYER INTERFACE REVIEW QUESTIONS

Administrative

- Membership & Voting
- Meetings
- Fees
- Handling & Sales Charges, mark-ups
- Coop member/volunteer expectations
- Communications
- Order Fulfillment
- Delivery area served
- Total area served (where are members/customers from)
- Pricing to customer
- Pricing to producer
- Annual operating capital requirements
- Are you for-profit/non-profit and why
- Profit margin (producer & co-op)
- Average range of producer checks / month – including biggest and smallest
- Business financing & fund raising
- Personnel requirements (number, titles, responsibilities, paid vs volunteer)
- Most important lessons learned
- Things you'd never try again
- Critical 'Must Haves'
- Producer recruiting
- Persistent problems / biggest ongoing challenges
- Strategies to meet above problems & challenges
- Member recruiting – what's their customer profile
- Biggest motivating factors for membership in coop
- Biggest motivating factors for members to volunteer
- How do you keep members at high "ownership" attitudes – morale factors
- Conflict resolution methods used
- Extent of economic diversity among members / producers
- How do customers pay? Online? Food stamps? WIC? Credit cards? What mechanisms are set up for this?
- Working with food stamp recipients, WIC, etc. What's the % of food stamp/WIC handled?
- Vehicles (number, kind, owned, leased, bartered, borrowed)

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ONLINE PRODUCER / BUYER INTERFACE REVIEW QUESTIONS

Distribution & Co-ops

- Impact of fuel/energy costs on membership, delivery, general operating expenses
- Do you have an attorney
- State/fed laws regarding food sales operations
- Producer training/orientation? If so, what? (Pricing, supply, etc.?)
- Biggest motivating factor to producer participation
- Development experience
 - To what extent were your users involved in the development of your interface?
 - To what extent is user experience involved in updates and maintenance?
 - How many iterations have there been from development to launch?
 - How often do you update?
 - What's usually included in your updates?
 - What's the staffing involved in maintenance and updates?
 - Do you have a Help file / user manual / other 'How To' materials? (If so, how is that produced and maintained?)
 - Is your application connected to QuickBooks or other app that can produce invoices?
 - Language? Open source?
 - Persistent problems / biggest ongoing challenges
 - Strategies to meet above problems & challenges
 - What changes do you want to implement now?
 - What capabilities do you think every online interface like this should have?
 - Looking back, what characteristics would you have avoided in development?
 - What percentage of your members / buyers use the online ordering system?
 - What's your financial investment in this application?
 - What impact does your ability to offer buying/selling online have on your operating margins?
- What other buying options do you offer? Fax? Email? Phone?
- How do you reconcile all possible ordering options into fulfillment? What are the staffing needs for this?
- What's the back end re ordering, picking, sorting, labeling, delivery, and tracking
- Health regulations

Down East Farm-to-Cafeteria: New Markets, New Opportunities

ONLINE PRODUCER / BUYER INTERFACE REVIEW QUESTIONS (continued)

Warehouse

- Size
- Capacity
- Layout
- Dry/cold/freezer & storage capacity
- How do you handle storage requirements for organics
- Equipment required
- Electrical loads required
- Parking required
- Security required
- Safety procedures

Product Offerings

- Percentage of coop food making up total food intake by members
- How are product offerings determined
- Producers set own prices?
- Percent organic to non

Hardware & Software

- Maintenance
- Annual cost to maintain
- Update schedule
- What drives updates (planned schedules? business analysis? funding?)
- File sizes (download facility re dial-up, etc.)
- Code and html editor used
- Web master skill set
- Producer training – entry and updates to offerings, etc.
- Buyer training – what's the feedback from institutional users (schools, hospitals, etc.)
- Server requirements
- Hosting
- Accounting, check writing, and bookkeeping systems used
- Learning curve for new users
- What improvements do you wish you could include?



Supporting Maine's Small Businesses

Down East Farm-to-Cafeteria Cluster Project

Survey Monkey Hard Copy

We're interested in finding out what Down East farmers and food producers need to help them prosper. Down East Business Alliance (DBA) has received funding from Maine Technology Institute to find out to what extent small farmers and food producers in our region can benefit from shared resources - such as food processing equipment, storage facilities, and distribution capability. DBA is also interested in finding out how technology might help farmers and food producers develop relationships with larger local markets, such as schools and other institutions.

If you complete this survey before July 15th, we'll enter your name in a drawing for a \$50.00 gift certificate to the restaurant of your choice!

Thanks for sharing your information with us! **It'll take about 10 minutes to complete this survey.**

About You		
Your name		
Your farm name or business name		
Your mailing address (including zip code)		
Your physical address if different from mailing		
Your phone number(s) Home: Cell:	Your email address	Your website address
I am a? Why we ask: <i>Please choose the description that best fits your situation. If none of the choices fit you, please describe your situation in the "Other" box</i>	<input type="checkbox"/> Farmer who is not selling farm product and has no plans to sell farm product. <input type="checkbox"/> Farmer who is now selling or wants to sell farm product off the farm. <input type="checkbox"/> Food producer in start-up phase. <input type="checkbox"/> Food producer who is now selling or plans to sell product.	
<input type="checkbox"/> Other:		

Downeast Farm-to-Cafeteria Cluster Project

<p>How long have you worked your farm or been in business as a food producer?</p> <p>Note: <i>If you are both farming and producing a value-added food product*, please choose all options that apply to your situation.</i></p> <p><i>* A value-added food product results from combining several food ingredients you grow or purchase to make a new product.</i></p> <p><i>* An example would be making cheese from goat milk, sausage from beef or pork, or jams from blueberries.</i></p>	<p>FARMING</p> <p>1 month – 5 months <input type="checkbox"/></p> <p>6 months – 11 months <input type="checkbox"/></p> <p>1 year – 23 months <input type="checkbox"/></p> <p>2 years – 35 months <input type="checkbox"/></p> <p>3 years – 5 years <input type="checkbox"/></p> <p>5 years – 8 years <input type="checkbox"/></p> <p>10 years – 15 years <input type="checkbox"/></p> <p>15 years – 20 years <input type="checkbox"/></p> <p>Over 20 years <input type="checkbox"/></p>	<p>VALUE-ADDED FOOD PRODUCTION</p> <p>1 month – 5 months <input type="checkbox"/></p> <p>6 months – 11 months <input type="checkbox"/></p> <p>1 year – 23 months <input type="checkbox"/></p> <p>2 years – 35 months <input type="checkbox"/></p> <p>3 years – 5 years <input type="checkbox"/></p> <p>5 years – 8 years <input type="checkbox"/></p> <p>10 years – 15 years <input type="checkbox"/></p> <p>15 years – 20 years <input type="checkbox"/></p> <p>Over 20 years <input type="checkbox"/></p>
About Your Farm or Food Production Operation		
<p>Are you doing any value-added food processing? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>		
<p>What are you producing</p> <p><i>Value-added food product results from combining several food ingredients you grow or purchase to make a new product. ex. making cheese from goat milk, sausage from beef or pork, or jams from blueberries</i></p>	<p>FARM / VALUE-ADDED</p>	<p>Fruit and/or berries <input type="checkbox"/> <input type="checkbox"/></p> <p>Candies <input type="checkbox"/> <input type="checkbox"/></p> <p>Condiments <input type="checkbox"/> <input type="checkbox"/></p> <p>Baked Goods <input type="checkbox"/> <input type="checkbox"/></p> <p>Pasta <input type="checkbox"/> <input type="checkbox"/></p> <p>Jellies, jams <input type="checkbox"/> <input type="checkbox"/></p> <p>Pickles <input type="checkbox"/> <input type="checkbox"/></p> <p>Flowers <input type="checkbox"/> <input type="checkbox"/></p>
	<p>Vegetables <input type="checkbox"/> <input type="checkbox"/></p> <p>Beef <input type="checkbox"/> <input type="checkbox"/></p> <p>Goat <input type="checkbox"/> <input type="checkbox"/></p> <p>Pork <input type="checkbox"/> <input type="checkbox"/></p> <p>Chicken <input type="checkbox"/> <input type="checkbox"/></p> <p>Dairy <input type="checkbox"/> <input type="checkbox"/></p> <p>Herbs <input type="checkbox"/> <input type="checkbox"/></p> <p>Fish <input type="checkbox"/> <input type="checkbox"/></p>	
<p>Please specify what products you are making (cheese, jams, sausage, etc.)</p>		

Downeast Farm-to-Cafeteria Cluster Project

What are your plans for selling your farm or food products?	FARM PRODUCT <input type="checkbox"/> Would like to sell but need help to start up <input type="checkbox"/> Planning to sell would like advice about selling <input type="checkbox"/> Planning to sell and will start up on my own <input type="checkbox"/> Selling now and satisfied with my market <input type="checkbox"/> Selling now and would like to sell to more	VALUE-ADDED FOOD PRODUCT <input type="checkbox"/> Would like to sell but need help to start up <input type="checkbox"/> Planning to sell would like advice about selling <input type="checkbox"/> Planning to sell and will start up on my own <input type="checkbox"/> Selling now and satisfied with my market <input type="checkbox"/> Selling now and would like to sell to more
Your comments – tell us about the assistance you need:		
Where do you sell your farm products? Please specify the school or institution you now sell to or would like to sell to:	CURRENTLY SELLING <input type="checkbox"/> Farm stand <input type="checkbox"/> Schools <input type="checkbox"/> Hospitals/assisted living <input type="checkbox"/> Other institutions <input type="checkbox"/> Retailers <input type="checkbox"/> Wholesalers <input type="checkbox"/> Farmers market <input type="checkbox"/> Community support agriculture (CSA) <input type="checkbox"/> Buying clubs <input type="checkbox"/> Friends and Family <input type="checkbox"/> General public via my web site <input type="checkbox"/> Restaurants <input type="checkbox"/> Food Pantries	WANT TO SELL <input type="checkbox"/> Farm stand <input type="checkbox"/> Schools <input type="checkbox"/> Hospitals/assisted living <input type="checkbox"/> Other institutions <input type="checkbox"/> Retailers <input type="checkbox"/> Wholesalers <input type="checkbox"/> Farmers market <input type="checkbox"/> Community support agriculture (CSA) <input type="checkbox"/> Buying clubs <input type="checkbox"/> Friends and Family <input type="checkbox"/> General public via my web site <input type="checkbox"/> Restaurants <input type="checkbox"/> Food Pantries

