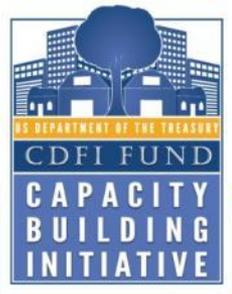




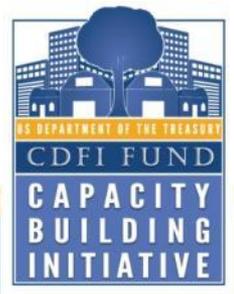
Farm to School: Opportunities Within the Supply Chain

The Food Trust
Alyssa M. Moles



Introduction

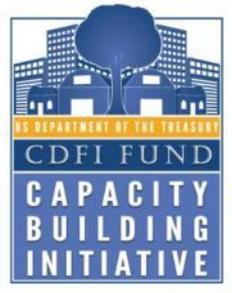
- CDFI Fund's Capacity Building Initiative
 - Financing Healthy Food Options
 - Workshops
 - Technical Assistance – individual and group
 - Resource Bank



Today's Webinar Topic

Connecting Farms to Cafeteria

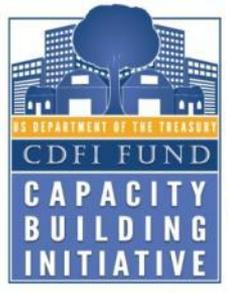
- Why?
 - Introduction to Farms to Cafeteria movement and opportunities for growth.
 - CDFIs can play an important role in financing this expanding movement



Presenter



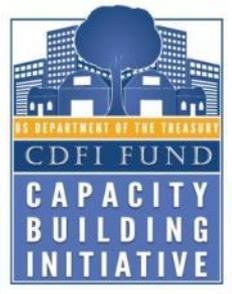
Alyssa M. Moles
Regional Farm to School Coordinator
The Food Trust
amoles@thefoodtrust.org



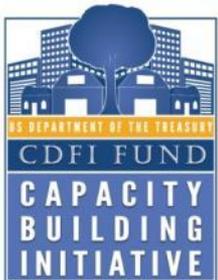


Farm to School: Opportunities Within the Supply Chain

The Food Trust
Alyssa M. Moles

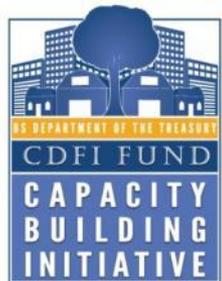


In hundreds of neighborhoods across the country, nutritious, affordable, and high quality food is out of reach — particularly low-income neighborhoods, communities of color, and rural areas.



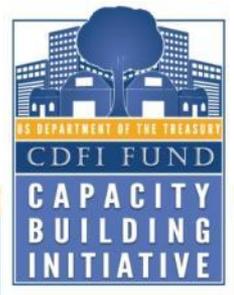
And institutional food, especially schools, looks like this:





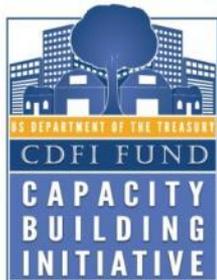
What is Farm to School?

“ Farm to School programs connect **school food** with **local agriculture** to create a strategy that increases the **profitability** of farming, improves the **quality** of school meals, and re-create **relationships** in the community among consumers and the people who grow their food.”



