

LOCAL FOOD PROCUREMENT

**A rapid review of
Approaches and
Case Studies.**



eat well
tasmania

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Executive summary

This aim of this brief project was to glean practice wisdom from farm-to-institution practitioner resources to learn how a team might go about setting such a program up locally. The document review was based on key resources from North America and Europe where farm-to-institution has been recognised and widely implemented for adding value for agriculture, education, health and the economic sectors.

The general process for setting up and maintaining farm-to-institution projects was fairly similar regardless of the country or institutional setting. The planning involved engaging broad stakeholders, identifying leaders, defining concepts such as local and deciding the project goals to work towards. The implementation phase involves understanding and making adjustments to processes in the kitchen, procurement office, farm and distribution network to accommodate the model. The evaluation phase includes the standard actors of tracking progress against goals and budgets with important considerations for acknowledging leaders and champions, including through promotion.

It was possible to glean a lot about the enablers and roadblocks to project success through considering the range of results and perspectives shared in the literature. Both of these fell into four broad categories of people, policy, process and promotion. Briefly, success was enabled through a team of champions, well-equipped within in a committed institution with a policy that drove implementation. They established their baseline of local food use, decided on a clear goal and then modified their processes to accommodate the modifications required in the food service staff, procurement officials, growers and distributors. Creative promotion using images, schematics and stakeholder engagement were important considerations in successful projects.

Roadblocks included a lack of continuity in the political or operational champions, the lack of an underpinning institutional policy, inertia to the perceived burden of changing procurement processes and the absence of incentives to implement changes.

A broad range of valuable tools was available in the literature for all stages of the project process. These included guides for doing food origin audits to establish a baseline, sample request for procurement and contract language, quote management and farmer surveys.

A series of four case studies are included to further demonstrate the value of farm-to-institution projects and provide a deeper insight into the people and processes involved. At the University of Toronto a number of passionate, committed champions across institutions and in partnership helped to gradually transform the food service by disrupting the mainstream model.

Through Charleston Area Medical Centre, connecting the local food goals to community health issues enabled them to grow the local agricultural sector and engage non-traditional partners for success.

The detailed case of Midwestern School district provides a detailed account of food service and grower perspectives and the mutual understanding and partnership required to bring local produce to student cafeterias.

Finally the perspective of Minnesota Farmers provides useful insight into what farmers want from farm-to-institution partnerships and how to provide this in a meaningful and effective format.

The report provides a succinct account of important considerations for establishing a successful farm-to-institution project.

Introduction

Local food procurement has been suggested as the ‘sleeping giant’ of food system transformation (1). While farm-to-institution has been operating in parts of North America and Europe for some time, Australia has been slow to consider the opportunities it offers. With the opportunity to trial a local procurement initiative at one campus of the University of Tasmania, the aim of this brief project was to glean practice wisdom from farm-to-institution practitioner resources to learn how a team might go about setting such a program up locally.

By learning from the processes, resources and advice of other organisations and individuals it is hoped that a local pilot will be a worthwhile exercise to refine the procurement model, draw attention to the opportunities it provides and become an attractive offering to other institutions.

Methods

As a starting point a list of web links to 16 prominent resources was provided. From the list of suggested references, some lead to more detailed reports, tools, and appendices on the same project or linked to different resources and many included a variety of examples and case studies within one paper.

Each of these resources was reviewed with the project questions in mind and the relevant details were included in the table that follows at the end of this report. Note that due to the variety of resource types, lengths and purposes it was not always possible to complete all fields in the table.

The table summarising 21 different initiatives was used as the basis from which to draw common themes on process, enablers and roadblocks. Finally, four case studies were chosen to demonstrate variety of institutions, scales, approaches, and perspectives that form the development and implementation of a farm to institution project.

Results

The summary table at the back of this report synthesises the relevant details of each of the resources reviewed for this project.

Standard process

With the opportunity to start a local food procurement project from scratch it is useful to understand what steps others have taken. The document review showed that regardless of institutional setting or country, projects seem to follow a consistent process for how to establish a farm-to-institution model. The model represented below aligns with results from the document review with language particularly drawn from the National Association of State Procurement Officials Green Purchasing Guide (2) and The Farm Fresh Healthcare Project How-to Guide (3).

Plan

- Find a leader
- Build a team of stakeholders

- Get management "buy-in"
- Identify food source champions
- Create common goals and definitions
- Establish a baseline
- Involve stakeholders
- Leverage community partners

Implement

- Incorporate seasonal produce in menus
- Pool purchasing power
- Identify crops that customers want and local farmers can supply
- Identify farmers
- Ensure food safety
- Understand distribution constraints
- Assess distribution networks- retrofit existing to meet logistics constraints
- Be persistent, flexible and creative

Evaluate

- Track progress
- Increase supply chain transparency
- Reward supporters
- Balance the budget
- Market your success by telling stories

Factors that contribute to success

People

- Broad based strategic team to drive the project across the institution and community
- Taking the time to invest in the broad range of people to build a culture of possibility
- Champions who will voluntarily support the project
- Equipping growers (training in what institutions need, paperwork and process, food safety)
- Equipping food service team (training in seasonal menu planning, processing techniques, cook fresh methods)
- Intermediaries to perform roles such as aggregation/hubs, consultant who understands local agriculture as well as institutional procurement processes to establish the unbundled request for procurement (RFP) process
- Institution wide understanding of the aims and purpose of local food procurement
- Culture needs building across the institution and community