Downeast Farm-to-Cafeteria Cluster Project

How long have you been working with a distributor?	Less than six months <input type="checkbox"/> 6 months – 1 year <input type="checkbox"/> 13 months – 18 months <input type="checkbox"/> 18 months – 3 years <input type="checkbox"/> Over 3 years <input type="checkbox"/> N/A <input type="checkbox"/>	What distributor(s) are you working with?
About product and food processing & storage		
Are you planning any changes to your farm output or food production? (Such as adding or reducing acreage under production, adding or reducing crops or value-added products, etc.) Comments:	FARM QUANTITY PRODUCES <input type="checkbox"/> No changes are planned <input type="checkbox"/> Add output or product <input type="checkbox"/> Reduce output or product <input type="checkbox"/> Add acreage under production <input type="checkbox"/> Pull acreage from production <input type="checkbox"/> I'm selling product for the first time this year <input type="checkbox"/> I'll sell for the first time in 1 year or less <input type="checkbox"/> I plan to start selling in 1 or 2 years <input type="checkbox"/> I plan to start selling in 2 or 3 years	VALUE-ADDED FOOD QUANTITY PRODUCED <input type="checkbox"/> No changes are planned <input type="checkbox"/> Add output or product <input type="checkbox"/> Reduce output or product <input type="checkbox"/> Add acreage under production <input type="checkbox"/> Pull acreage from production <input type="checkbox"/> I'm selling product for the first time this year <input type="checkbox"/> I'll sell for the first time in 1 year or less <input type="checkbox"/> I plan to start selling in 1 or 2 years <input type="checkbox"/> I plan to start selling in 2 or 3 years

Downeast Farm-to-Cafeteria Cluster Project

If you've considered expanding, and have not done so, what are the conditions that prevent you from doing so?

Choose all that apply to your situation. Use the "Other" to write in things that aren't listed here.

- Not enough land
- Not enough money to reclaim land
- Can't get help
- I don't want to hire people
- No slaughter facility or inadequate slaughter facility
- Don't have the time
- Lack funding
- Soils don't support additional crops
- Lack confidence to develop new market
- No processing facility/kitchen facility
- Costs of transport
- No relationship with distributor
- Costs of feed, grain, or other raw materials
- Other:

About your land under production

<p>How much land do you have in production?</p> <p>Other (please specify number of acres under production):</p>	<p>OWN</p> <ul style="list-style-type: none"> <input type="checkbox"/> No land in production <input type="checkbox"/> Less than 1 acre <input type="checkbox"/> 1.1 – 2 acres <input type="checkbox"/> 2.1 – 4 acres <input type="checkbox"/> 4.1 – 6 acres <input type="checkbox"/> 6.1 – 10 acres <input type="checkbox"/> 10.1 – 15 acres <input type="checkbox"/> 15.1 – 20 acres <input type="checkbox"/> 20.1 – 30 acres <input type="checkbox"/> Over 30 acres in production own 	<p>RENT</p> <ul style="list-style-type: none"> <input type="checkbox"/> No land in production <input type="checkbox"/> Less than 1 acre <input type="checkbox"/> 1.1 – 2 acres <input type="checkbox"/> 2.1 – 4 acres <input type="checkbox"/> 4.1 – 6 acres <input type="checkbox"/> 6.1 – 10 acres <input type="checkbox"/> 10.1 – 15 acres <input type="checkbox"/> 15.1 – 20 acres <input type="checkbox"/> 20.1 – 30 acres <input type="checkbox"/> Over 30 acres in production own
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Downeast Farm-to-Cafeteria Cluster Project

<p>If you are not now selling products off the farm, would you be interested in doing so if there was a reliable market for your products?</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/> If you chose "Maybe", please use this space to specify your answer:</p>
<p>Are your storage arrangements adequate to meet your current needs?</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/> If "No", please tell us what changes you need in your storage capabilities:</p>
<p>If your production and/or distribution increased would you need more storage options for your product(s)?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If "yes" how much more storage would you need?</p> <p><input type="checkbox"/> Less than 100 square feet <input type="checkbox"/> 100 – 200 square feet <input type="checkbox"/> 200 – 400 square feet <input type="checkbox"/> 400 – 600 square feet <input type="checkbox"/> 600 – 800 square feet <input type="checkbox"/> 800 – 1000 square feet <input type="checkbox"/> More than 1000 square feet</p> <p>If more than 1000 square feet please specify:</p>
<p>Would you be interested in sharing a storage facility with other farmers or food producers?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe – I'd need more information If you answered "Maybe", please use this space to tell us what questions you might have about storage space:</p>

Downeast Farm-to-Cafeteria Cluster Project

What do you need – or would you need – from a slaughter facility?

- Location within reasonable transport distance*
- USDA certification
- State certification
- Ability to slot specific processing day or time
- Knowledge that livestock will be processed shortly after arrival*
- Special cuts or other special processing*
- High level of cleanliness
- I need to trust the processor*
- My animals are handled humanly*
- Assurance that my animals are processed and labeled accurately
- Adequate refrigeration and freezer space
- Wild separated from domestic
- Other*

If you chose any * answer please use this space to elaborate:

How would the availability of a slaughter facility that met your requirements change your existing operation?

- No Change
- I would develop new/more value added products
- I would increase the size of my livestock operation
- I would save money compared to how I'm operating now*
- I would be able to better service my current customers
- I would sell across state lines
- I would sell to retail outlets
- I would develop new customers*
- I would be able to sell to customers I can't work with now*

If you chose an * answer, please use this space to elaborate:

HOUSEHOLD

Downeast Farm-to-Cafeteria Cluster Project

<p>What is your total household income from wages?</p> <p>WHY WE ASK: Knowing the range of your income helps us supply the best information, assistance, and solutions. In addition, knowing your income will help us measure this project's beneficial effects on our overall economy.</p> <p>Your response is confidential and will not be used in a way that individually identifies you.</p>	<input type="checkbox"/> \$0 - \$9,999 <input type="checkbox"/> \$10,000 - \$14,999 <input type="checkbox"/> \$15,000 - \$19,999 <input type="checkbox"/> \$20,000 - \$24,999 <input type="checkbox"/> \$25,000 - \$29,999 <input type="checkbox"/> \$30,000 - \$34,999 <input type="checkbox"/> \$35,000 - \$39,999 <input type="checkbox"/> \$40,000 - \$49,999	<input type="checkbox"/> \$50,000 - \$59,999 <input type="checkbox"/> \$60,000 - \$69,999 <input type="checkbox"/> \$70,000 +
<p>What was your total farm or food production NET income last year?</p> <p>WHY WE ASK: Knowing the range of your income helps us supply the best information, assistance, and solutions. In addition, knowing your income will help us measure this project's beneficial effects on our overall economy.</p> <p>Your response is confidential and will not be used in a way that individually identifies you.</p>	<input type="checkbox"/> \$0 - \$9,999 <input type="checkbox"/> \$10,000 - \$14,999 <input type="checkbox"/> \$15,000 - \$19,999 <input type="checkbox"/> \$20,000 - \$24,999 <input type="checkbox"/> \$25,000 - \$29,999 <input type="checkbox"/> \$30,000 - \$34,999 <input type="checkbox"/> \$35,000 - \$39,999 <input type="checkbox"/> \$40,000 - \$49,999 <input type="checkbox"/> \$50,000 - \$59,999	<input type="checkbox"/> \$60,000 - \$69,999 <input type="checkbox"/> \$70,000 - \$79,999 <input type="checkbox"/> \$80,000 - \$89,999 <input type="checkbox"/> \$90,000 - \$99,999 <input type="checkbox"/> \$100,000 and over
<p>Do you expect your NET income from farming or from your business to change next year?</p>	<input type="checkbox"/> Expect it to stay about the same <input type="checkbox"/> Expect and increase <input type="checkbox"/> Expect a decrease <p>If you have any comments about your expected NET income, please use this space:</p>	

Downeast Farm-to-Cafeteria Cluster Project

<p>How many people are in your household</p> <p>WHY WE ASK: Knowing the size of your household helps us understand what your financial picture is in relation to the rest of the participants in this survey. It will help us apply the information you give us to the assistance and solutions we develop with this project.</p>	<input type="checkbox"/> Myself <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 <input type="checkbox"/> More than 10	
<p>Besides working your farm or food business, do you and/or your partner work at another job?</p>	<p>YOU</p> <p>No other employment besides the farm or food business <input type="checkbox"/></p> <p>Part time work <input type="checkbox"/></p> <p>Full time work <input type="checkbox"/></p>	<p>YOUR PARTNER</p> <p>No other employment besides the farm or food business <input type="checkbox"/></p> <p>Part time work <input type="checkbox"/></p> <p>Full time work <input type="checkbox"/></p>
<p>Do you know of others who might be interested in taking this shortform survey or in taking part in the on-site interview?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <p>If "Yes", please share their contact information.</p>	
<p>Do you know others who might be interested in participating in this project? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Name _____</p> <p>Farm Name or Business Name _____</p> <p>Location _____</p> <p>Home Phone _____</p> <p>Cell Phone _____</p> <p>E-mail _____</p>		

Downeast Farm-to-Cafeteria Cluster Project

When we contact the people you've suggested, may we say that you referred us? Yes No

If you would like to get occasional updates on this and other farm and food projects, check here:
Add me to your mailing list



Downeast Farmer & Food Producers Cluster Project Interview Sheet

<i>First Name(s)</i>	<i>Last Name(s)</i>	<i>Interview Date</i>	
<i>Farm or Business Name</i>			
<i>Farm or Business Physical Address</i>			
<i>Mailing Address</i>			
<i>GPS Coordinates</i>			
<i>Home Phone</i>	<i>Business Phone</i>	<i>Cell Phone</i>	<i>Fax</i>
<i>Email Addresses</i>			<i>URL</i>

Doing business as...