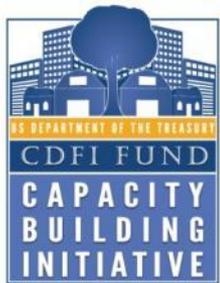


Farm to Cafeteria

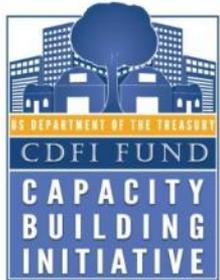




School Gardens

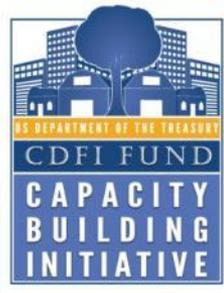


Farm Tours



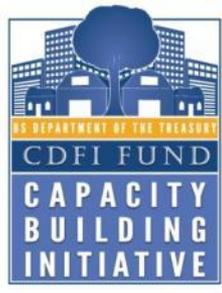


Taste Tests and Cooking Demos



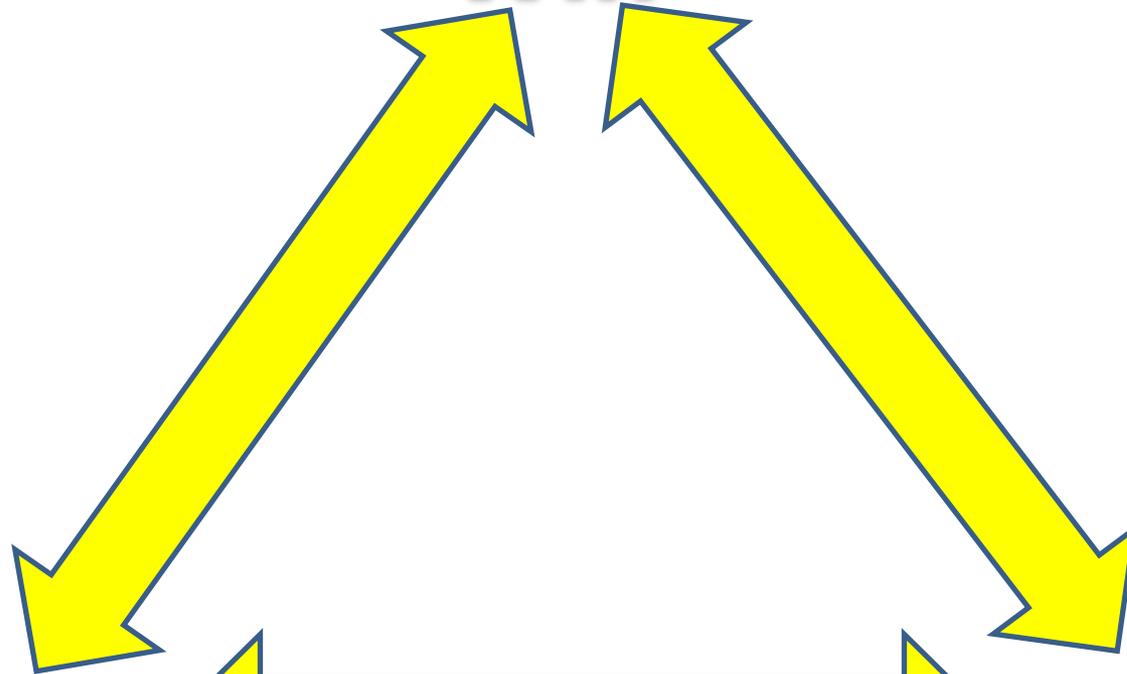


Nutrition and Agriculture Education



Farmers

Win

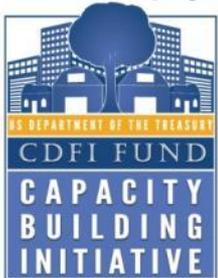


Win

Communities

Win

Kids



History of Farm to School

1996-1997

California (Santa Monica-Malibu USD and The Edible Schoolyard, Berkeley) and Florida (New North Florida Marketing Cooperative).

2000

National Farm to School Program

2001

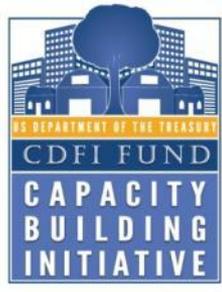
USDA AMS Small Farms/School Meals Initiative

2002

1st national Farm to Cafeteria conference

2004

CNR authorizes National Farm to School Program
400 programs in 22 states





2007

National Farm to School Network created with funding from the Kellogg Foundation

2008

Farm Bill legislation successfully passed allowing food service directors to preference local products