Policy

- Sustainable food procurement policy or commitment, in writing from senior executives in the institution. This is stronger when backed onto an organisation-wide community or environment strategy. It can be framed to suit the priorities of the locality, such as climate change, local employment or safe groundwater
- Tools that support policy implementation- for example the Balanced Scorecard in the UK that support implementation of the local food procurement policy for government institutions
- Anchor institutions that are place-based, cannot move and see value in local community relationships and standing

Process

- Establish a baseline
- An ambitious, clear goal that may be incremental over time to account for the pace of change. Increments may be by sites, percentage local or tiers of local (region, state, country)
- Track progress and share it at least annually
- Market research on what is possible locally
- Pick some quick wins (such as milks, potatoes, cheese) to gain momentum, learn and build confidence
- Contracts- use renewal opportunities strategically, unbundle new contracts to allow for smaller growers to compete, smaller contracts with longer lead times to give new farmers the opportunity to test the waters
- Work with existing contractors, including distributors (+/-)
- Consider 'grow to contract' arrangements with small farms
- Have fall-back strategies for crop failure or delivery issues and flexible menu wording (such as 'seasonal vegetables') and editable menu boards/postings
- Modify payment system to meet farmer's needs (may need to be shorter payment terms than the large contractors)
- Allocate resources- consider a coordinator role, kitchen or equipment upgrades and farmer outreach costs

Promotion

- Promote what you are doing across the site and the community- local food may be an incentive for some prospective students
- Include images, schematics and stories to capture the depth of impact and meaning from practice
- Promote the benefits of freshness and food quality
- Use posters, menus and icons to bring attention to local produce and producers
- Get involved in recognition and rewards for the scheme
- Editable dining room signage
- For suppliers have events, Q&A, web page, fact sheets, check lists

Roadblocks to becoming operational

People

- Lack of political continuity
- Lack of champion continuity
- Clash of paradigms for those involved in driving the project (economics, agriculture, localism (or other sustainability factor), food handling, health)

Policy

- Defining local (or other outcome of choice)- green washing, buzz words, processed foods
- Lack of consequence for non-compliance
- Lack of a policy to formalise intent and drive ownership and accountability

Process

- Defining how and where to start
- Paperwork burden of the procurement process to farmers – particularly food safety and insurance
- Paperwork burden of the procurement process to food service staff when unbundling and not having aggregators/hubs to work through
- Vendors being unable to provide food origin details – especially when third (or more) party, with processed foods and when IT systems are not built to show this
- Evaluation is challenging when it is slow, expensive and difficult to get this information in order to establish the baseline of local product
- Lack of processing facilities in the institution or region – applies mostly to meat and vegetables. Many institutions have relied on reheating processed foods and local whole foods requires a cook fresh approach which requires different approach to equipment, menu development, food preparation and cooking skills and timeframes – often within an environment of existing high workload and small margins
- Lack of aggregation/food hub services- food service managers concerned about more vendors, more contracts, more deliveries, more everything
- Lack of standard contracts, many small invoices with shorter payment terms, many vendors to hold relationships with wide variety of product
- Food service staff perceive it is challenging to access farmers to get started
- Short local growing seasons, small variety available in small quantities and crop failure
- Achieving the volumes required on a consistent basis
- Produce 'quality'- uniformity, size, shape
- Perception of less reliable/efficient logistics and delivery if required to process queries, bids, invoices and deliveries of many small producers
- General inertia against disruption to the normal mode of highly centralised catering contractors- include contracting rules, in built incentives, locked in long contracts, culture of negotiating to lowest price

Promotion

- Lack of incentives to do local procurement and when there are policies there is rarely any incentive for those doing the extra work/effort nor any consequences for non-compliance

Tools

The majority of the tools found in this review appear to be intended for use by either the broad project team, someone in a procurement lead role or someone in the food service team. Specific tools are identified in the table with page number to indicate where they can be found within the longer resources.

Where tools are specified in the table, the intended user it is indicated in parentheses. The resources did not always specify the intended user or audience in which case assumptions have been made based on the content of the tool and understanding of process.

The table below summarises the types of tools that were available by each project stage.

Stage	Tools
Planning	Guiding questions for projects and teams Big questions FINE questionnaires for students and administration Focus group guide Readiness checklists Role description Action plan questions Food origin audit Product origin letter Measuring baseline Purchasing pipeline Mapping the business community Suppliers Sustainability Questionnaire
Implementation	Sample Request for Procurement language Sample policy language Record of quotes Letter heads Invoices Scoring sheets Government Buying Standards Balanced Score Card Information line/website Menu seasonality guide
Evaluation	Farmer survey Return on Investment / economic evaluations guide Evaluation plan questions

Outcomes

Not all resources involved an evaluative component, as they were predominantly resources designed to show how the mechanics of institutional procurement operates rather than prove its worth.

Where outcomes were reported (as listed in the table) it appears that projects generally led to their intended changes in food system practices.

Perhaps the most interesting overall insight is the wide variety of social, economic, environmental and health benefits that can be achieved through this single intervention.

Case studies

Case studies were commonly included in the resources to provide a qualitative, relatable story of the process of localising an institutions food system. They varied from very in depth stories over several pages to just a few lines to demonstrate a specific process or outcome. The four case studies below are chosen to demonstrate the process and value of localised food procurement for institutions from a variety of perspectives. Some are based on the resources included in the table while others were drawn from academic literature where articles provided sufficient detail, depth and the opportunity for learning that would add value to this project. The full original reference is provided at the end of each case.