- | | | |
|---|--------------------------------------|---|
| <input type="checkbox"/> Food producer | <input type="checkbox"/> Farmer | <input type="checkbox"/> Value-added producer |
| <input type="checkbox"/> Technical/service /
Resource provider | <input type="checkbox"/> Distributor | <input type="checkbox"/> Delivery provider |
| <input type="checkbox"/> Other | | |

Acresage characteristics

Total present acresage Acres in production Acres leased Acres Owned Acresage planned Acres under conservation

Business costs & revenue	Cost to markets per month
Gross revenue 2007	Fuel
<input type="checkbox"/> <\$1000 <input type="checkbox"/> \$1000-\$5000 <input type="checkbox"/> \$5000-\$10K <input type="checkbox"/> \$10K-\$25K	Time (hrs)
<input type="checkbox"/> \$25K-\$40K <input type="checkbox"/> \$40K-\$60K <input type="checkbox"/> \$60K-\$75K <input type="checkbox"/> \$75K-\$100K	Direct selling
<input type="checkbox"/> \$100K-\$125K <input type="checkbox"/> \$125K+	Marketing/advertising
% Farm stand % Retail % Wholesale	Distributor interaction
% Web % Value-added % Other	CSA/delivery interaction
Payment terms & methods you accept	Accounting/paperwork
Payment terms & methods you pay	Accounting system used
Number of employees <input type="checkbox"/> FT <input type="checkbox"/> FT seas'l <input type="checkbox"/> PT(hrs)	<input type="checkbox"/> Dome <input type="checkbox"/> QuickBooks
<input type="checkbox"/> PT seas'l <input type="checkbox"/> Contract	<input type="checkbox"/> Shoe box <input type="checkbox"/> Bookkeeper

Downeast Farmer & Food Producers Cluster Project Interview Sheet

Marketing & advertising methods				
<input type="checkbox"/> Web	<input type="checkbox"/> E-newsletter	<input type="checkbox"/> Post newsletter	<input type="checkbox"/> Email list	<input type="checkbox"/> Other
<input type="checkbox"/> Blog (Site: _____)		<input type="checkbox"/> Collaborations		
<input type="checkbox"/> Newspaper ads	<input type="checkbox"/> Association ads	<input type="checkbox"/> Word-of-mouth	<input type="checkbox"/> Shows & fairs	<input type="checkbox"/> Brochure
Association & affiliation groups:				
Shows & fairs:				
Collaborations:				
Where are customers located/where do they come from in order to buy?:				

Delivery vehicles used				
Make, Model, Year		OD estimate		Miles/year
Specs: <input type="checkbox"/> Refrigerated	<input type="checkbox"/> Freezer	<input type="checkbox"/> Dry	<input type="checkbox"/> Lift	<input type="checkbox"/> Ramp
Weight	Length	Gate type	Miles per gallon	

Product distribution & storage	
Distributor name(s):	
Delivery name:	
Freezer/storage facility name(s):	
Products stored:	
Type of storage: <input type="checkbox"/> Dry <input type="checkbox"/> Cold <input type="checkbox"/> Freezer <input type="checkbox"/> Root cellar	
Distance from farm or manufacturing location:	

Technical assistance providers consulted		
<input type="checkbox"/> NRCS/USDA:	<input type="checkbox"/> Coastal Enterprises, Inc./ Maine Farms Project	<input type="checkbox"/> Maine Foods Network
<input type="checkbox"/> MOFGA:	<input type="checkbox"/> Maine Farmland Trust	<input type="checkbox"/> Farm-to-School listserv
<input type="checkbox"/> UM Extension:	<input type="checkbox"/> Farms for Maine's Future	<input type="checkbox"/> Healthy Communities Coalition
<input type="checkbox"/> Maine Resource & Conservation Development	<input type="checkbox"/> Women, Work, and Community	<input type="checkbox"/> Healthy Acadia
<input type="checkbox"/> Maine Department of Agriculture	<input type="checkbox"/> Down East Business Alliance	<input type="checkbox"/> Would use a community commercial kitchen
<input type="checkbox"/> SCORE		Potential VA products produced:
<input type="checkbox"/> Small Business Association		
<input type="checkbox"/> Other		

Referred by:
Recommended project participants:

Downeast Farmer & Food Producers Cluster Project Interview Sheet

PROCESSING PRACTICES

What processing do you do to prepare your farm or value-added product for market?											
Process	Veggies	Meats	Fruit	Herbs & Condiments	Dairy	Confections	Breads & Pasta	Grain/Hay	Flowers	Fiber	Other
None											
Slaughter											
Wash/Clean											
Cut											
Sterilize/Past.											
Cook											
Freeze											
Dry											
Age											
Mix/Pulverize											
Bottle											
Can											
Wrap											
Bag											
Box											
Label											
Seal											
Ship											
Other											
Other											
Other											
Other											

Healthy Acadia School Online Survey Tool

Thank you for taking the time to complete this survey!

The purpose of the survey is to learn directly from school food service staff about your interest and experiences with buying food from local farmers and food producers. We appreciate you taking the time to answer these questions!

The survey should take about 10-15 minutes. If you have any questions, please contact Healthy Acadia's Farm to School Coordinator, Heather Albert-Knopp at farmtoschool@healthyacadia.org or call her at her home office: 326-4909.

Please mail your completed survey to Healthy Acadia by November 14, 2008:

Healthy Acadia, PO Box 962, Bar Harbor, Maine 04609

If you would prefer to fill out this survey on the internet, please go to:

<http://www.healthyacadia.org/foodsurvey.htm>

1. Please provide your contact information. This will enter your school kitchen in a drawing to receive a gift certificate to a farm near you!

Your Name:	Phone:
School's Name:	Email:
Mailing Address:	

2. Please indicate what type of school you work for:

Top of Form

Elementary Middle School K-8 High School

Bottom of Form

3. Is your school public or private?

Public Private

4. Which meals do you serve?

Breakfast – Average daily number of meals: _____
 Lunch – Average daily number of meals: _____
 Dinner – Average daily number of meals: _____
 Morning Snack – Average daily number: _____
 Afternoon Snack – Average daily number: _____
 Other – Describe:

5. During what seasons do you provide meals?

School year only (Sept to June) Summer only (June – August)
 Year round Other – Describe:

Healthy Acadia School Online Survey Tool

6. About how much does your kitchen spend on food each year? \$ _____

Healthy Acadia School Online Survey Tool

7. What interests you the most about serving locally-grown foods? *Check all that apply:*
- Provide healthy foods to students
 - Get to know a local farmer
 - Support the local businesses and farms with school dollars
 - Increase meal participation rates
 - Build more school and community support for the cafeteria
 - Encourage students to eat more vegetables
 - Build more connections between the classrooms and the cafeteria through learning about gardening, agriculture, food preparation, etc.
 - People are asking for local foods
 - Other: _____

8. Has your cafeteria purchased any food from local farms in the last year?
- Yes No

If you answered yes to number 8, please answer 9 and 10 below. If not, skip to 11.

9. Approximately how much money did you spend on local food purchases during the last year? \$_____

10. How often did you purchase local foods during the last year?

Once A few times Frequently

Other: _____

11. What would help you use local foods in your cafeteria? *Check all that apply:*

- A list of local farms that want to sell to schools
- Kid-tested recipes using local foods
- More staff time or volunteer labor
- More support from my school
- More money in the food budget
- Local foods arrive pre-washed
- Local foods arrive pre-chopped or processed
- Purchasing contract with a farm
- Regular product and price list from farmer
- Weekly phone call from farmer
- Ability to place order by fax
- Ability to place order by email or online
- Regular order and delivery schedule
- Availability of canned or frozen local foods
- More local foods available during the winter and spring
- Nutritional information about local foods
- Large quantities available
- Close communication between farmer and kitchen
- Other: _____

Healthy Acadia School Online Survey Tool

12. Does your kitchen have the equipment that you need to easily process whole foods?
 Yes No
If no, what's needed? _____
13. Does your kitchen need additional storage facilities for local foods including fresh fruits and vegetables? *Check all that apply:*
 More refrigeration space More freezer space
 More dry storage space Access to a root cellar
 Comments:
14. Does your school have a vegetable garden?
 Yes No I don't know
15. Are there teachers in your school who teach lessons related to food, gardening, agriculture, nutrition, or culinary arts?
 Yes No I don't know
16. Does your school offer a salad bar?
 Yes, daily Yes, weekly Yes, occasionally
 No, but we'd like to have one No, not interested
17. Has your school participated in Maine Harvest Lunch Day in the last two years? (Maine Harvest Lunch Day is a day when schools around Maine are encouraged to serve local foods.)
 Yes No
18. Where do you currently get your produce? *Check all that apply:*
 Sysco PFG-NorthCenter
 Dennis Paper & Food USDA commodities
 Grocery store Farmers' market
 School garden Other(s): _____
19. Do your current food distributors carry Maine products?
 Yes No I don't know
20. How do you order food from your current vendors? *Check all that apply:*
 By phone By fax On the internet
 I purchase things in-person at a grocery store
 Other: _____
21. Do you use the NutriKids computer program for planning menus and analyzing nutritional content of meals?
 Yes No