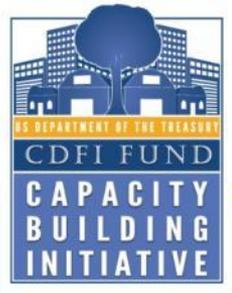


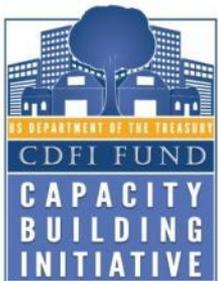
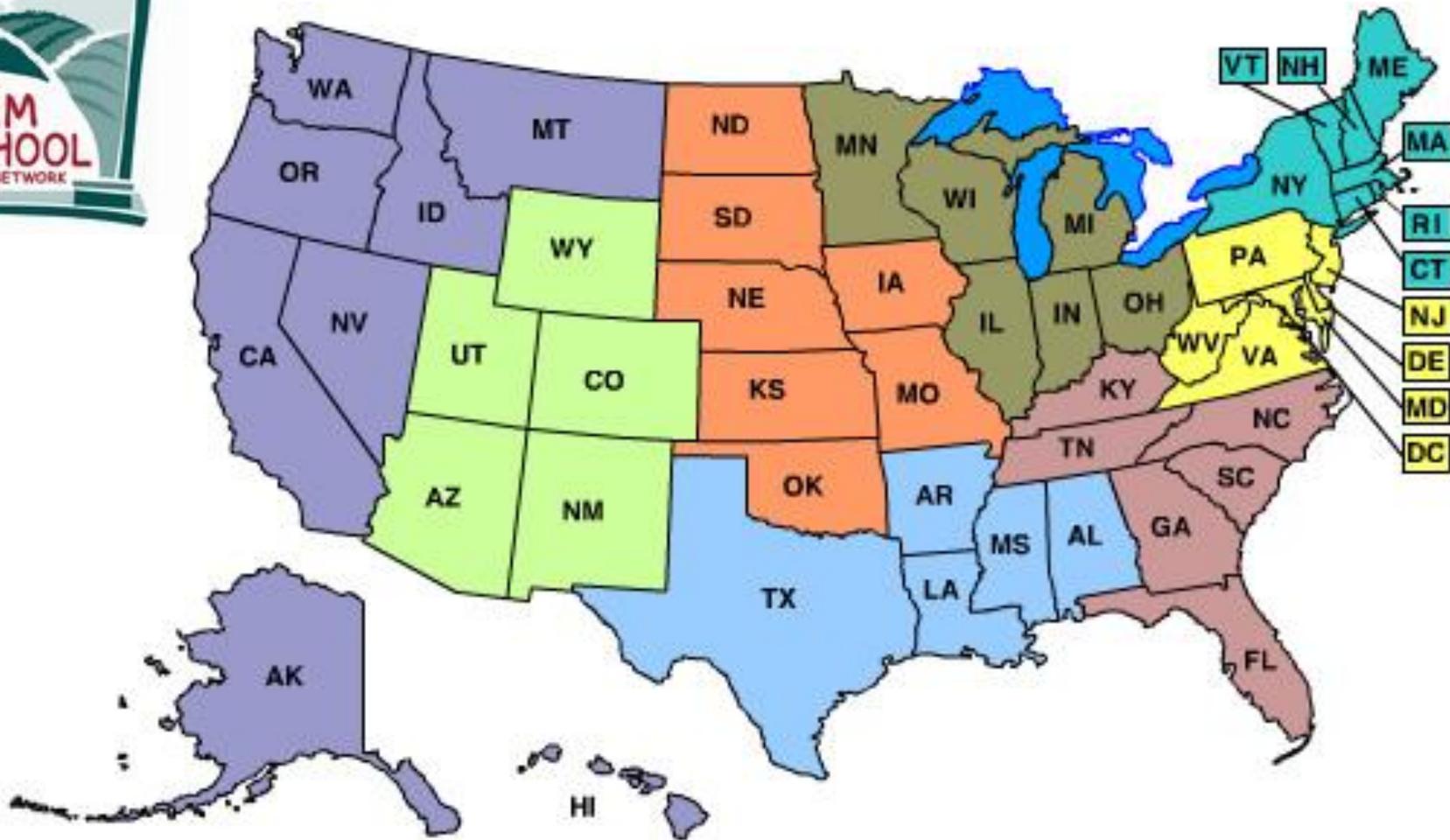
2010

Estimated over 2000 programs in all 50 states

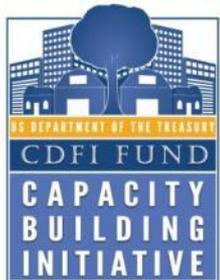
CNR passed with provisions for a Farm to School Competitive Grants program

USDA's Farm to School teams visit 15 school districts



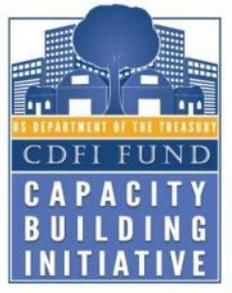


How do we grow Farm to School?

