FACILITATOR

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OUTLINE

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Our mission is to mobilize the power of regional institutions to transform our food system
The New England Farm & Sea to Campus Network is a community of higher education and food systems stakeholders who connect, share, and collaborate to develop transparent regional supply chains and educate campus communities about regional food systems.
PRODUCT SPOTLIGHT WEBINARS

A series focusing on local products and how to improve sourcing

Sourcing Local SEAFOOD
Sep 2019

Sourcing Local GRAINS
Nov 2019

www.farmtoinstitution.org
INTERACTIVE FEATURES

CHAT

Q&A
SPEAKERS

Jamie Picardy  
Assistant Professor  
Food Studies Program  
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Rebecca Thistlethwaite  
Director  
Niche Meat Processor Assistance Network  
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Mike Webster  
Director of Dining Services  
Tory Hill @ Hotchkiss School  
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SPEAKER #1:
Jamie Picardy
Food Systems Program
University of Southern Maine
Organization: University of Southern Maine (soon to be University of Maine Portland)

Title: Assistant Professor of Food Studies

Work Description:
Teach, advise, conduct community-engaged applied research, & have served on Food Solutions New England Network Team (21 Day Racial Equity Challenge)
Americans ❤️ love ❤️ meat!

Chart available online at [https://ourworldindata.org/meat-production#which-countries-eat-the-most-meat](https://ourworldindata.org/meat-production#which-countries-eat-the-most-meat) [Nov. 30, 2019].

Note: Data excludes fish and other seafood sources. Figures do not correct for waste at the household/consumption level so may not directly reflect the quantity of food finally consumed by a given individual.
Estimating American Meat Consumption*

*USDA estimates average access to 222.4 pounds of red meat and poultry per person on a retail weight basis. That’s > ½ lb/day/person!

USDA calculates per capita meat disappearance as a measure of total supply per capita (supply minus exports and ending stocks). Since the measure is based entirely on supply, it does not account for food waste, meat used for pet food, and any other nonfood uses of livestock and poultry meat products. Disappearance is commonly used as a proxy for consumption, it likely overestimates actual consumer use of these products.

Per capita disappearance of red meats and poultry is forecasted to eclipse 2007 record

We (USA) are also a Top Producer of this Livestock

- 32,817,400 beef cattle/yr
- 9,050,716,000 broiler chickens/yr
- 241,677,000 turkeys/yr
- 121,390,200 hogs/yr

Consumer Interest in Differentiated Meat

Image Sources:
Difficult to Estimate Local, Niche Meat Production

Growth of U.S. Organic Food Industry

USDA does not have official statistics on U.S. organic retail sales (information provided from industry sources).

U.S. sales of organic products were an estimated $28.4 billion in 2012.

Organic food was >4% of total food sales in 2012.

Consumer Demand Example: Grass-finished Beef

The market for labeled grassfed beef (beef with a grassfed marketing claim that is kept segregated from conventional beef throughout the supply chain) is growing at an extraordinary pace:

- Retail sales of labeled fresh grassfed beef grew from $17 million in 2012 to $272 million in 2016, doubling every year.
- Labeled grassfed beef is 1% of the total U.S. beef market. (Back to the Grass, 2017).

Data and image source:
Speaking of Labels!

Image source:
Local Meat?

As reported by Gwin et al. (2013, page 8), livestock farmers are interested in selling locally for several reasons, such as:

- potential for price premiums;
- direct connection with consumers;
- recognition for their production practices and products.

SPEAKER #2:
Rebecca Thistlethwaite
Niche Meat Processor Assistance Network
Opportunities for Local Meat Processing in Farm to Institution

Rebecca Thistlethwaite, Director
Niche Meat Processor Assistance Network

NMPAN is a national community of practice of people and organizations helping small meat processors thrive, and growing our shared wealth of information and innovation. We offer tools and information for small processors and the farmers, marketers, and meat buyers who depend on them.
Common Challenges

The more you want things pre-cut, cooked, formed, frozen, IQF, blended, dehydrated, crumbled, etc. the more specialized equipment a processor will need, labor time/costs, ingredients they have to procure, documentation, etc. Can add to price and exclude a lot of small processors who don’t have that equipment.
Price tag: $250,000
Price tag: $12,000
Best Practices

Beef to School =

Beef Producer + Processor + Foodservice
Best Practices - Processor/Distributor

• Use cull animals to lower costs
• Buy cull animals directly at auction & pay for processing
• Rancher donations (not sustainable), 4H, or FFA animals
• Processor could sell high end cuts to restaurants, grind to the schools
• Offer cold storage option for schools
Best Practices- Buyer/End User

• Work with existing distributors
• Blended product to reduce costs or for other perceived benefits
• Pre-formed patties or other pre-cooked products
• Testing in school kitchens with their equipment
• Buy in off-season to save $ or get preferential pricing & treatment from processors (Jan-April)
• Ensure that producers and processors are meeting food safety and agricultural standards
Best Practices- Community Buy In

