Mobilizing the power of New England institutions to transform our food system.

www.farmtoinst.org
Director’s Letter

Dear FINE Friends,

The 2017 New England Farm to Institution Summit in April was a watershed moment for the farm to institution movement. Watching the nearly 500 leaders from all parts of the value chain share their experiences and make connections to source more local food, I was struck by how much has changed since 2011 when FINE was launched. It’s clear, farm to institution is not just a promising idea, but it has become an established part of our institutional food culture. We are having an impact – and yet our work is far from complete.

This past year, FINE’s metrics program has deepened our collective understanding of this system we are working to change. We now have a good baseline of local food procurement percentages and practices for the three sectors we focus on, as well as institutional sales data for distributors who deliver the food and the farmers who produce it. We also better understand the motivations and barriers for all.

Our New England Farm & Sea to Campus Network has emerged to serve as a valuable forum for campus food system leaders to exchange ideas and develop tools to address critical barriers in their sector. Campus FoodShift was launched to apply these tools to select institutions that are ready to step forward as the next cohort of local food system leaders.

FINE’s food service program, which features a local food buying toolkit for food service professionals, continues to help partners navigate the sometimes opaque and dynamic world of food system contracts that define the opportunities and barriers of local food practices.

FINE’s Network Advisory Council and staff team have also deepened our commitment to our core values and updated our mission statement, vision, and goals to align with the broader purpose of our work and to clarify our path forward.

The FINE team is pleased to share the highlights of our work in fiscal year 2017. Thank you for partnering with us on this journey!

Sincerely,

Peter Allison
Network Director
Farm to Institution New England
OUR MISSION
To mobilize the power of New England institutions to transform our food system

OUR VISION
By 2030, we envision New England institutions and the FINE network playing leadership roles in cultivating a region that is moving towards self-reliance.

We envision an equitable and just food system that provides access to healthy and abundant food for all New Englanders, and is defined by sustainable and productive land and ocean ecosystems.

OUR VALUES
We value collaboration, community and place, diversity, equity, healthy ecosystems, strategic disruption, the right to food, thriving local economies, and transparency.
**BY THE NUMBERS**

### NEW ENGLAND FARM TO INSTITUTION
- 4,628 K-12 Schools
- 210 Colleges & Universities
- 256 Hospitals
- 34,877 Farms
- 3.8 million People eat at institutions every day
- 17% local
  Average percent of food budget spent on local food across institutions

### ENGAGEMENT
- 450 Summit attendees
- 915 Webinar registrations
- 32 Advisors on project committees or network council
- 1,456 Newsletter subscribers
- 18,360 Website users
- 4,423 Food service toolkit pageviews

### NETWORK ROLES
Responding network members told us their role in the food system:
- 28% Production
- 17% Processing
- 20% Aggregation
- 21% Wholesale Distribution
- 39% Dining Services
- 57% Education
- 21% Public Policy

*Respondents could select more than one option*

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**FY 2017 GROWTH**

- 37% Newsletter subscriber growth
- 63% Twitter follower growth
- 35% Facebook follower growth

July 2016 to June 2017
CORE STRATEGIES

Network
We serve as the backbone for the farm to institution network in New England.

Catalyze
We catalyze projects that address key barriers in the food supply chain.

Organize
We organize communities of practice to increase rates of success.

REGIONAL NETWORK

Farm to Institution New England is a six-state network of nonprofit, public and private entities working together to transform our food system by increasing the amount of good, local food served in our region’s schools, hospitals, colleges and other institutions.

The FINE network consists of non-profit organizations, government agencies, institutions, foundations, farms, food distributors, food processors, food service operators and others.

PROGRAM AREAS

Farm to Campus  Food Service  Food Processors  Food Hubs

Events & Trainings  Communications  Research & Metrics

The following pages feature fiscal year 2017 program highlights.
There is a reason FINE’s summit is known as the premier farm to institution conference in the region. Between the diversity of attendees and session topics, it is certain that one will walk away with valuable new perspectives on food systems development in our region.