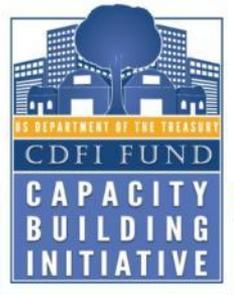


Key Farm to School Challenges

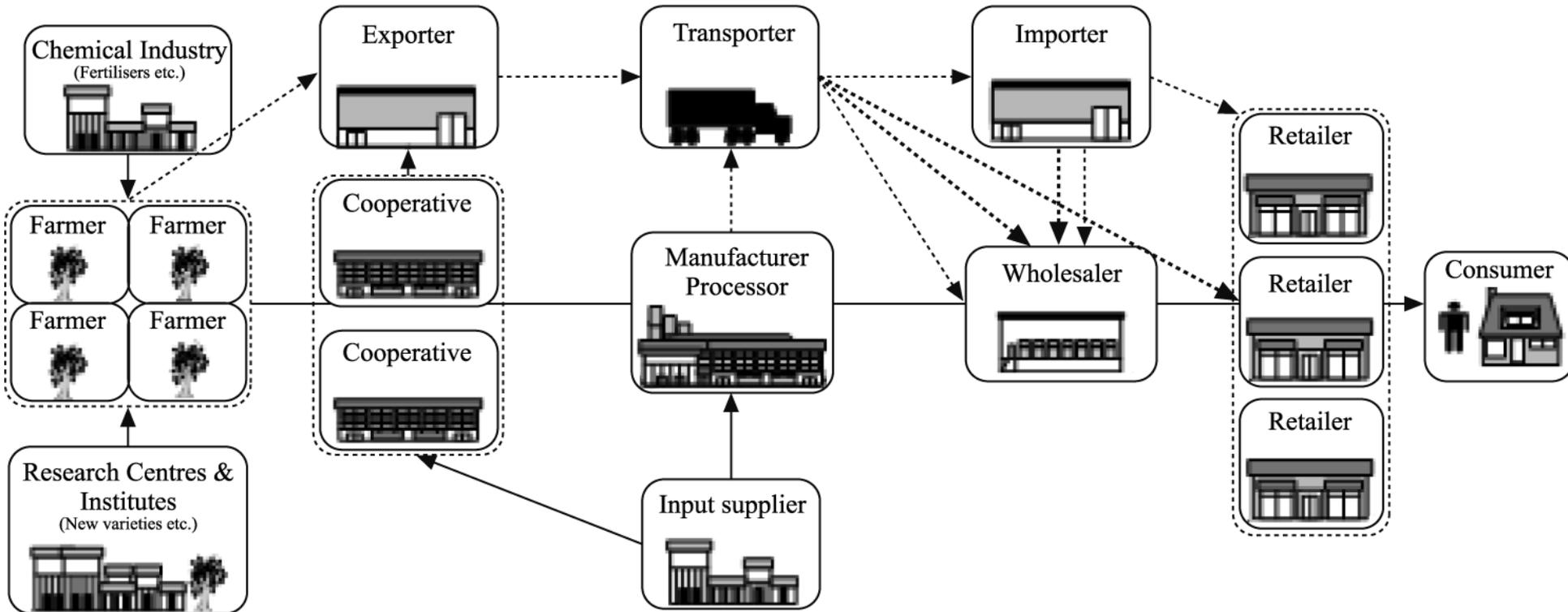
- How do we move food from where it is grown to where people are eating it?
- How do we make products that are easy for schools to use and kids to eat?



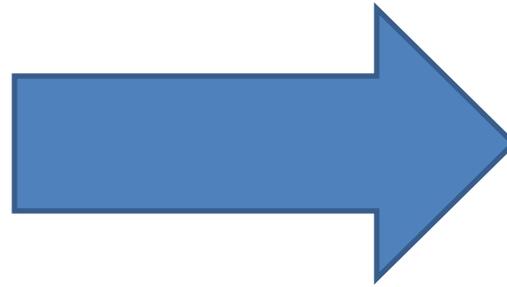
How do we move food from where it is grown to where people are eating it?