University of Toronto

Toronto Canada
Campuses: 3
Students: 85 000

Mission "To ensure that the campus food services provide a wide range of affordable, sustainable and nutritious food options to our community through excellent service, commitment to our environment and celebration of food to reflect our diverse community"

Key Strategies

- People and Partnership
- Mid-sized infrastructure
- Disrupting the mainstream model

Overview

The university's partnership with Local Food Plus (LFP) meant they could build trust together over time while LFP refined its ambitious offering of transforming the food system to become more local and sustainable. Through a skilled and committed team they worked with their corporate provider to introduce a local sustainable food goal into the ten year contract before eventually the mix of right people at the right time meant that in 2016 they reclaimed their campus food service back from the multinational. The case emphasises that operationalising food system transformation via local procurement should not be underestimated. The case demonstrates how localising the food supply in campus is challenging but ultimately worthwhile.

Background

In Canada universities are the focus of leveraging local food procurement opportunities, because like Australia, Canada doesn't have universal school lunch programs. The University of Toronto was working in partnership with LFP to introduce local food to institutional procurement for the first time. Within the partnership, LFP were unique in performing three core functions. They were the first comprehensive third-party certification system for farm products labelled "certified local sustainable", secondly they ran a market development program that linked farmers with purchasers and finally a public education campaign promoting both local and sustainable food. This work was performed against a backdrop of longstanding government agenda prioritising food exports over local consumption and a public branding scheme promoting Ontario food. Once they found a pragmatic solution to defining local and sustainable they were able to operationalise within the University of Toronto.

Program setup

In an attempt to bring core social values from the classroom to campus life, students were surveyed to see if they were willing to pay a small premium for food if they knew it came with social and environmental values. Following this, in a meeting to present the idea of partnership between a college and LFP it was revealed they were preparing to renegotiate the ten-year contract with Aramark. They used this opportunity strategically to negotiate the terms of the contract with Aramark which now included a minimum \$80, 000 spend on local and sustainable growers and suppliers, set to increase by 5% yearly and where no more than 35% of that spend could come from one commodity (milk, meat, veg). Aramark were initially resistant, despite having agreed to the contract. After the initial ten-year contract sourcing LFPs certified local and sustainable produce via the contractor, the university were in a position to take back their food service, choosing to work directly with LFP rather than renewing the contract with Aramark.

Key strategies

People and Partnership

The unique and effective model of LFP positioning to transform the food system was underpinned by having been drawn from a dynamic community of practice. Within Toronto there was a broad network with deep, relevant experience from which to draw an effective team. This team built their relationship with key influencers within the University of Toronto over time, taking on bigger challenges, and developing deeper trust as they proved their good fit.

There were a number of champions in the team across both organisations. These were the people who voluntarily took extraordinary interest and action on the cause and did so with competence and energy. As one farmer put it, 'the right combination of visionaries and doers'. Three people were instrumental and their influence is outlined below.

Firstly there was a Principal of a college who was open to doing things differently and embedding the social causes learned in class into campus life.

Secondly, a Director of Ancillary services that believed in sustainability, was keen to market their food service, and while she thought organic was out of reach, LFPs sustainable and local approach seemed worthwhile and pragmatic. Thirdly a Residence Chef who bought into the concept with great enthusiasm and was particularly impressed with the rigour of the certification model. He found that cooking from scratch meant lower food costs but higher labour costs and so it could be done keeping budgets in line. Reducing food waste was part of his campaign that also helped offset any increased costs. This chef eventually became the food service lead when the university reclaimed its food system.

Complementing this effective team, farmers felt supported if they 'entered' the LFP system and were rewarded with contracts. They liked the opening it provided into institutional markets that were starting to take off in the country. LFP was opening doors to markets beyond the university. They saw students as potential life-long customers and the milk producer realised he could drop the price given they knew it was steady, reliable volumes over time.

Mid-sized infrastructure

Working on an alternative food procurement model made the problems of working with the multinational more visible. A glaring issue was the lack of midsized infrastructure. 'Infrastructure in the middle' relates to the term 'agriculture in the middle' which refers to mid-sized farms most at risk in a globalised food system. These are neither the giant commodity markets nor the boutique

direct sales farms. 'Infrastructure in the middle' refers to the resources that enable the alternative food producers, often mid-sized, to be able to meet the needs of institutional buyers. This includes the physical infrastructure like processing equipment, storage and distribution networks but also the networks and communities of practice that support operations in practice. In Canada this 'food infrastructure' tends to be in private hands and in dwindling numbers.

Disrupting the mainstream model

Global giants of food service contracting tend to hold so much power and market share they drive prices very low making it very hard for others to enter, let alone compete. The rebate practices drive smaller operators out, forcing prices so low it is ultimately paid for by farmers and the land. This can be similar for the distribution aspects as well.

LFP upset this because they ambitiously moved beyond advocacy or policy into full program implementation of an alternative offer. This was unique and it upset the dominant player by entering the market from 'outside' and articulating the purpose and value of local food instead of it being like any other inert commodity to be traded and sold on lowest price alone. Their alternative offer disrupted the mainstream model based on large volumes of low cost food bought in bulk via highly centralised supply chains. In contrast, their offering was slightly more expensive local and sustainable food, which often required cooking from scratch. They saw institutional procurement as the way to use public power to foster a more local and sustainable food system. They straddled, but understood, the challenging balance between being a catalyst for food production changes locally while also offering products that were affordable and accessible to local institutions.

Impact

- Canada's first major institutional contract to specifically include the purchase of certified local food.
- Launched Canada's first eco-label.
- Reclaimed the food service back from the major corporate and decided to self-operate all venues on the St George campus (30 locations including two residences and catering and events). This also meant a shift from prepared ingredients and low skilled labour in the kitchen to raw produce, cooked from scratch with higher skilled labour.
- University began employing 85 former staff from the major food service company
- Development of two processing kitchens on campus. These kitchens became a defacto hub, enabling more farmers to work with the university.