— Dave Robinson, USDA Rural Development
RESEARCH & METRICS

Increasing awareness of the opportunity and impact of New England’s farm to institution market

Over the past fiscal year, FINE has increased the level of knowledge of the regional farm to institution market across K-12 schools, hospitals, and institutions of higher education – and across the supply chain – through an interactive online dashboard and three in-depth research reports.

We have informed key audiences about data-based findings and shared specific recommendations with state policymakers, elected officials, funders, and supply chain actors through webinars on food distribution, food production, and campus dining; individual state profiles; and numerous in-person presentations to state departments of agriculture and funder affinity groups and at regional conferences.

METRICS PROGRAM AT-A-GLANCE

3 Research Reports & Webinars

6 State Profiles

1 Online Metrics Dashboard

12 Metrics Presentations

Dig In Deeper!
All of our metrics resources are available for free on FINE’s metrics dashboard: dashboard.farmtoinstitution.org

It can be hard to come by comprehensive data on the procurement practices of Massachusetts’s institutions of higher education. FINE’s published research and their willingness to provide the Mass. Food Policy Council with a customized data set served as essential tools in the research and drafting of the Massachusetts State Food Policy Council’s white paper on farm to institution sales.

FARM TO CAMPUS
FINE’s Farm & Sea to Campus Program mobilizes students, staff and faculty at institutions of higher learning

New England Farm & Sea to Campus Network
In fiscal year 2017, FINE’s New England Farm & Sea to Campus Network has grown to include more than 150 members. The network now accomplishes the goals established by the steering committee through hands-on projects organized by four working groups:

1. Communications & Outreach
2. Supply Chain Development
3. Education & Engagement
4. Evaluation & Tracking

This year, the network launched its own newsletter and developed a unique visual brand, featuring a new logo!

Campus Foodshift
In fall 2017, to complement the campus network and open a door to working more closely with individual campuses, FINE launched a pilot initiative called Campus FoodShift. Over the next few years, we aim to create a sense of momentum and critical mass around food system change led by colleges and universities in New England.

CAMPUS PROGRAM AT-A-GLANCE

| 150 | 4 | 8 | 3 |
| Network Members | Working Groups | Steering Committee Members | Case Studies |

I see the New England Farm & Sea to Campus Network in a unique position to coordinate the incredible potential of institutions in higher education – and all the stakeholders involved – to advance real change in the food system.
– Hannah Weinronk, Real Food Challenge
ADDITIONAL ACCOMPLISHMENTS
FINE’s impact on the lives of those who grow, move, cook, and eat local food in New England is furthered by our other project areas

In fiscal year 2017, FINE expanded our reach, providing programs that help mobilize hundreds of people to transform our food system in their own significant way. Here are some of the other highlights of our recent work:

1. **Food Service**: Increased awareness of key leverage points in food service management contracts through webinars and trainings utilizing the food service toolkit.
2. **Food Processing**: Supported seven food processing facilities around New England by hosting a community of practice and publishing case studies about each facility. Promoted lightly processed local food for institutions through a pro video.
3. **Food Hubs**: Explored the feasibility of a New England food hub network through a study with six food hubs and six institutions.
4. **Storytelling**: Inspired people with success stories through more than a dozen case studies and six Moth-style stories at the 2017 New England Farm to Institution Summit.
5. **Strategic Planning**: Revised our guiding ideas and goals and mapped out specific strategies and indicators in our 2017-19 strategic plan.
6. **Outreach**: Gave dozens of data and story-rich presentations at partner events such as webinars, meetings, and conferences.

FINE’s food service management toolkit has provided a fantastic launching point for the development of trainings for health care facilities related to how they can integrate their local and sustainable values into contracts with management companies and group purchasing organizations. We expect that the toolkit and associated trainings will lead multiple hospitals to change the way they issue RFPs and think about their contracts as a tool for increased access to regionally produced foods.