Traditional Supply Chain Model



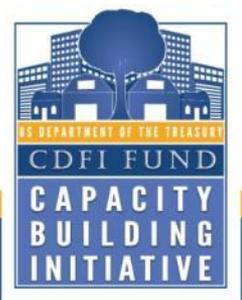
Local Supply Chains



Local Food Distribution Systems

- CSAs
- Pick-Your-Own
- Farmers' Markets
- Sales from farm to retail outlet

Direct is the key word.

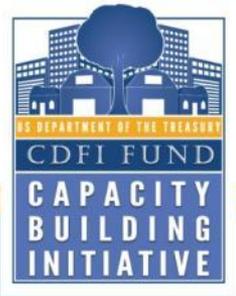


Direct Sales Require Farmers to:

- Market their own products
- Set-up logistics for moving their product
- Provide customer service
- Move their own products



Farming is a full-time job.

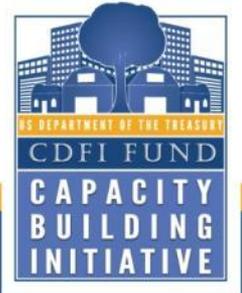


Direct Sales Require Institutions to:

- Find out who is selling what when and for how much
- Set-up logistics for bringing in products
- Deal with multiple vendors and multiple deliveries



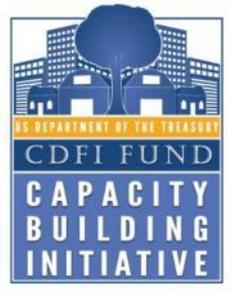
Feeding kids is a full-time job.



How do we move food from where it is grown to where people are eating it?

- Demand is not the issue. Schools want local products.
- Supply is not the issue. Farmers are growing products.

Infrastructure is missing.



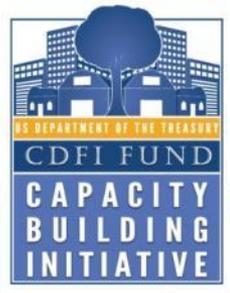
How do we make products that are easy for schools to use and kids to eat?

- **Schools have limited labor and time for food prep**
 - Washing, peeling, chopping fresh fruits and vegetables may be difficult due to constraints so schools serve less fresh.

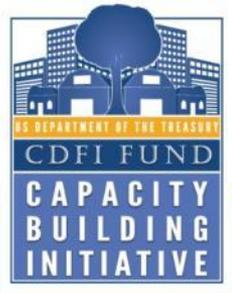




- **Students have limited time to eat**
 - Many products, like whole hand fruit, is wasted because students cannot finish them in time.



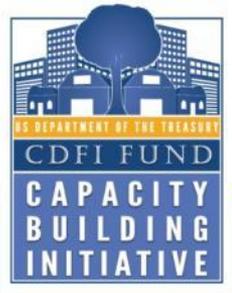
In Farm to School, we like to see challenges as opportunities.

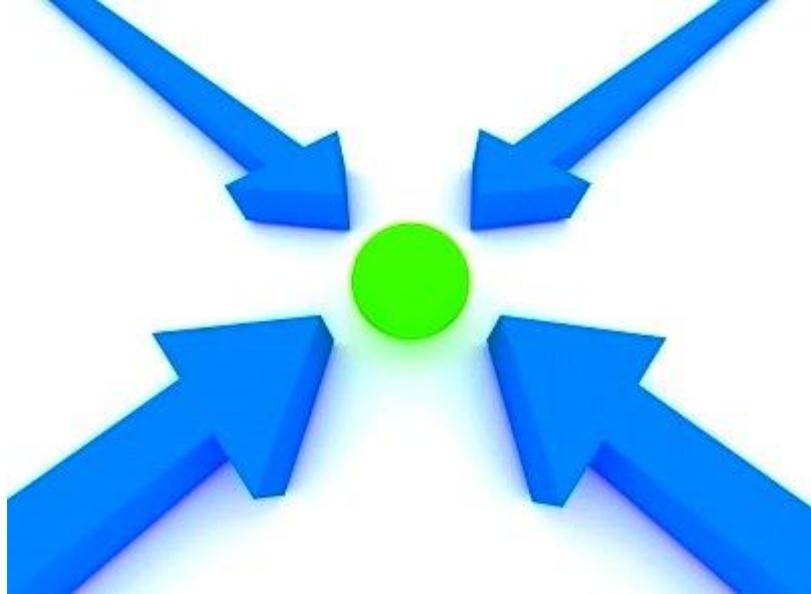


Challenge: How do we move food from where it is grown to where people are eating it?