Reference: Stahlbrand Lori (2019) *Disruptive innovation and operationalization in local and sustainable food systems: Examining the University of Toronto-Local Food Plus partnership*. Canadian Food Studies 6(1) pp120-139

Charleston Area Medical Centre

Charleston Area Medical Centre
Charleston West Virginia
Anchor: Charleston Area Medical Centre (CAMC)
Employees: 7000

Mission: *“Build the base of local growers providing fresh herbs, fruits and vegetables to Charleston Area Medical Centre”*

Key Strategies:

- Connect procurement activities to identified health needs
- Focus on growing the local agricultural sector
- Partner with existing distributors and contractors
- Engage non-traditional partners

Overview

This large non-profit, regional referral and academic medical centre was participating in a Local Foods Value Chain project. Initially funded through philanthropy, once they realised how well the project aligned to a community needs assessment identifying poverty, unemployment and diet-related illnesses as major community health needs, they continued to prioritise the project beyond their initial funding.

Background

CAMC had a history of being innovative when it came to local community engagement, they have a well-established process of involving local people in community needs assessment and forming working groups to act on the top issues identified through the process.

Program Setup

The first year was spent understanding value chains and how they operated locally, looking for ways to set up ‘win-win’ opportunities for the hospital and community. This is an innovative way to ‘do’ community engagement when traditionally health facilities would hold health fairs, run support groups and distribute funds to support small community groups. With the help of a facilitator provided through philanthropic support, they prioritised working with local growers to increase the proportion of fresh produce that could be purchased locally. They set about a program designed to build the capacity of local growers to meet the institutions food needs.

Key Strategies

Connect procurement activities to identified health needs

The focus was initially on getting a supply of fresh herbs to make meals tasty, appealing and require less added salt, sugar and fat. The idea was to address patient concerns about unappealing meals, demonstrate healthier recipes that were enjoyable to eat and support the local agrarian economy. The approach combined knowledge of and access to fresh produce for patients as well as growing a market for these high value products for local farmers.

Focus on growing the local agricultural sector

The project had a broad focus on the local economy, aiming to address unemployment and the impact that transitioning away from mining had had on the lives of locals who wanted to stay in their community but were unable to find work. Implementing farm-to-institution buying gave local farmers certainty over their market, helping them plan their plantings, pricing, labour and distribution. Because they could be confident of these factors in advance, the upfront cost of gaining food safety certification became a worthwhile investment and CAMC even supported some small farms with developing their food safety plans to enable them to qualify for certification. These programs were win-win, the centre could get the volume and quality of local herbs for their kitchen and the farmers could grow their business.

Partner with existing distributors and contractors

Involving the existing food service contractors and distributors was important in this project. They were involved in the project from the start and were open to including new local vendors. CAMC made a commitment to purchase as many local herbs as farmers could produce. Their upfront commitment to volume and price was important to the farmers taking on a new risk. The logistics and distribution were the responsibility of the existing distributor. An added benefit of this was that some of the farmers entered new markets for surplus produce via this distributor. By still having the original distributor on board, when there was a crop failure at two local farms due to flooding, the hospital was still assured of enough products to meet demand via their other produce channels. While the project started out with a focus on herbs and vegetables, over time they were able to link local wheat producers and bakers to ensure local bread in the hospital food service.

Engage non-traditional partners

CAMC realised early on that engaging farmers was new for the health sector but critical for the project to be of any value. It meant big and unwieldy meetings in the early days with all sorts of new and diverse players invited. The common thread that drew people in was appreciation that a large, credible, local institution was willing to invest time, energy and effort into the project for the benefit of the community. The partnership meant they were able to overcome the farmer's barrier to food safety certification by getting agriculture department officials to modify the training workshops to be more frequent and more convenient. Similarly they were able to arrange group certification and inspections in advance, reducing travel costs and fees to farmers. The absence of a processing facility and aggregator services had been an initial barrier but through the involvement of the county extension agent, a processing plant was opened and growers could rent space to process their produce to meet hospital standards.

Impact

- 23% of the food spend was local in 2014
- This was an eight-fold increase in just over a year
- A local processing facility and aggregator was formed through this project

Source

P33 of D Zuckerman and K Parker *Inclusive, Local Sourcing Purchasing for people and place*. Democracy Collaborative supported by the Robert Wood Johnson Foundation 2016

Midwestern Community School District

Anchor: Midwestern Community School District with 24 Schools, 3 high schools, 3 junior-high schools 18 elementary schools

Students: 12,000 students (6 500 lunches, 1 000 breakfasts) prepared in 5 production kitchens

Key Strategies

- Farm visits
- Partnership for processing and liability

Overview

An ethnographic approach provides a detailed insight into the different perspectives and challenges encountered by food service staff and farmers in the pursuit of a one-off local food initiative. The different perceptions of sizing, food safety and handling practices and liability demonstrate how important it is to develop broad understanding amongst the key people involved in local food procurement projects and attend to their needs. At the heart of these challenges is the way to get local product in a volume and form acceptable to institutional food service managers.

Background

With the growing interest and action on local food procurement, staff and volunteers in this school district wanted to try a buy local approach for lunch. They had a food service manager willing to try and small grant to contribute, but they were mindful of not raising expectations and the grant not being a sustainable way to serve local lunches.