Healthy Acadia School Online Survey Tool

22. Check the food items that you have purchased or may have interest in purchasing from Maine farms or businesses.

Produce		
Product	Have Purchased Locally	Interested in Purchasing Locally
Lettuce	<input type="checkbox"/>	<input type="checkbox"/>
Carrots	<input type="checkbox"/>	<input type="checkbox"/>
Potatoes	<input type="checkbox"/>	<input type="checkbox"/>
Broccoli	<input type="checkbox"/>	<input type="checkbox"/>
Onions, garlic	<input type="checkbox"/>	<input type="checkbox"/>
Bell peppers	<input type="checkbox"/>	<input type="checkbox"/>
Cucumbers	<input type="checkbox"/>	<input type="checkbox"/>
Summer squash (zucchini, patty pan, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Winter squash (acorn, butternut, delicata, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Tomatoes (large or cherry)	<input type="checkbox"/>	<input type="checkbox"/>
Greens (kale, chard, collards, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Spinach	<input type="checkbox"/>	<input type="checkbox"/>
Parsnips, turnips, rutabaga	<input type="checkbox"/>	<input type="checkbox"/>
Beets	<input type="checkbox"/>	<input type="checkbox"/>
Fresh herbs (basil, dill, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Blueberries	<input type="checkbox"/>	<input type="checkbox"/>
Apples	<input type="checkbox"/>	<input type="checkbox"/>
Other produce item:	<input type="checkbox"/>	<input type="checkbox"/>
Other produce item:	<input type="checkbox"/>	<input type="checkbox"/>

23.

Seafood		
Product	Have Purchased Locally	Interested in Purchasing Locally
Fish (haddock, chowder pieces, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Shellfish (clams, crab, scallops, lobster, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Sea vegetables (dulse, kelp, nori)	<input type="checkbox"/>	<input type="checkbox"/>
Other seafood item:	<input type="checkbox"/>	<input type="checkbox"/>

Healthy Acadia School Online Survey Tool

24.

Meat		
Product	Have Purchased Locally	Interested in Purchasing Locally
Pork	<input type="checkbox"/>	<input type="checkbox"/>
Chicken	<input type="checkbox"/>	<input type="checkbox"/>
Beef	<input type="checkbox"/>	<input type="checkbox"/>
Lamb	<input type="checkbox"/>	<input type="checkbox"/>
Turkey	<input type="checkbox"/>	<input type="checkbox"/>
Processed meat – Describe:	<input type="checkbox"/>	<input type="checkbox"/>
Other meat item(s):	<input type="checkbox"/>	<input type="checkbox"/>

25.

Dairy/Eggs		
Product	Have Purchased Locally	Interested in Purchasing Locally
Eggs	<input type="checkbox"/>	<input type="checkbox"/>
Milk	<input type="checkbox"/>	<input type="checkbox"/>
Yogurt	<input type="checkbox"/>	<input type="checkbox"/>
Cheese	<input type="checkbox"/>	<input type="checkbox"/>
Ice cream	<input type="checkbox"/>	<input type="checkbox"/>
Other dairy item(s):	<input type="checkbox"/>	<input type="checkbox"/>

26.

Other Foods		
Product	Have Purchased Locally	Interested in Purchasing Locally
Flour	<input type="checkbox"/>	<input type="checkbox"/>
Oats, other grains	<input type="checkbox"/>	<input type="checkbox"/>
Bread/baked goods	<input type="checkbox"/>	<input type="checkbox"/>
Maple syrup	<input type="checkbox"/>	<input type="checkbox"/>
Honey	<input type="checkbox"/>	<input type="checkbox"/>
Dried fruit leathers	<input type="checkbox"/>	<input type="checkbox"/>
Jam/jelly	<input type="checkbox"/>	<input type="checkbox"/>

Healthy Acadia School Online Survey Tool

Snack bars (granola bars)	<input type="checkbox"/>	<input type="checkbox"/>
Pancake, cookie mixes	<input type="checkbox"/>	<input type="checkbox"/>
Pasta	<input type="checkbox"/>	<input type="checkbox"/>
Dried fruit mixes	<input type="checkbox"/>	<input type="checkbox"/>
Condiments/sauces	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>

27. If you were to purchase food from a local farm this year, would you prefer organic or conventional foods?

No preference Prefer organic Prefer conventional

Comments:

28. Would you like the Healthy Acadia's Farm to School staff to contact you for support with any of the following? Check all that apply:

- Hosting Maine Harvest Lunch Day event at school
- Connecting with a local farm
- Holding a taste-test of healthy and local foods at school
- New, kid-friendly recipes featuring Maine foods
- Suggestions for first steps on using local foods
- Getting students or classes involved with food preparation
- Connecting with a mentor, either a local chef or another school food service person who has experience working with local foods
- Other: _____

29. How interested are you in serving locally-grown foods in your cafeteria?

Circle your answer, on a scale of 1-5, 1 being not interested, 5 being very interested.

Not Interested

1

2

3

4

Very Interested

5

30. Additional comments or questions:

If you have any questions or would like to learn more about farm to school, contact Heather Albert-Knopp, Healthy Acadia's Farm to School Coordinator at:

326-4909; farmtoschool@healthyacadia.org

Healthy Acadia School Online Survey Tool

Please mail your completed survey to Healthy Acadia by November 14, 2008:

Healthy Acadia, PO Box 962, Bar Harbor, Maine 04609

Thank you!

Healthy Acadia Institution Online Survey Tool

Thank you for taking the time to complete this survey!

The purpose of the survey is to learn directly from food service staff about your interest in buying food from local farmers. We appreciate you taking the time to answer these questions.

The survey should take about 10-15 minutes. If you have any questions at all, please contact Healthy Acadia's Community Coordinator, Tim Fuller at tim@healthyacadia.org or call: 288-5331.

Please mail your completed survey to Healthy Acadia by October 31, 2008:

Healthy Acadia, PO Box 962, Bar Harbor, Maine 04609

If you would prefer to fill out this survey on the internet, please go to:

<http://www.healthyacadia.org/foodsurvey.htm>

1. Please provide your contact information. This will enter your kitchen in a drawing to receive a gift certificate to a farm near you!

Your Name:	Phone:
Organization's Name:	Email:
Mailing Address	

2. Which meals do you serve? *Check all that apply:*

- Breakfast
- Lunch
- Dinner
- Snack
- Other – Describe: _____

3. About how many customers do you serve per day? _____

Comments:

4. During which seasons do you provide meals?

- Year round
- Seasonal – Describe:

Healthy Acadia Institution Survey Tool

5. What interests you the most about serving locally-grown foods? *Check all that apply:*

- Provide healthy foods
- Get to know a local farmer
- Support the local businesses and farms
- Increase cafeteria sales
- Build more community support for your organization
- Encourage people to eat more vegetables
- Build connections between the cafeteria and the community
- People are asking for local foods
- Offer fresher produce
- Other: _____

6. Has your cafeteria purchased any food from local farms in the last year?

- Yes No

If you answered yes to number 6, please answer 7 and 8 below. If not, skip to 9.

7. Approximately how much money did you spend on local food purchases during the last year? \$ _____

8. How often did you purchase local foods during the last year?

- Once A few times Frequently
 Other: _____

9. What would help you use local foods in your cafeteria? *Check all that apply:*

- A list of local farms that want to sell to cafeterias
- Recipes using local foods
- More staff or volunteer labor
- More support from my organization
- More money in the food budget
- Local foods arrive pre-washed
- Local foods arrive pre-chopped or processed
- Purchasing contract with a farm
- Regular product and price list from farmer
- Weekly phone call from farmer
- Ability to place order by fax
- Ability to place order by email or online
- Regular order and delivery schedule
- Availability of canned or frozen local foods
- More local foods available during the winter and spring
- Nutritional information about local foods
- Large quantities available
- Close communication between farmer and kitchen
- Other: _____

Healthy Acadia Institution Survey Tool

10. Does your kitchen have the equipment that you need to easily process whole foods?
 Yes No
If no, what's needed? _____
11. Does your kitchen need additional storage facilities for local foods including fresh fruits and vegetables? *Check all that apply:*
 More refrigeration space More freezer space
 More dry storage space Access to a root cellar
 Comments:
12. Does your organization have a vegetable garden?
 Yes No I don't know
13. Does your organization provide education related to food, gardening, agriculture, nutrition, or culinary arts?
 Yes No I don't know
14. Does your cafeteria offer a salad bar?
 Yes, daily Yes, weekly Yes, occasionally
 No, but we'd like to have one No, not interested
15. Where do you currently get your produce? *Check all that apply:*
 Sysco PFG-NorthCenter
 Dennis Paper & Food USDA commodities
 Grocery store Farmers' market
 Garden Other(s): _____
16. Do your current food distributors carry Maine products?
 Yes No I don't know
17. How do you order food from your current vendors? *Check all that apply:*
 By phone By fax On the internet
 I purchase things in-person at a grocery store
 Other: _____

Healthy Acadia Institution Survey Tool

18. Check the food items that you have purchased or may have interest in purchasing from Maine farms or businesses.

Produce		
Product	Have Purchased Locally	Interested in Purchasing Locally
Lettuce	<input type="checkbox"/>	<input type="checkbox"/>
Carrots	<input type="checkbox"/>	<input type="checkbox"/>
Potatoes	<input type="checkbox"/>	<input type="checkbox"/>
Broccoli	<input type="checkbox"/>	<input type="checkbox"/>
Onions, garlic	<input type="checkbox"/>	<input type="checkbox"/>
Bell peppers	<input type="checkbox"/>	<input type="checkbox"/>
Cucumbers	<input type="checkbox"/>	<input type="checkbox"/>
Summer squash (zucchini, patty pan, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Winter squash (acorn, butternut, delicata, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Tomatoes (large or cherry)	<input type="checkbox"/>	<input type="checkbox"/>
Greens (kale, chard, collards, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Spinach	<input type="checkbox"/>	<input type="checkbox"/>
Parsnips, turnips, rutabaga	<input type="checkbox"/>	<input type="checkbox"/>
Beets	<input type="checkbox"/>	<input type="checkbox"/>
Fresh herbs (basil, dill, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Blueberries	<input type="checkbox"/>	<input type="checkbox"/>
Apples	<input type="checkbox"/>	<input type="checkbox"/>
Other produce item:	<input type="checkbox"/>	<input type="checkbox"/>
Other produce item:	<input type="checkbox"/>	<input type="checkbox"/>

19.