• Parents & community support
• Start small - i.e., once a month or semester, or special events only
• Schools, producers, and processors need to negotiate so that budget needs are met for ALL operations
• Focus on benefits, such as: quality, locality, nutrition, and food literacy
• Taste testing events
• Cultivate positive press
Examples/Models

- Montana Beef to School Project
- Oregon Farm to School Funding
- South Dakota
- Nebraska
- CA - Marin County School District
- Many other states

*Most K-12 programs rely on donated animals*
MT Beef to School Project

Key Case Study Findings

MOTIVATIONS
Quality
Community
Literacy
Nutrition

COMMUNITY INVOLVEMENT
Relationship Building
Donations
Parent & Student Support
Economics
Education
Eco-Trust NWFBA Effort

Whole animal model

If we want to build a thriving local food system, we need to go beyond bacon

GOING WHOLE HOG
Whole animal model: Making it work
BEEF TO SCHOOL DECISION TREE

This decision tree will help you decide which procurement method to use for purchasing local beef for your school. It will direct you to the Beef to School Procurement Template – either an Informal Request for Quotes (RFQ) or Formal Request for Proposals (RFP).

Will your beef purchase total value be:

- $< 10,000
- $10,000 - $250,000*
- $> 250,000*

1) Less than the micro-purchase threshold of $10,000? The federal micro-purchase threshold is $10,000. States or localities may set more restrictive thresholds.

You may make a direct purchase of local beef without conducting an informal or formal procurement. Be sure to document your micro-purchase and distribute your school’s micro-purchases equitably among qualified vendors.

2) Between the micro-purchase threshold of $10,000 and the small purchase threshold for your state?

You may conduct an informal procurement and use the Informal Request for Quotes (RFQ) Beef to School Template.

3) Above the small purchase threshold for your state?

You must conduct a formal procurement and use the Formal Request for Proposals (RFP) Beef to School Template.

Both Formal Requests for Proposals and Informal Requests for Quotes may incorporate geographic preference to give a comparative advantage to vendors that can provide local beef.

Tip: When conducting an informal procurement, be sure to document specifications and record quotes.

Tip: Schools may not arbitrarily split purchases in order to fall below the small purchase or micro-purchase thresholds.

Any meat served in Child Nutrition Programs must be processed in a USDA-inspected facility or a state-inspected facility if it is one of the 21 states that operates a Meat & Poultry Inspection (MPI) Program. This requirement is included in the Beef to School Procurement Template language. For more information about buying local meats, check out the Local Meat in Child Nutrition Programs fact sheet.

For more information about buying local, contact your state farm to school contact, check out the Procuring Local Foods for Child Nutrition Programs Guide, or visit www.usda.gov/fermschool.

Informal Procurement

The primary difference between formal and informal procurement is that a formal procurement must be publicly advertised. This means that when conducting an informal procurement, you are in control of who you request quotes from and you can choose to make requests only from vendors supplying local products. If there are no local vendors to request quotes from, you can request products from both local and non-local sources and target local products by using product specifications, technical requirements or geographic preference. When conducting an informal procurement, you can collect quotes over the phone, via email or even at the farmer’s market. Just be sure to document your requirements, specifications, and quotes in writing.

Technical Requirements and Product Specifications

In any type of procurement, you can use technical requirements and product specifications to target local products. In order for a vendor to be considered responsive and responsible, the vendor must meet the product specifications and other requirements outlined in your solicitation. Consider using requirements or specifications that target local products, such as:

- Freshness (e.g., “dine within 48 hours of harvest”)
- Harvest techniques
- Production practices
- State of origin labeling
- Ability to provide farm visits or field classrooms

Specifications such as these help increase the chances of getting products that are produced nearby, but do not explicitly require that the products be local. When specifying requirements related to particular crop varieties and freshness factors, be sure not to overly restrict competition as the market research necessary to ensure there are multiple vendors able to meet your specifications.

Evaluation Criteria

In an RFP, you are not just evaluating price but the whole package of services and/or products the vendor is offering. Therefore, RFPs allow you to give weight to factors in addition to price. RFPs should describe all evaluation criteria, their relative importance, and how they will be used to assess the proposals. The weight of each evaluation factor distinguishes which elements are most important, but elements included as evaluation criteria are not requirements.

You can use some of the same measures mentioned in the technical requirements and product specifications section as evaluation criteria, noting that if those factors are used as evaluation criteria, their relative importance will be evaluated when reviewing proposals and if they are used as technical requirements or product specifications, the factors must be met in order for the bid or proposal to be considered.

Geographic Preference

The 2008 Farm Bill directed USDA to allow child nutrition program operators to have a geographic preference for the procurement of unprocessed, locally grown or raised agricultural products. See the resources listed below for more information.