Program setup

A small group of school district staff and volunteers met to discuss the opportunity to consider how lunch could be tweaked to include local produce and they hoped to do this before the school year ended. While there was interest and permission to proceed, initial deliberations were fraught with logistical challenges of every shape and size. For example, considering the region's growing season there were only likely to be radishes, peas, sprouts, lettuce, spinach and strawberries. The group determined radishes were an odd choice for young students, fresh peas were an expensive delicacy, sprouts were a food safety risk, and strawberries were likely to be too early season to be confident of a timely supply before the holidays. So after assessing what would be available, acceptable and affordable it left only lettuce and spinach, 'spring greens'. The decision to settle for this seemingly simple product bought two new challenges related to form and quantity. The kitchen preferred pre-cut lettuce, it saved time and space and meant more effort could be put into preparing the other salad choice of the day. Because they were used to purchasing pre-cut lettuce where 100% of the delivered product was edible, but the farms could only offer whole lettuce per head, they had to estimate the weight of the inedible core and convert pricing from per head to per pound of pre-cut. While these challenges were overcome, it demonstrates the added effort of local procurement.

This early plan seemed to raise as many questions as it answered. They set about requesting bids from local growers for spring greens and were disappointed when only two of the eight farms provided a positive response that they may be able to fill the order. Those who responded, but were unable to compete, either had prices way out of range or far too little product. For some local growers, the school district's week worth of apples, lettuce or melons may be all they produce for the whole season.

Key Strategies

Farm visits

The team arranged to visit both of the farms that were in a position to supply the school district with spring greens. In both locations the food service manager was somewhat surprised by the rustic set up of the farms, their processes, approaches and equipment. Spending the day outside, seeing produce being and picked and sorted was novel for the food service manager and her team. It opened up their eyes to the myriad of risks in farming, identifying everything from the weather, fertilisation practices, harvesting and processing equipment as potential risks to having the right amount of the right product in the school kitchens at the right time. One memorable observation was that both farms were using washing machines to spin their product dry.

A particularly interesting insight learned through the farm visits was the differing perspectives on harvesting and handling. To the growers, handling the produce was a benefit to their customers, as they knew each item was handled with care, rather than impersonally run through machine. Farmers understood their direct sales customers desired “food with a face on it,” and that it was the handling of produce that signified the hands-on attention that set local food systems apart from industrialised agriculture. However the food service manager’s perspective led her to appreciate the mechanisation of larger scale agriculture, where food was handled less and was, presumably, cleaner.

Despite the food safety concerns, between the two farms it was going to be possible to purchase the volume required, but neither farm had food processing certification, meaning they could not legally sell ‘ready to eat’ product to the institution.

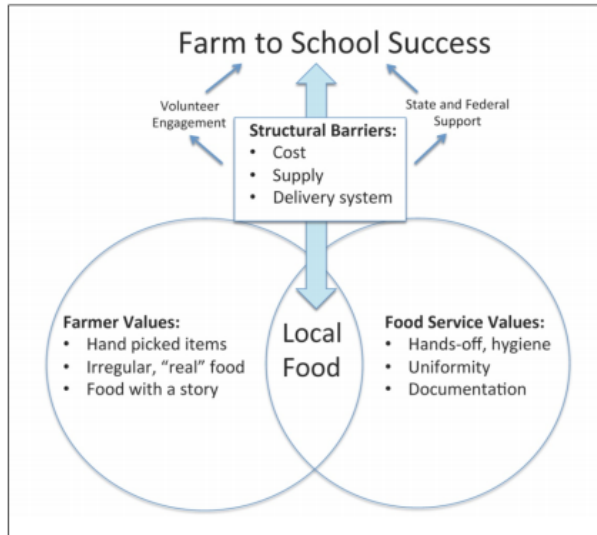
Processing/Liability partnership

Large distributors provide food safety assurance and buffer the buyers from much of the responsibility. Buying direct from small farms is different, with farm visits the buyer becomes much more cautious of the conditions on farm- especially for ‘ready to eat’ products like greens.

Because the supplying farms did not hold ‘ready to eat’ certification the greens needed to be processed elsewhere. This brought in further complications related to liability and cost. A third local grower offered his site for processing and this meant the school district need to buy via him so his business hold the liability for product safety before it reached the school. Interestingly, this government-inspected processing facility had two food grade salad spinners that looked remarkably like washing machines. By the third farm taking on the burden of processing and thus liability it became possible to serve locally grown lettuce and spinach before the end of term.

Figure 1. System for Farm to School Success

Though many of the structural barriers to farm to school programs are being addressed by public funding and volunteer engagement, addressing divergent values of participants has proven more difficult.



Impact

- Managed to serve local greens for lunch in all schools and received good feedback from students despite 'competing' with watermelon and smiley-faced extruded potato products.
- Just over half the lettuce was consumed and unfortunately the district disposed of all the rest because Spring Greens Day was held at the end of term it and so could not be used in the following weeks menu as the school was closed.
- Differences in knowledge, training and point of view can be barriers to successful farm to institution just as much as the structural barriers like cost and distribution. This case shows the need to address knowledge gaps and bridge relationships and understanding of the operational context to better work together and meet needs of both parties in a way that is acceptable.

Source

Janssen, B. *Bridging the gap between farmers and food service directors: The social challenges in farm to school purchasing*. *Journal of Agriculture, Food Systems, and Community Development* 5(1), 129-143.

Minnesota Farmers

Students In 2012 72% of Minnesota schools were engaging in farm to institution programs, injecting over \$12 million (US) toward local food purchases.

Mission: To determine the resources Minnesota growers, specifically specialty crop growers, need to engage with institutional markets in a consistent and economically viable manner.