Seafood		
Product	Have Purchased Locally	Interested in Purchasing Locally
Fish (haddock, chowder pieces, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Shellfish (clams, crab, scallops, lobster, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Sea vegetables (dulse, kelp, nori)	<input type="checkbox"/>	<input type="checkbox"/>
Other seafood item:	<input type="checkbox"/>	<input type="checkbox"/>

Healthy Acadia Institution Survey Tool

20.

Meat		
Product	Have Purchased Locally	Interested in Purchasing Locally
Pork	<input type="checkbox"/>	<input type="checkbox"/>
Chicken	<input type="checkbox"/>	<input type="checkbox"/>
Beef	<input type="checkbox"/>	<input type="checkbox"/>
Lamb	<input type="checkbox"/>	<input type="checkbox"/>
Turkey	<input type="checkbox"/>	<input type="checkbox"/>
Processed meat – Describe:	<input type="checkbox"/>	<input type="checkbox"/>
Other meat item(s):	<input type="checkbox"/>	<input type="checkbox"/>

21.

Dairy/Eggs		
Product	Have Purchased Locally	Interested in Purchasing Locally
Eggs	<input type="checkbox"/>	<input type="checkbox"/>
Milk	<input type="checkbox"/>	<input type="checkbox"/>
Yogurt	<input type="checkbox"/>	<input type="checkbox"/>
Cheese	<input type="checkbox"/>	<input type="checkbox"/>
Ice cream	<input type="checkbox"/>	<input type="checkbox"/>
Other dairy item(s):	<input type="checkbox"/>	<input type="checkbox"/>

22.

Other Foods		
Product	Have Purchased Locally	Interested in Purchasing Locally
Flour	<input type="checkbox"/>	<input type="checkbox"/>
Oats, other grains	<input type="checkbox"/>	<input type="checkbox"/>
Bread/baked goods	<input type="checkbox"/>	<input type="checkbox"/>
Maple syrup	<input type="checkbox"/>	<input type="checkbox"/>
Honey	<input type="checkbox"/>	<input type="checkbox"/>
Dried fruit leathers	<input type="checkbox"/>	<input type="checkbox"/>
Jam/jelly	<input type="checkbox"/>	<input type="checkbox"/>

Healthy Acadia Institution Survey Tool

Snack bars (granola bars)	<input type="checkbox"/>	<input type="checkbox"/>
Pancake, cookie mixes	<input type="checkbox"/>	<input type="checkbox"/>
Pasta	<input type="checkbox"/>	<input type="checkbox"/>
Dried fruit mixes	<input type="checkbox"/>	<input type="checkbox"/>
Condiments/sauces	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>

23. If you were to purchase food from a local farm this year, would you prefer organic or conventional foods?

No preference Prefer organic Prefer conventional

Comments:

24. Would you like Healthy Acadia's Farm to Cafeteria staff to contact you for support with any of the following? *Check all that apply:*

- Connecting with a local farm
- Suggestions for first steps on using local foods
- New recipes featuring Maine foods
- Connecting with a mentor, either a local chef or another food service person who has experience working with local foods
- Other: _____

25. How interested are you in serving locally-grown foods in your cafeteria?

Circle your answer, on a scale of 1-5, 1 being not interested, 5 being very interested.

Not Interested

1

2

3

4

5

Very Interested

26. Additional comments or questions:

If you have any questions or would like to learn more, contact Tim Fuller, Healthy Acadia's Community Coordinator at:

288-5331; tim@healthyacadia.org

Please mail your completed survey to Healthy Acadia by October 31, 2008:

Healthy Acadia Institution Survey Tool

Healthy Acadia, PO Box 962, Bar Harbor, Maine 04609

Thank you!

Healthy Acadia Onsite Interview Tool

Healthy Acadia School & Institutional Assessment Phase Two: On-site Interviews

Introductions, Review Interview Purpose & Process

We'll try to keep today's interview to 30 minutes or less, to respect your time. This interview is designed to accomplish two things:

- 1) *Talk about how we can work with you to support you in purchasing local foods for your organization*
- 2) *Gather data from schools and institutions across the two-county region on what systems and resources will be most useful in setting up and sustaining local foods purchasing relationships.*

When we finish the interview, we will hopefully have some next steps that both of us can take to help you purchase local foods in a way that works for your institution.

***Feel free to interrupt with questions at any time, or skip any questions.*

Introductory Question:

1A. On the survey that you filled out, you said you'd like help from Healthy Acadia with hosting a Harvest Lunch, kid-friendly recipes, and connecting with a local farm. Let's talk briefly about what we can do to help you with that.

If they've purchased locally before:

1. Could you briefly describe your experience purchasing local?

2. Who did you purchase from?

Healthy Acadia Onsite Interview Tool

3. What worked well?
4. What didn't work well?
5. How does the farmer invoice you/ how do you pay the farmer?
6. Does this payment method differ from how you pay for foods purchased from your other vendors? How?
7. In the survey you said you have purchased several different foods from local farmers, including X, X and X. Do you have a sense of approximately what quantity you purchased at any one time, and what quantity you purchased over the course of the season? (For instance was it 3 lbs or 3 cases of carrots, etc.)
8. Have farmers been able to meet your demand? Have you had a hard time getting the products you want?

Healthy Acadia Onsite Interview Tool

9. In what form do you currently purchase local foods (fresh, frozen, dried, partially processed, etc.)?

For All Schools/Institutions – Food Use

10. What foods are you making from scratch? And what does making these foods from scratch involve?
11. In the survey you said you might have interest in purchasing some products locally, including: X, X, etc. What volume could you see yourself purchasing?
12. What obstacles currently prevent you from purchasing these volumes of local foods?
13. Have you considered or would you consider joining together with another school/institution to

Healthy Acadia Onsite Interview Tool

buy more local foods?

If they haven't purchased locally before:

14. Do you know of farmers or food producers in your community whom you might be able to purchase from?

Equipment/Storage

15. On a scale of 1-5, how well does your current kitchen facility work to meet your food processing, cooking and storage needs? 1= not well, 3 = adequate, 5= great

16. What do you like the best about your kitchen? What is your most important or most-used piece of equipment in your kitchen?

17. What's your least favorite aspect of your kitchen? What would you like to change in your kitchen to better meet yours and your customers needs?

Healthy Acadia Onsite Interview Tool

18. In the survey, you mentioned that you might have interest in XX type of additional storage for your kitchen. Would **off-site** dry, cold, and/or freezer storage be useful to you? Clarify as needed.

19. What would be the issues that would most concern you about off-site food storage?

Community Involvement in and Support for the Kitchen

20. Do students/volunteers/customers help out in the kitchen?

Circle One: Yes No

21. Are you interested in having students/volunteers/customers work with you in the kitchen or have educational programs in the kitchen?

Circle One: Yes No

22. **IF YES**, what would that look like?

Healthy Acadia Onsite Interview Tool

23. Do you have any concerns about having students/volunteers/customers in the kitchen?

23A. **This question is only for non-school institutions:** What are the connections between the kitchen and the community? Would you like to see more connections? If so, what could that look like?

Current connections:

Possible future connections:

24. Does your school/organization's **administration** support the kitchen purchasing more local foods?

Buying Local Foods

25. What would be the best method for ordering from a local farm?

Healthy Acadia Onsite Interview Tool

26. If on-line ordering were available, would you use it?
27. Are you willing to pay more for local foods?
28. Who sets your food budget? Do you know how much money is in your food budget?
29. Does your kitchen have a mandate to “break even” or make a profit or does it not matter?

Wrap-Up

30. Do you have any questions for me about local foods?
31. At the beginning of the interview, we talked about a few things that are possible next steps to take. Let’s review those, see if there’s anything else that should be done and set up a time/way to reconnect if needed.

Healthy Acadia Onsite Interview Tool

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Thank you for your time!