Opportunities Within the Supply Chain

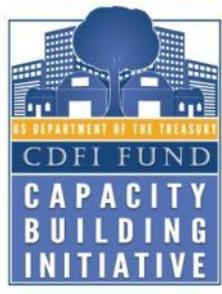
- Aggregation
- Active Coordination of Supply Chain Logistics
- Permanent Facilities
- Distribution





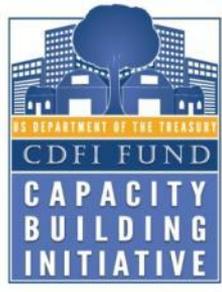
- **Aggregation**

- Moving food from where it is grown to where it is needed.



- **Active Coordination of Supply Chain Logistics**

- May include contract growing
- Development of wholesale market



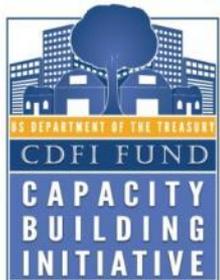
- **Permanent Facilities**

- Space and equipment for food storage, light processing, packing, palletization

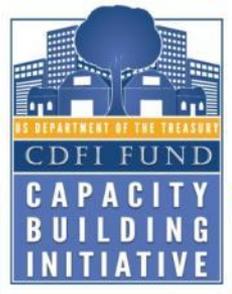


- **Distribution**

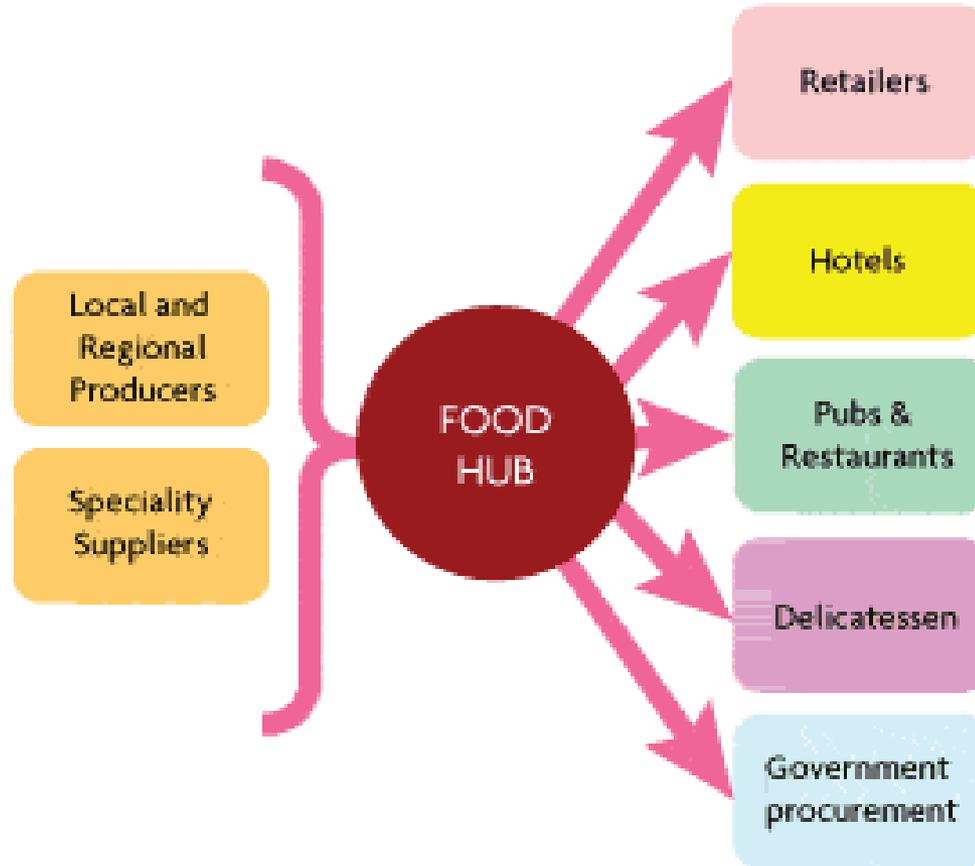
- Serving as a single point of sale for wholesale consumers
- Moving product to consumers



Can be served by multiple operations or a single local food hub.