Key Strategies:

- Production
- Business practices
- Farm-to-institution connections
- Information tools and resources

Overview

With the growth of farm to institution markets in Minnesota it was important to understand growers perceptions of these initiatives in order to establish processes with growers needs in mind. This survey of growers provides important insights for program development.

Background

In Minnesota state funding supports the growing market and interest in farm to institution food supply. This group wanted to address the perceived and real barriers to getting involved in farm to institution expansion. A survey of farmers was designed to uncover farmers' interests in institutional markets and the challenges and opportunities they saw for accessing them.

Program setup

A 38 question online survey was developed and distributed with an explanatory webinar. The survey was completed by 142 respondents and results were tested with a broader group of farmers during subsequent events where the results were shared.

Key insights

Production and business practices

Respondents were mostly family farms producing perishable vegetables and interested in diversifying their crops. Most were selling to wholesalers or direct to consumer and were interested in expanding their markets. They were commonly distributing within 40 miles (64km). One in four were currently aggregating and another half would have liked to but were not currently doing so.

Farm-to-institution connections

For those who were already selling to institutions it was mostly the K-12 school systems and 75% were interested in expanding to other institutions like universities or hospitals. Those not interested in selling to institutions were put off by the perceived liability, logistics and cost concerns. Farmers perceived the benefits of selling direct to institutions were the relationships in their community, fair and steady pricing, options for advanced or reliable contracts and having an additional local market. The barriers growers perceived were low purchasing prices and the large volumes needed by institutions or as one respondent put it, "poor price to headache ratio".

Information tools and resources

Farmers wanted the following:

- To know market needs so they could plan and plant to this
- Resources on how to approach institutions
- Support to establish cooperatives, aggregation and marketing
- Easy to understand information on product specification, storage and delivery requirements
- A list of local institutions and contacts they could sell to
- Support to meet the food safety requirements
- Workshops in person and online about how institutional food procurement works
- Business planning support including how to set price points
- Support understanding what insurance was necessary
- Facilitated events between farmers and institutions
- Education for institutions about the benefits of locally grown food.

Impact

- A number of these resources are now available to farmers and procurement teams.

Source

Huff, P (2015) *Building Minnesota's Farm to Institution Markets, A Producer Survey* The Institute for Agriculture and Trade Policy, Sustainable Farming Association and Renewing Countryside (<https://www.iatp.org/documents/building-minnesota%E2%80%99s-farm-to-institution-markets>)

Summary Table

Name Organisation Setting- Location Year (pages)	Objective Outcome	Process	Tool (page number) * denotes particularly relevant or useful tool	Success factor	Challenge
<p>Local Sustainable Food Procurement for Municipalities and the Broader Public Sector Toolkit (4)</p> <p>Also workbook (5)</p> <p>Sustain Ontario- Canada</p>	<p>Sustainable food procurement (has definitions)</p> <p>Humber college – increase local sustainable food by 2.5% annually</p> <p>Ryerson – Established a baseline of 25% of annual food purchase (by cost) to be local and sustainable increasing by 2% annually.</p>		<p>Various sample RFP language from Humber and Ryerson Universities</p> <p>*Conducting Food Origin Audits: a step-by-step guide provides a succinct guide on the audit process.</p> <p>Workbook letter proforma for requesting info on product origin</p>	<p>Community of practice Champions Events and networking</p> <p>(Toronto Local Food Procurement Policy) policies and programs that are supported by, and embedded within the municipality, lead to more successful local food endeavors. Policies embedded within the municipality will help to create a culture that supports local food</p>	<p>Defining local food (as with processed foods- various ingredients and locations)</p> <p>Requesting vendors to provide food origin information</p> <p>Choosing targets</p>
<p>Good Food Purchasing Program (6)</p> <p>Los Angeles 2012</p> <p>Various resources and settings</p>	<ul style="list-style-type: none"> • Animal welfare • Environmental sustainability • Valued Workforce • Local Economies • Nutrition <p>20% of school district purchasing toward local food, directing \$30 million annually toward local buying</p> <p>Reduced meat and associated carbon footprint reduced by 22%</p> <p>1 billion gallons of water saved annually</p> <p>Change to bread made from sustainable local wheat which is also low sodium and does not contain high fructose corn syrup</p> <p>220 new well paid food chain jobs</p> <p>320 new workers not covered by union contracts with better conditions</p> <p>100% antibiotic-free chicken</p>	<ol style="list-style-type: none"> 1. A baseline that must be maintained throughout 2. Multi-year benchmarks that recognize the time it takes to make changes and allow the shift to occur incrementally 3. A tiered value system that recognizes and rewards higher tiers of achievement 4. Traceability by asking purchasers to work with suppliers to establish transparent reporting systems to verify product source 5. Annual progress reports to ensure continuous achievement and improvement. 	<p>The Center for Good Food Purchasing provides a comprehensive set of tools, technical support, and verification system to assist institutions in meeting their Program goals and commitments</p>		