Interviewer Notes on kitchen facilities, overall interview, etc.
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Online Producer / Buyer Interface Review

ADMINISTRATIVE

- Membership & Voting
- Meetings
- Fees
- Handling & Sales Charges, mark-ups
- Coop member/volunteer expectations
- Communications
- Order Fulfillment
- Delivery area served
- Total area served (where are members/customers from)
- Pricing to customer
- Pricing to producer
- Annual operating capital requirements
- Are you for-profit/non-profit and why
- Profit margin (producer & co-op)
- Average range of producer checks / month – including biggest and smallest
- Business financing & fund raising
- Personnel requirements (number, titles, responsibilities, paid vs volunteer)
- Most important lessons learned
- Things you'd never try again
- Critical 'Must Haves'
- Producer recruiting
- Persistent problems / biggest ongoing challenges
- Strategies to meet above problems & challenges
- Member recruiting – what's their customer profile
- Biggest motivating factors for membership in coop
- Biggest motivating factors for members to volunteer
- How do you keep members at high "ownership" attitudes – morale factors
- Conflict resolution methods used
- Extent of economic diversity among members / producers
- How do customers pay? Online? Food stamps? WIC? Credit cards? What mechanisms are set up for this?
- Working with food stamp recipients, WIC, etc. What's the % of food stamp/WIC handled?
- Vehicles (number, kind, owned, leased, bartered, borrowed)

Online Producer / Buyer Interface Review

- Impact of fuel/energy costs on membership, delivery, general operating expenses
- Do you have an attorney
- State/fed laws regarding food sales operations
- Producer training/orientation? If so, what? (Pricing, supply, etc.?)
- Biggest motivating factor to producer participation
- Development experience
 - To what extent were your users involved in the development of your interface?
 - To what extent is user experience involved in updates and maintenance?
 - How many iterations have there been from development to launch?
 - How often do you update?
 - What's usually included in your updates?
 - What's the staffing involved in maintenance and updates?
 - Do you have a Help file / user manual / other 'How To' materials?
 - If so, how is that produced and maintained?
 - Is your application connected to QuickBooks or other app that can produce invoices?
 - Language? Open source?
 - Persistent problems / biggest ongoing challenges
 - Strategies to meet above problems & challenges
 - What changes do you want to implement now?
 - What capabilities do you think every online interface like this should have?
 - Looking back, what characteristics would you have avoided in development?
 - What percentage of your members / buyers use the online ordering system?
 - What's your financial investment in this application?
 - What impact does your ability to offer buying/selling online have on your operating margins?
- What other buying options do you offer? Fax? Email? Phone?
- How do you reconcile all possible ordering options into fulfillment? What are the staffing needs for this?

Online Producer / Buyer Interface Review

WAREHOUSE

- Size
- Capacity
- Layout
- Dry/cold/freezer & storage capacity
- How do you handle storage requirements for organics
- Equipment required
- Electrical loads required
- Parking required
- Security req'd
- Safety procedures
- What's the back end re ordering, picking, sorting, labeling, delivery, and tracking
- Health regulations

PRODUCT OFFERINGS

- Percentage of coop food making up total food intake by members
- How are product offerings determined
- Producers set own prices?
- Percent organic to non

HARDWARE & SOFTWARE

- Maintenance
- Annual cost to maintain
- Update schedule
- What drives updates (planned schedules? business analysis? funding?)
- File sizes (download facility re dial-up, etc.)
- Code and html editor used
- Web master skill set
- Producer training – entry and updates to offerings, etc.
- Buyer training – what's the feedback from institutional users (schools, hospitals, etc.)
- Server requirements
- Hosting
- Accounting, check writing, and bookkeeping systems used
- Learning curve for new users
- What improvements do you wish you could include?

Food/Farm Resources

Agency/Association

Bucksport Community Concerns

PO BOX 878
Bucksport ME 04416
207-469-2400

Coastal Enterprises Incorporated

PO BOX 268
Wiscasset ME 04578
www.ceimaine.org
207-882-7552 cei@ceimaine.org

Downeast Business Alliance

Keith Small
Washington Hancock Community Agency
Ellsworth ME 04605
www.whcacap.org
207-664-2424 ksmall@whcacap.org

Downeast Resource Conservation and Development Area

PO BOX 210
Cherryfield ME 04622
www.downeastrcd.com
207-546-2368 info@downeastrcd.com

Eastern Maine Development Corporation

Michael Aube
40 Harlow Street
Bangor ME 04401
www.emdc.org
207-942-6389 maube@emdc.org

Farm Credit of Maine - Aroostook

26 Rice Street
Presque Isle ME 04769
www.farmcreditmaine.com
207-764-6431

Farm Credit of Maine - Southern

615 Minot Avenue
Auburn ME 04210
www.farmcreditmaine.com
207-784-0193

Farms for the Future

PO Box 268
Wiscasset ME 04578
207-882-7552 cei@ceimaine.org

Maine Department of Agriculture

28 State House Station
Augusta ME 04333-0028
www.maine.gov/agriculture
207-287-3871

Maine Dept of Education

Walter Beesley
23 State House Station
Augusta Me 04333-0023
www.maine.gov/education
207-624-6875 walter.beesley@maine.gov

Maine Farm Bureau

4 Gabriel Drive, Suite 1
Augusta ME 04330
www.maine farmbureau.com
800-639-2126 jjennings@mainefarmbureau.com

Maine Lobster Council

45 Memorial Circle, Ste 102
Augusta ME 04330
www.lobsterfrommaine.com
207-287-5140 info@lobsterfrommaine.com

Maine Micro Dairy Cooperative

PO BOX 170
Unity ME 04988
www.mainemicrodairy.org
207-568-4142 mofga@mofga.org

Maine Office of Business Development

Judith Bielecki
59 State House Station
Augusta ME 04333
www.mainebiz.org
207-624-7457 Judith.Bielecki@maine.gov

Maine Potato Board

744 Main Street, Rm 1
Presque Isle ME 04769
www.maine potatoes.com
207-769-5061 mainepotatoes@mainepotatoes.com

Maine Rural Partners

5784 York Village #4
Orono ME 04469
www.mainerural.org
207-581-4520 info@mainerural.org

Matthew Highland Pilot Plant

Connie Johnson
Department of Food Science and Human Nutrition
Orono ME 04469
www.umaine.edu/fsnpilotplant
207-581-3139 connie.young@maine.edu

Sunrise County Economic Council

Harold Clossey
PO Box 679
Machias ME 04654
www.sunrisecounty.org
207-255-0983 hclossey@sunrisecounty.org

Food/Farm Resources

Sunrise County Wild Blueberry Association

Velma Orcutt
PO BOX 396
Jonesboro ME 04648
www.sunrisewild.com
207-546-7205 jakeval@midmaine.com

Sustainable Harvest International

Florence Reed
779 North Bend Road
Surry ME 04684-3316
www.sustainableharvest.org
207-669-8254

The Good Life Center

372 Harborside Road
Harborside ME 04642
www.goodlife.org
207-326-8211 information@goodlife.org

University of Maine Aquaculture Center

Nick Brown
33 Salmon Farm Road
Franklin ME 04634
(207) 581-2263

University of Maine Cooperative Extension - Hancock

63 Boggy Brook Road
Ellsworth ME 04605
www.extension.umaine.edu
207-667-8212 mperonto@umext.maine.edu

University of Maine Cooperative Extension - Washington

28 Center Street
Machias ME 04654
www.extension.umaine.edu
207-255-3345 cewsh@umext.maine.edu

University of Maine Cooperative Extension - Wild Blueberry

David Yarborough
5722 Deering Hall, Room 414
Orono ME 04469-5722
www.wildblueberries.maine.edu
1-800-897-0757 davidy@maine.edu

USDA - Bangor

Michael Grondin
P.O. Box 405, Suite 4
Bangor ME 04402-0405
www.rurdev.usda.gov/me/Offices
207-990-9160 mike.grondin@me.usda.gov

USDA - Washington

PO BOX 119
Machias ME 04654
207-255-3612

USDA Natural Resource Conservation Service

Elaine Trimble
967 Illinois Ave Suite 3
Bangor ME 04401
www.me.nrcs.usda.gov
207-990-9100

USDA-Hancock

190 Bangor Road
Ellsworth ME 04605
207-667-8462

WIC - Hancock County

Downeast Health Services
Ellsworth ME 04605
www.maine.gov/dhhs/wic
207-667-5304

WIC - Machias Site

Downeast Health Services
Machias ME 04654
www.maine.gov/dhhs/wic
207-255-8280

WIC - State

Kayla Colby
11 State House Station
Augusta ME 04333
www.maine.gov/dhhs/wic
207-287-3991 wic.maine@maine.gov

WIC - State

Valerie Ricker
11 State House Station
Augusta ME 04333
www.maine.gov/dhhs/wic
207-287-3991 wic.maine@maine.gov

WIC- Calais Site

Downeast Health Services
Calais ME 04619
www.maine.gov/dhhs/wic
207-454-3634

Wild Blueberry Commission

Patricia Kontur
5784 York Complex Suite 52
Orono ME 04469-5784
207-581-1475 pkontu71@maine.edu

Equipment

Food/Farm Resources

All Star Heating

195 Main Street
Ellsworth ME 04605
207-667-2044

Andy's Refrigeration

18 Taunton Bay Shores Road
Franklin ME 04634
207-565-3413

Carter's Refrigeration

829 Bar Harbor Road
Trenton ME 04605
www.carter-systems.com
207-667-5001 sales@carter-systems.com

Maine Blueberry Equipment Company

Zane Emerson
PO BOX 5
Columbia Falls ME 04623
207-483-4156

Ray's Heating and Plumbing

180 Abram Way
Ellsworth ME 04605
www.rayplumbing.com
207-667-5536

Food Coalition

Eat Maine Foods

www.eatmainefoods.org

Food for Maine's Future Program

PO BOX 151
Thorndike ME 04986
www.foodformainesfuture.org

Food Distributor

Bar Harbor Brewing Company

8 Mt Desert St.
Bar Harbor ME 04609
www.barharborbrewing.com
207-288-4592 orders@barharborbrewing.com

Crown of Maine Organic Coop

Marada Cook
www.crownofmainecoop.com
800-743-7783 marada@crownofmainecoop.com

Crown of Maine Organic Coop

PO BOX 321
Newport ME 04953
www.crownofmainecoop.com/
207-368-5155 comoc1@verizon.net

Dennis Paper and Food Service

101 Mecaw Road
Hampden ME 04444
www.dennisexpress.com
207-947-0321 info@dennisexpress.com

Downeast Food Distributors

94 Merrow Road
Auburn ME 04211
www.downeastfood.com
207-786-0356 linc@downeastfood.com

Farm Fresh Connection

Martha Putnam
207-939-4748 Martha@farmfreshconnection.org

Farm2Chef

George Carpenter
PO Box 838
Cape Neddick ME 03902
www.farm2chef.com
207-351-5405 chef@farm2chef.com

Luce's Meats

Arnold Luce
366 Embden Pond Road
North Anson ME 04958
www.mainebrands.com
info@mainefarmbrands.com

Native Maine Produce LLC

Joe Pizzo
10 Bradley Drive
Westbrook ME 04092
www.nativemaineproduce.com
207-856-1100

Northcenter Food Service Corporation

PO BOX 2628
Augusta ME 04338
www.pfgc.com/Northcenter
877-564-8081

Nova Foods

Claude Dupay
PO BOX 763
Ellsworth ME 04605
800-794-8224

SYSCO Food Services of Northern New Engl

36 Thomas Drive
Westbrook ME 04092
www.sysconne.com
207-871-0700

Food/Farm Resources

The Turkey Farm

Bob Neal
209 Mile Hill Road
New Sharon ME 04955
www.theturkeyfarm.com
207-778-2889 info@theturkeyfarm.com

Freezer

Allen's Blueberry Freezer, Inc.