“– Jennifer Obadia, Health Care Without Harm
OUR TEAM

Network Advisory Council
Sue AnderBois | State of Rhode Island
Charlene Andersen | NH Community Loan Fund
Kevin Blaney | Chartwells Higher Ed
Ramon Borges-Mendez | Clark University
Andy Cox | Smith College
Shelley Goraj | Maine General Medical Center
Christopher Howland | University of Massachusetts Amherst
Mark Lapping | University of Southern Maine / Maine Food Strategy
Monica Nakielski | Partners HealthCare
Jen Obadia | Health Care Without Harm
Renee Page | Healthy Communities of the Capital Area / Maine Farm to Institution
Kenneth Payne | Rhode Island Agricultural Partnership / RI Food Policy Council
Alicia Pedemonti | Northeast Pork Association / NH Agency of Agriculture
Margaret Read | Rudd Center for Food Policy & Obesity
Annie Rowell | Sodexo
Brett Tolley | Northwest Atlantic Marine Alliance
John Turenne | Sustainable Food Systems
Sarah Waring | Center for an Agricultural Economy

Core Staff
Peter Allison | Network Director
Kaitlin Haskins | Communications Manager
Riley Neugebauer | Campus Project Manager*
Nessa Richman | Research & Evaluation Director
Dana Stevens | Event & Project Manager

*Left in May 2017

A number of skilled temporary staff and consultants also contributed to our work in FY2017 (listed at right).

Thanks also to:
Hannah Leighton | Metrics Intern
Kathleen Nay | Communications Intern
Lauren Olson | Camp
Mike Zastoupil | Campus Intern
(Know Campus Project Associate)
Nathaniel Brooks | Research Associate
Alissa Matthews | Food Processing
Community of Practice Coordinator
Lydia Oberholtzer | Metrics Specialist
Jeremy Phillips | Strategy Consultant
KK&P | Food Hub Consultants

Dozens of other change-makers serve on our project advisory boards!
FINANCIAL SUMMARY

Fiscal Year 2017 Revenue

- Sponsorship $54,157
- Federal Grants $54,232
- Registration Fees $61,414
- Foundation Grants $377,089

Total Revenue: $546,893

Fiscal Year 2017 Expenses

- Personnel Expenses $340,129
- Contract & Professional Fees $96,763
- Travel & Meetings $77,140
- Administration $66,339
- Equipment & Communications $13,751

Total Expenses: $594,122

Total Net Assets on July 1, 2017: $424,368

FUNDERS & SPONSORS

Grants
- The John Merck Fund
- Henry P. Kendall Foundation
- USDA Local Food Promotion Program
- Anonymous

Sponsorships
- USDA Agricultural Marketing Service
- Health Care Without Harm
- Red’s Best
- Maine Farm to Institution
- Sodexo
- Main Street Resources
- Commonwealth Kitchen
- USDA Food & Nutrition Service
- Food Solutions New England
- SecondsFirst
- UMass Amherst
- Lef Farms
- UConn
- Costa Fruit & Produce
- Coalesce
- Franklin County CDC
- Arnolds Meat
- Farm Credit East, Maine Family Farms
- Crave Food Service / What’s Good
- Upper Valley Produce
- Dole & Bailey
- Fresh Point / Sysco
- Sea to Table
- Fair Food Fund
- Roch’s Distribution
- Happy Valley Meat Co.
- Grandy Oats
- Walden Meats

We value the role of FINE as a leading voice and convenor in the farm to institution network in New England. They connect and enhance the capacity of disparate actors in the regional value chain who together are overcoming critical barriers to increasing the amount of New England-produced food served to institutional customers. By providing good data, strong case studies, and best practices, FINE enhances the viability and sustainability of the New England agricultural economy.

– Christine James, The John Merck Fund

Thank you!
Join us in creating a healthier tomorrow.
Donate today!

Contact Us
info@farmtoinst.org – We’d love to hear from you!
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www.farmtoinst.org