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<p>A Local Gap in Sustainable Food Procurement: Organic Vegetables in Berlin's School Meals (7)</p> <p>Schools, Berlin</p> <p>2018</p>	<p>How the current procurement policy supports the local food sector, using organic vegetable chain as an example</p> <p>Local = produced in the federal state of Brandenburg that surrounds the city of Berlin</p>	<p>Exploring value chain actors perspectives and practices</p>	<p>Strong structuration theory</p> <p>Interviews with farmers, wholesalers and caterers</p> <p>In depth 60-90 minutes to cover the issues and rich perspectives about day-to-day realities and practices.</p> <p>Asked to draw the value chain</p>	<p>Procurement Policy -Though not specifically incentivised through Berlin's policy, local food used when caterers or parents demand it.</p> <p>Reliable and flexible delivery (as limited fresh food storage)</p> <p>Need intermediaries between farm and caterer- farmers too busy to be off farm driving produce around. Can include production planning and sharing market information</p> <p>Shared values between value chain actors</p>	<p>Lack of incentives to use local or organic in the procurement guidelines</p> <p>Limited budget</p> <p>No pre-processing facilities in the region School kitchens rely heavily on pre-processed food (e.g. peeled potatoes, tinned tomatoes)</p> <p>Need incentives to produce necessary qualities, quantities and types of produce geared toward catering.</p> <p>Less reliable logistics and delivery from small producers (opportunity for intermediaries, bundling supply and logistics support)</p> <p>Access to farmers perceived as difficult by big institutions/wholesalers.</p>

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<p>Revaluing Public Sector Food Procurement in Europe: An Action Plan for Sustainability (8)</p> <p>Foodlinks</p> <p>Various, European Union</p> <p>2013</p>	<p>Case studies of 4 sites</p> <p>Malmo Sweden- organics to schools</p> <p>Rome Italy (local = <150km from Rome)</p> <p>Scotland – school meals service</p> <p>Copenhagen Denmark – 75% organic by weight and 90% 3 years later</p> <p>Vienna Austria – public procurement to hospital, schools, canteens, kindergartens, Aim: 30% organic and 50% after 2 years</p> <p>Outcome Scotland</p> <p>Kept with EU guides and still bought local, increased fresh and organic produce, higher quality ingredients, modest cost increase. Reduced environmental damage via reduced food miles and less packaging, social benefits for children and parent, health and local economy</p> <p>Annual savings of 3.7 tonnes CO2 per school (300 students)</p> <p>ROI 7:1</p> <p>Greater awareness in school community of value of local food By nature pushes menu towards being more seasonal, fresh and nutritious</p>	<p>Various</p>	<p>Scotland Presentations to catering managers, head teachers, parent groups, leaflets to parents. Marketing campaign on radio, branding Training for catering mangers, cooks, menu and recipe development working groups High quality kitchen manual for staff</p> <p>Copenhagen (kitchen)</p> <p>As measuring the exact amount of organic food in kilos in 2000 kitchens was impossible at the beginning of the program, the network developed a simple, temporary method to estimate the increasing amount of food that changed each year from conventional to organic.</p> <p>From 2013 or 2014 a new fact based method was be adopted. This new method is national, it is government supported and based on the actual procurement of each kitchen</p> <p>Measurement indicators on page 33</p> <p>Action points see page 34</p>	<p>Rome- incremental getting progressively more prescriptive on sustainability requirements</p> <p>Political will- specific leaders and influencers</p> <p>Inclusive approach to change involving producers and eaters (permanent roundtable to plan, discuss, problem solve) and canteen commission of parents and consumers for monitoring, feedback</p> <p>Scotland</p> <p>Involving schools, parents, deepening understanding of importance of local food on health and environment community, suppliers</p> <p>Imaginative approach to engaging pupils and deepening understanding</p> <p>Vienna Thematic working groups with broad representation from local govt, NGO, private sector.</p> <p>Market research including feasibility of maximum amount of organic food required by the hospital association.</p> <p>Need to reconfigure contracts to the scale that is manageable for local SME to bid for contracts (lot contracts by product and geography to encourage local supply and competition)</p> <p>Pilot in one site first.</p> <p>Policy- Scottish guidance and EU green procurement guidance</p> <p>Food For Life Catering accreditation</p>	<p>Short season produce allowed to be supplied frozen rather than fresh</p> <p>Producing volumes required</p> <p>Disrupting national/international centralised catering food platforms</p> <p>Political continuity</p> <p>Scotland- Competitiveness of SME and ability to manage tendering and distribution</p> <p>Denmark Fundamental change in thinking and practices for caterers</p> <p>Clash between different professional paradigms- e.g. financial, nutrition, sustainability</p> <p>Scale of supply- hard for SME to compete in paper-based world of public procurement as well as meet the strict need for right food, right time, right amount, packed in right size etc</p> <p>Meeting EU regulations for organic in conversion</p> <p>Unpredictable demand of school food model in Denmark (not universal so fluctuates daily)</p> <p>Vienna Turnover in decision makers</p> <p>Lack of cook-fresh facilities and more cook-chill facilities</p> <p>Big catering companies offer incentives that are hard to decline.</p>

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				<p>Denmark Clear goal 75% and show progress towards it to sustain political commitment</p> <p>Training for catering staff -new food prep techniques, organic principles and benefits</p> <p>Framing re protecting ground water</p> <p>Allocation of funds to support it</p> <p>Education for caterers and intermediary staff. Public information for parents, students</p> <p>Vienna Climate Protection Programme made a political window of opportunity – a model for citizens and the private sector</p> <p>Committed officials</p> <p>Motivated procurement officers</p> <p>Motivated chefs cook fresh onsite</p> <p>Funding for further future development of the project</p> <p>Recognition- international awards</p> <p>Networking- e.g. organic grain grower direct with bakeries to enable 100% organic bread from locally sourced grain.</p> <p>Participatory approach for public procurement contractors and kitchen staff – contribute, accept,</p>	