Roy Allen
PO BOX 536
Hancock ME 04605
www.allensblueberries.com
207-667-5561 allensblue@acadia.net

G.M. Allen and Sons, Inc.

PO BOX 454
Blue Hill ME 04614
www.gmallenwildblueberries.com
207-469-7060 INFO@GMALLENWILDBLUEBERRIES.COM

Jasper Wyman and Sons

PO BOX 100
Milbridge ME 04658
www.wymans.com
207-546-3800 jwyman@wymans.com

Maine Shellfish, Inc.

PO BOX 397
Ellsworth ME 04605
207-667-5336 bob@meshellfish.com

Merrill Blueberry Farms, Inc.

Delmont Merrill
PO BOX 149
Ellsworth ME 04605
www.merrillwildblueberries.com
207-667-9750 merrblue@merrillwildblueberries.com

Wyman's

Ann Davis
PO BOX 100
Cherryfield ME 04658-0100
www.wymans.com
207-546-2311 tom@wymans.com

Freight Broker

Freight Traffic, Inc.

PO BOX 83
Columbia Falls ME 04623
www.ftm-inc.com
207-483-4338 Info@ftm-inc.com

J. R. Wood Corporation

PO BOX 317
Machiasport ME 04655
207-255-3901

Health Coalition

Bucksport Bay Health

50 Main Street
Bucksport ME 04416
www.bucksportbayhealth.org
207-469-6682 mjbush@bucksportbayhealth.org

College of the Atlantic

Heather Knopp
146 Southern Bay Road
Penobscot ME 04476
207-326-4909 halbertknopp@gwi.net

Healthy Acadia

Doug Michael
PO BOX 962
Bar Harbor ME 04609
www.healthycadia.org
207-288-5331 doug@healthycadia.org

Healthy Hancock

PO BOX 1087
Ellsworth ME 04605
www.healthyhancock.org
207-667-5352 healthy@downeasthealth.org

Healthy Peninsula Project

PO BOX 945
Blue Hill ME 04614
www.healthypeninsula.org
207-374-3257 dblack@healthypeninsula.org

St. Croix Valley Healthy Communities

Billie Jo Ham
43 Palmer St.
Calais ME 04619
www.healthymainepartnerships.org
healthyc@calaishospital.org

Washington County: One Community

PO BOX 679
Machias ME 04654
www.washingtoncountymaine.com
(207) 263- elibby@wc-oc.org
7691

Industrial/Commercial Parks

Acadia Capital Corporation (Gouldsboro)

Michael Aube
40 Harlow Street
Bangor ME 04401-5102
207-942-6389 maube@emdc.org

Food/Farm Resources

Airport Industrial Park

Dick Bowley
PO BOX 151
Eastport ME 04631
207-853-2332

Calais Industrial Park

Jim Porter
PO BOX 413
Calais ME 04619
www.calaismaine.govoffice.com
207-454-2521

City of Ellsworth - Bucksport Road Development

Janet Toth
PO BOX 568
Ellsworth ME 04605
www.cityofellsworthme.org
207-667-2563 jtoth@cityofellsworthme.org

City of Ellsworth Commerce Park

Janet Toth
PO BOX 568
Ellsworth ME 04605
www.cityofellsworthme.org
(207) 667- jtoth@cityofellsworthme.org
2563

City of Ellsworth Industrial Park

Janet Toth
PO BOX 568
Ellsworth ME 04605
www.cityofellsworthme.org
207-667-2563 jtoth@cityofellsworthme.org

Dunham Brook Commercial Park

HC 31 Box 835
Ellsworth ME 04605
www.dunhambrook.biz
sales@dunhambrook.biz

Eastport Marine Industrial Park

Dick Bowley
PO BOX 151
Eastport ME 04631
207-853-2332

Heritage Park

Dave Milan
PO Drawer X
Bucksport ME 04416
www.bucksport.biz
207-469-7368 davemilan@bucksport.biz

Horizon Business & Technology Park

Dave Milan
PO Drawer X
Bucksport ME 04416
www.bucksport.biz
207-469-7368 davemilan@bucksport.biz

Machais Industrial Park

Ed Pellon
PO Box 381
Machias ME 04654
207-255-8209

Pleasant Point

Tribal Government
PO BOX 343
Perry ME 04667
207-853-2600

Town of Cherryfield

Richard Fickett
PO BOX 273
Cherryfield ME 04622
207-546-7581

Town of Machias

Betsy Fitzgerald
PO Box 418
Machias ME 04654
207-255-6621

Town of Milbridge

Richard Fickett
PO BOX 273
Cherryfield ME 04622
207-546-7581

Trenton Industrial Park

Town of Trenton
Industrial Way
Trenton ME 04605
www.trentonme.com
207-667-7207

Land Trust

Maine Farmland Trust

John Piotti
97 Main Street
Belfast ME 04915
www.maineFarmland.org
207-338-6575 info@mainefarmlandtrust.org

MOFGA

Food/Farm Resources

Maine Organic Farmers and Gardeners Association

Cheryl Wixson
PO BOX 170
Unity ME 04988
207-367-5003 starchef99@aol.com

Maine Organic Farmers and Gardeners Association

Melissa White
PO BOX 170
Unity ME 04988
207-568-4142 melissa@mofga.org

Maine Organic Farmers and Gardeners Association

Amanda Beal
PO BOX 170
Unity ME 04988
207-874-1140 aeb@propeople.org

Maine Organic Farmers and Gardeners Association

Russell Libby
PO Box 170
Unity ME 04988
rilibby@mofga.org

Pine Tree Zone

City of Calais

PO BOX 413
Calais Me 04619-0413
www.calaismaine.govoffice.com
207-454-2521

City of Eastport

78 High Street
Eastport ME 04631
www.eastport-me.gov
207-853-2300

City of Ellsworth

PO BOX 586
Ellsworth ME 04605
www.cityofellsworthme.org
207-667-2563

Indian Township

William Nicholas
PO BOX 343
Perry ME 04667
www.passamaquoddy.com
207-796-2301

Town of Baileyville

PO BOX 370
Baileyville ME 04694
207-427-3442

Town of Blue Hill

PO BOX 412
Blue Hill ME 04614-0412
207-374-2281

Town of Cutler

PO BOX 236
Cutler ME 04626-0236
207-259-3693

Town of Deblois

1098 Route 193
Deblois ME 01622
207-638-2561

Town of East Machias

PO BOX 117
East Machias ME 04630-0117
207-255-8598

Town of Franklin

PO BOX 206
Franklin ME 04634-0206
207-565-3663

Town of Gouldsboro

PO BOX 68
Prospect Harbor ME 04669-0068
207-963-5589

Town of Hancock

PO BOX 68
Hancock ME 04640-0068
www.hancockmaine.org
207-422-3393

Town of Harrington

PO BOX 142
Harrington ME 04643-0142
207-483-2061

Town of Lubec

40 School Street
Lubec ME 04652
www.lubecme.govoffice2.com
207-733-2341

Town of Machias

PO BOX 418
Machias ME 04654-0418
207-255-6621

Town of Machiasport

PO BOX 267
Machiasport ME 04655-0267
207-255-4516

Food/Farm Resources

Town of Perry

PO BOX 430
Perry ME 04667-0430
www.perrymaine.org
207-853-4161

Town of Southwest Harbor

PO BOX 745
Southwest Harbor ME 04679-0745
www.southwestharbor.org
207-244-5404

Town of Trenton

59 Oak Point Road
Trenton ME 04605
www.trentonme.com
207-667-7207

Garey's Custom Slaughterhouse

125 Benjamin Road
Mars Hill ME 04758
207-429-8091

Herring Borthers

PO BOX 526
Dover-Foxcroft ME 04426
207-876-4395

Luce's Maine Grown Meats

366 Embden Pond Road
North Anson ME 04911
207-635-2817

Planner

Hancock County Planning Commission

Tom Martin
395 State Street
Ellsworth ME 04605
www.hcpcme.org
207-667-7131 tmartin@hcpcme.org

Hancock County Planning Commission

Jim Fisher
395 State Street
Ellsworth ME 04605
www.hcpcme.org
667-7131 jfisher@hcpcme.org