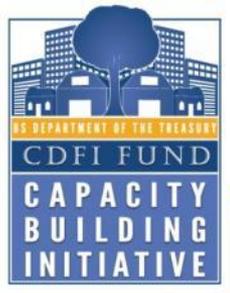


Food Hub



Food Hub Models

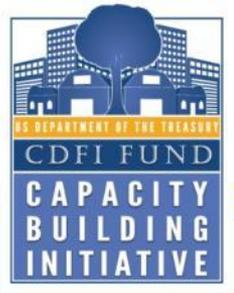
- **Retail/Wholesale driven**
 - Run by companies who are already in the retail market selling wholesale to businesses like grocers, restaurants or institutions.
- **Non-profit driven**
 - Created as a non-profit entity
- **Producer driven**
 - May function very similarly to a grower co-op
- **Consumer driven**
 - Operating as a buying club



Challenge: How do we make products that are easy for schools to use and kids to eat?

Opportunities

- Value-added products

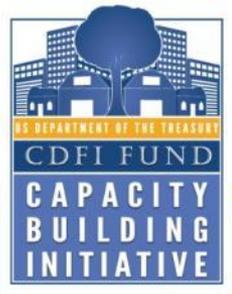


- **Value-added products**

- Minimally processed products that are it easier for schools to use:
 - Bagged lettuce
 - Baby carrots
 - Sliced Apples

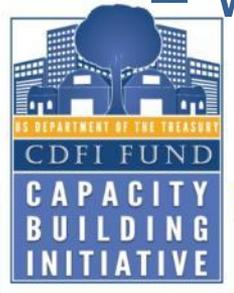


- Large-scale processors cannot get the **economy of scale** they need to be profitable when working with small-scale producers
- **Small-scale, local processors can fill this niche**
 - Washing, freezing, bagging, canning, etc.



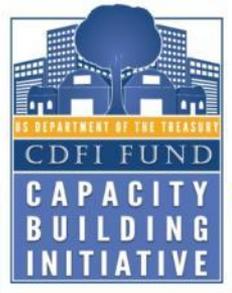
So What Does This Mean for CDFIs?

- Traditional financing just doesn't exist for food hub start-ups.
 - Lack of proven models
 - Unsure of exactly how business will evolve in a given area
 - Low margins and high risk
 - Capital costs are high
- These businesses need more coaching
 - Working with food access organizations can help



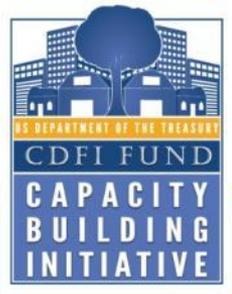
In order for farm to school programming to grow, we must address gaps in the supply chain.

The key supply chain challenges for farm to school are really opportunities for business and job development.





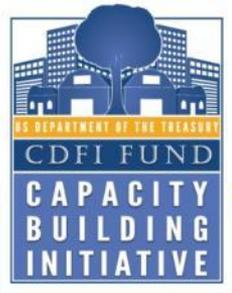
CDFIs can play an important role in building local infrastructure to help farm to school and build their local economy.



Thank you!

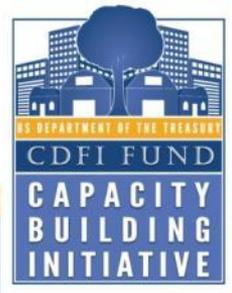


Alyssa M. Moles
amoles@thefoodtrust.org
215-575-0444 x189
www.thefoodtrust.org





Additional Resources



Financing Healthy Food Options Resource Bank

http://www.cdfifund.gov/what_we_do/FinancingHealthyFoodOptionsResourceBank.asp



The screenshot shows a web browser window with the URL www.cdfifund.gov/what_we_do/FinancingHealthyFoodOptionsResourceBank.asp. The page features a navigation menu on the left with links: WHO WE ARE, WHAT WE DO, IMPACT WE MAKE, NEWS & EVENTS, and HOW TO APPLY. The main content area is titled "COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS FUND" and "UNITED STATES DEPARTMENT OF THE TREASURY". Below this, the page is titled "Financing Healthy Food Options Resource Bank" and lists three main sections: I. Training Curriculum, II. Financial Resources Catalogue, and III. Food Desert Mapping Tools. Each section contains a list of links to various resources. A disclaimer at the bottom states that the documents were funded by the CDFI Fund under Contract TPD-CDF-10-C-0006, Task Order 0001, and that the content is the responsibility of the authors. The page was last updated/reviewed on 12/07/11.