Learn more

FNS’s Procuring Local Foods webpage is check full of resources to help you buy local including a comprehensive guide, Procuring Local Foods for Child Nutrition Programs; twelve webinars that dissect each step or method for buying local; and fact sheets on a range of procurement-related topics.

This material is based upon work that is supported by the National Institute of Food and Agriculture, U.S. Department of Agriculture, under award number 09-3530-1152-020 through the Western Sustainable Agriculture Research and Education program under subaward number 10009726.
SPEAKER #3: Mike Webster
Hotchkiss School
MIKE WEBSTER

Organization: Tory Hill @ The Hotchkiss School

Title: Dining Director

Work Description:
- Teach, Learn & Develop Regional Supply Chains in New England
- Experiential education advocate

Photo courtesy of: Mike Webster, The Hotchkiss School
Hotchkiss students wok cooking in their Chinese language class
HOTCHKISS TRANSITION

2010: >5% local
2013: RFC Signatory
2015: 23% local
2018: 60% local

✔ Financially net-neutral
✔ Shifts in meat, grains, winter crops
✔ Direct to producer purchasing
✔ Contract farming

Photo courtesy of: Wendy Carlson, The Hotchkiss School
This project will increase the direct purchasing of beef and pork from farmers in New England, as well as engage regional processors. The four colleges are aiming to transition all of their beef and pork purchases to local farms over the next three years. The purpose is to allow farmers to sell whole products/animals through one source, which will thereby increase and diversify their market share. Additionally it is our hope to maintain or increase pasture and silvopasture farmland in New England.
$800,000 NEW money into the local economy!

Multiplier Forecast: $800,000 \times 2.4 = $1,920,000

“Research at Iowa State University shows that the multiplier for a farm may be 1.4 in an area where large-scale farms prevail; smaller farms in small-farm areas of Wisconsin report a higher multiplier of about 2.6. The multiplier is the number of times a dollar cycles through a locale; a higher number means more money is recycled within an economic region.”

*Local food as economic development, by Ken Meter, Crossroads Resource Center (2008)
WHOLE ANIMAL PURCHASING MODEL

1. **Contract with local farmers** to grow animals and deliver to slaughterhouse
2. **Work with slaughterhouse** to develop a cut sheet to meet your production needs
3. **Arrange delivery** from slaughterhouse to your door
4. **Pay the slaughterhouse** (local business) for processing

Redirect your SS away from “Big Ag”
Support local farm economies
BUYING DIRECT FROM SMALL FARMS

BUILDING RELATIONSHIPS
● Symbiotic relationship between producer/consumer
● Stronger community networks

ETHICS & STANDARDS
● Certified Organic vs. Beyond Organic*
● Soil development & carbon sequestration
● Global impact of sustainable ruminant growth

QUALITY STANDARDS
● Feed quality & selection
● Living conditions & quality of Life
● Discretion on harvest date

Herondale Farm, Ancramdale, NY
Photo courtesy of: Mike Webster, The Hotchkiss School
## CREATIVE PROBLEM SOLVING

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<td>Add freezer space if space available</td>
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<td>Deliveries of large volume</td>
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<td>Scheduling &amp; calendar mgmt</td>
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LOCAL ECONOMIC DEVELOPMENT

INCREASED ECONOMIC ACTIVITY
- Hire staff; better compensate existing staff
- Equipment, hardware, lumber, feed, storage...

FARMER "SALARY" OFFERS STABILITY
- Offers better stability & cash flow than alternative markets
- Sets a baseline, creates a springboard for growth

FARM EXPANSION & INVESTMENT OPPORTUNITIES
- Build new barns/repair existing ones
- Lease new land for feed production
- Herd development & improvements
BEST PRACTICES

BROKERS & DISTRIBUTORS

Farms2Table (Hudson Valley)
Marty’s Local (New England)
Equinox Food Brokers (New England)
Black River Produce (New England)
Dole & Bailey (New England)

BUY DIRECT

Hudson Valley Chicken
Miller Turkey Farm
Maine Grains
Crofters Organic Jelly
Wild Planet Tuna
Taste of Alaska (Wild Alaskan Salmon)
Rhapsody Ferments (Tempeh, Miso)
Q&A

Please remember to fill out the survey!
UPCOMING EVENTS

In-Person Events

Campus Farmer Summit - Feb 22, 2020

Webinars

Campus Farms Webinar - Jan 2020
CONTINUE THE CONVERSATION

CONNECT WITH FINE

In a working group
On the dining operators listserv
Send us your ideas!

Email: tania@farmtoinst.org
WE’D LOVE YOUR FEEDBACK!

WEBINAR SURVEY
https://www.surveymonkey.com/r/LCLMEAT

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Photo courtesy of: Wendy Carlson, The Hotchkiss School
THANKS FOR JOINING!