Hancock County Soil and Water Conservation District

190 Bangor Road
Ellsworth ME 04605
www.ellsworthme.org/soilandwater
207-667-8663 megan.facciolo@me.nacdnet.net

Savory Bay Environmental

Sherry Churchill
PO BOX 991
Ellsworth ME 04605
207-667-9054 schurchill@midmaine.com

Washington County Soil and Water Conservation District

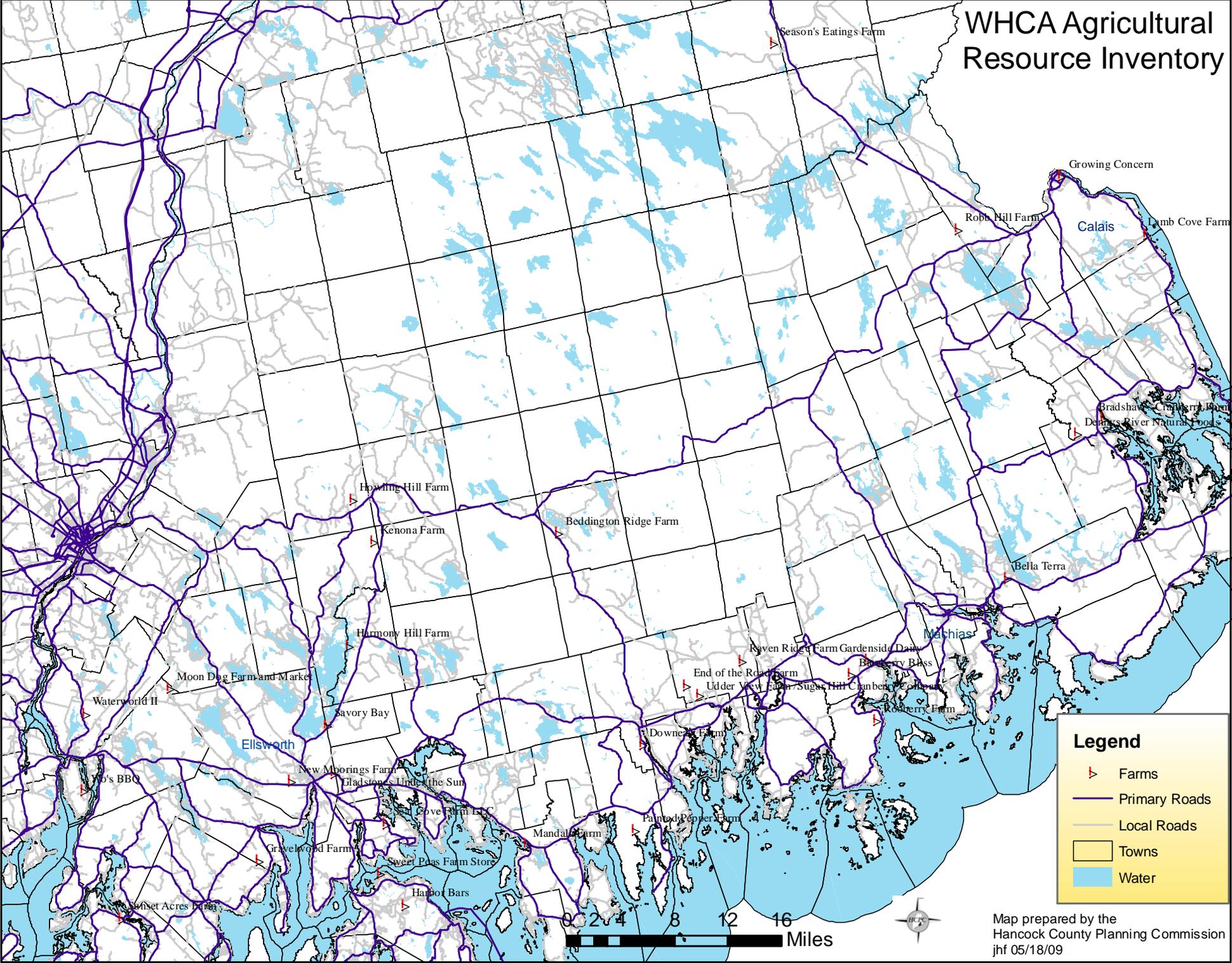
PO BOX 121
Machias ME 04654
www.downeastsoilwater.org
207-255-4659 nate.pennell@myfairpoint.net

Slaughterhouse

Bubier Meats

194 Sprague Mills Road
Greene ME 04236
207-946-5015

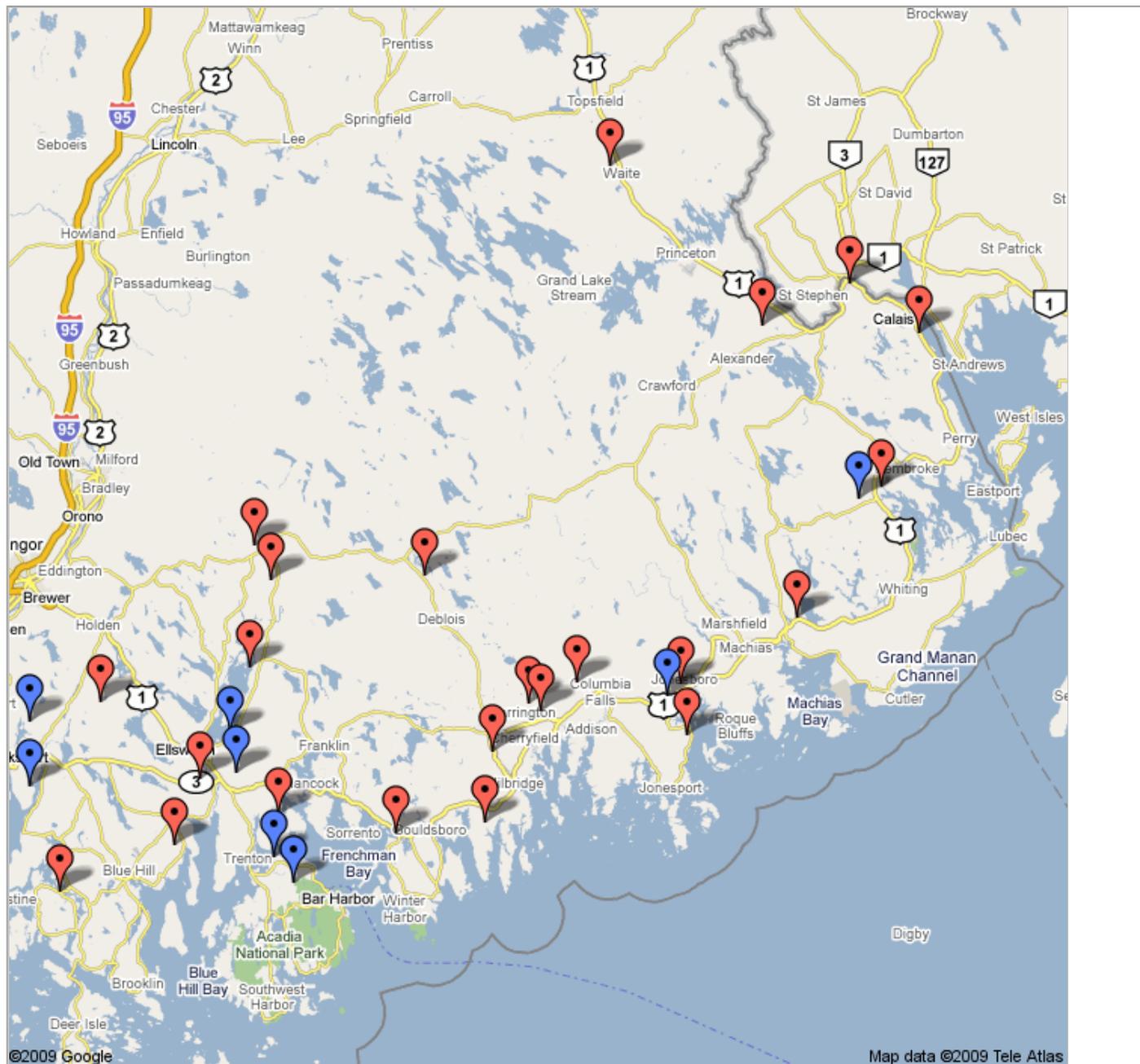
WHCA Agricultural Resource Inventory



Map prepared by the
Hancock County Planning Commission
jhf 05/18/09



Visit Washington/Hancock Farms & Farm Resources Map at <http://tinyurl.com/q8lfnb>



Washington Hancock Farm Resources

Farms and farm resources in eastern Maine

 [Beddington Ridge Farm](#)

 [Bella Terra](#)

-  [Blueberry Bliss](#)
-  [Bradshaw's Cranberry Farm](#)
-  [Dennys River Natural Foods](#)
-  [Downeast Farm](#)
-  [End of the Road Farm](#)
-  [Gardenside Dairy](#)
-  [Gladstones Under the Sun](#)
-  [Gravelwood Farm](#)
-  [Growing Concern](#)
-  [Harbor Bars](#)
-  [Harmony Hill Farm](#)
-  [Howling Hill Farm](#)
-  [Kenona Farm](#)
-  [Lamb Cove Farm](#)
-  [Mandala Farm](#)
-  [Moon Dog Farm and Market](#)
-  [New Moorings Farm](#)
-  [Painted Pepper Farm](#)
-  [Raven Ridge Farm](#)
-  [Robb Hill Farm](#)
-  [Rooberry Farm](#)
-  [Savory Bay](#)
-  [Season's Eatings Farm](#)
-  [Seal Cove Farm LLC](#)
-  [Sunset Acres Farm](#)
-  [Sweet Peas Farm Store](#)
-  [Udder View Farm /Sugar Hill Cranberry Company](#)

-  [Waterworld II](#)
-  [Wo's BBQ](#)