CDFI Fund - U.S. Treasury - [www.cdfifund.gov/what_we_do/FinancingHealthyFoodOptionsResourceBank.asp](#)

Opportunity Financ... CARS™ - Comprehe... Other bookmarks

- WHO WE ARE
- WHAT WE DO
- IMPACT WE MAKE
- NEWS & EVENTS
- HOW TO APPLY

COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS FUND

UNITED STATES DEPARTMENT OF THE TREASURY

Financing Healthy Food Options Resource Bank

I. Training Curriculum

- [Food Systems Overview](#)
- [Healthy Food Retail Financing](#)
- [Financial Services for Mid-Tier Food Chain Enterprises](#)
- [NMTC & Urban Supermarkets](#)
- [Understanding the Grocery Industry](#)
- [Underwriting Supermarkets & Grocery Stores](#)
- [Mid-Tier Food Chain Enterprises Overview & Underwriting](#)
- [Capitalizing Healthy Food Retail Initiatives](#)
- [Identifying Optimal Areas for Supermarket Development](#)

II. Financial Resources Catalogue

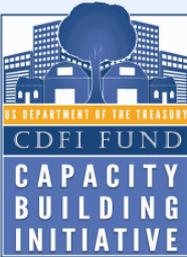
- [Financial Resources Catalogue](#)

III. Food Desert Mapping Tools

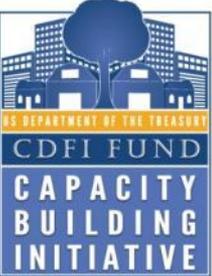
- [USDA Food Desert Locator](#)
- [Policy Map](#)

These documents were funded by the CDFI Fund, under Contract TPD-CDF-10-C-0006, Task Order 0001. The curriculum and opinions expressed in these documents are those of the authors, who are solely responsible for the content, and do not reflect the opinions of the CDFI Fund or any other person, entity, or organization.

Last updated/reviewed: 12/07/11



US DEPARTMENT OF THE TREASURY
CDFI FUND
CAPACITY BUILDING INITIATIVE
Advancing. Innovating. Sustaining.



US DEPARTMENT OF THE TREASURY
CDFI FUND
CAPACITY BUILDING INITIATIVE

Upcoming Workshops

Farms & Food Production

Boston, MA

May 31st and June 1st

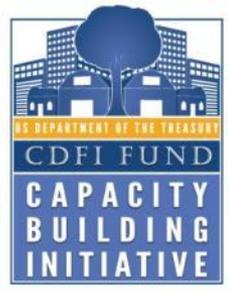
[Link](#) to Training Information & Registration

Food Retailers

Seattle, WA

June 28th and 29th

[Link](#) to Training Information & Registration



Upcoming TA Webinars

Green for Greens: Finding the Funding for Healthy Food Retail

•Thursday, May 10, 2pm EDT

Financing Mid-Tier Healthy Foods Businesses: Leveraging Opportunities, Mitigating Risks, Underwriting Tips

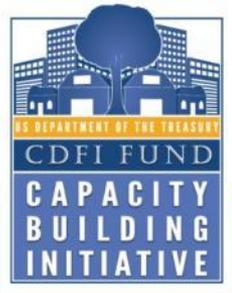
•Wednesday, May 16, 2pm EDT

Healthy Food Options Program Design & Social Impact Measurement

•Wednesday, May 23, 2pm EDT

MORE WEBINARS TO COME IN MAY!

Visit www.opportunityfinance.net/FHFOwebinars/ to register for one or all of the TA webinars



Contact Information

Pam Porter

Executive Vice President

Strategic Consulting

Opportunity Finance Network

pporter@opportunityfinance.net

215.320.4303



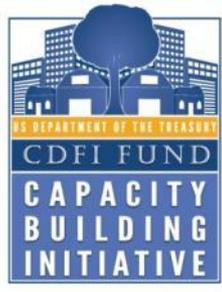
Christy Bare

Strategic Consulting

Opportunity Finance Network

cbare@opportunityfinance.net

215.320.4320





Farm to School: Opportunities Within the Supply Chain

The Food Trust
Alyssa M. Moles