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				<p>evaluate</p> <p>Overall Plan for sustainability and seasons with long lead times for growers- e.g. A Prior Information Notice (PIN) should be used to notify of the intention to advertise a food tender a minimum of 18 months in advance of the contract being advertised.</p>	
<p><u>Tools for Advocates: Increasing Local Food Procurement by State Agencies, Colleges and Universities</u> (9)</p> <p>Harvard Food Law and Policy Clinic</p> <p>Various- USA</p> <p>2013</p>	<p>Procurement laws Type1- preference for local products in not >10% more expensive</p> <p>Type 2 – target for volume of local produce – e.g. 20% of total</p> <p>Tiered approach to local, regional, provincial etc</p>			<p>Be transparent and market local food edge to prospective students</p> <p>Procurement policies including a compliance mechanism</p> <p>Tiered preference by location</p> <p>Funding to support transition costs (kitchen and producers)</p> <p>Public directory of farmer/supplier and vice versa one for purchasing agents (if multiple catering sites)</p> <p>Networking events for farmers and purchasers Create 'myth busting' collateral re price, policy, barriers. Public messaging vital for change and builds a base of advocates</p> <p>Split contacts to enable SMEs in. If locals can only provide 50kg potatoes a week, get the other 30</p>	<p>Rarely enforcement, compliance penalties mechanisms</p>

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				kg from elsewhere. Credit accounts for local producers to speed up payment systems to accommodate their needs for timely reimbursement. Get aggregators/hubs in the system (new or up-skill willing producers)	
Manchester University A series of resources that share the tools used by MU and comparison of certification schemes (10,11) NET positive Futures is the partner organisation – online used by higher education procurers Various years	General responsible procurement for sustainability but also triggered by modern slavery issues. Outcome: First UK Uni to achieve level 5 of Flexible Framework	Spend analysis Risk analysis Work with suppliers Integrated responsible procurement practices into an already excellent team Systematic review of priority environmental social and economic issues of the Uni	Flexible Framework- a tool developed for procurement professionals to support embedding sustainability into procurement practice. Including action planning tool and approach (<i>not feely available</i>) ISO 20400 Sustainable Procurement Guidance Marrakesh Risk Analysis Tool and AUPO Sustainability Risk Analysis Training on responsible procurement NET Positive Supplier Engagement Tool = enables them to make own sustainability plans	Anchored in social responsibility strategy. Managed between both procurement and environmental sustainability teams Aim to reduce negative impacts and increase positive impacts Build trust and partnership between two teams (environmental services and procurement team) Clear plan to monitor and deliver Flexible Framework Ambitious goal – stimulate discussion, incentive and energy Training enabled working together with same language, principles, confidence and clarity- enables meaningful conversations with suppliers Promotion site wide about the responsible procurement work to highlight and gain champions/advocates ALL staff receive responsible procurement training – good for embedding across whole	Where to start the process Existing high workload of those involved

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				<p>organisation</p> <p>KPI and annual report</p> <p>Beneficial to whole higher education sector due to: sector has collaborated to share guidance, learning, progress and innovation ^[1]_[SEP]</p> <p>Leading universities have shared good practice and worked together</p> <p>Clear commitment to making progress on sustainable procurement from the Purchasing Consortia and HEPA through the Procurement Maturity Assessment. ^[1]_[SEP]</p>	
<p>Farm to Institution New England (FINE) ** Various resources (12–14)</p> <p>Schools, colleges, hospitals- USA</p> <p>Various years</p>	<p>Increase amount of New England-grown and processed food served in the regions' schools, hospitals, colleges and other institutions.</p> <p>3 tiers local, state regional defined by Northeast Organic Farming Association of Vermont (NOFA-VT). This strategy places a preference on ultra- local food, but also encourages sourcing from within the states and broader region based on availability and other factors. This "as local as possible" approach to food sourcing encourages supply to grow with demand.</p>	<p>Leveraging Contracts for Local Food Procurement (2015)</p> <p>Comprehensive Toolkit</p> <p>Real Food Calculator-tool for tracking institutional purchasing over time. College and University students use the Real Food Calculator as a platform for discussion and action with dining services and administrators. The Calculator plays a crucial role in helping schools increase their real food purchasing</p> <p>RFP Committee: include key institutional and community stakeholders and ensure can meet primary consumer's needs.</p> <p>Ensure chef and food service lead aligns with institution</p>	<p>Sample Questions to Establish Values</p> <p>To Staff / Students:</p> <p>What is important to you about dining / cafe?</p> <p>What do you like about current dining / cafe?</p> <p>What do you wish was happening in the dining program?</p> <p>If you have been to other facilities / campuses, are there things you liked about their program?</p> <p>What is your vision for dining services?</p> <p>To Administrative Partners:</p>	<p>Food quality second to cost (research phase 1)</p> <p>University food sector buying as a network</p> <p>Self-operated food facilities more likely to purchase local produce</p> <p>Good communication b/w institution food service and finance (CFO dept) facilitates more flexible procurement</p> <p>Clear definitions of local in policies and contracts with quantitative goals</p> <p>Consultants to ease the bargaining process and manage unbundled RFP</p> <p>The importance of networked</p>	<p>Small producers can't compete against big vendors offering discounts for big volumes</p> <p>Can be slow to get new vendors on a system and burdensome paperwork and food safety and insurance requirements</p> <p>Consumer preference (or perceived) for 'comfort foods' (less healthy) when students have just moved away from home</p> <p>Lack of local processing facilities (meat and produce – includes packaging, peeling, freezing)</p> <p>The lack of standard invoicing and contracts; unwashed or ungraded product; seasonal fluctuations; a lack of variety,</p>

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		<p>culture.</p> <p>Review process- annual or even quarterly</p> <p>Stakeholder Committee- 'food system working group' students, staff, parents and institutional stakeholders to actively monitor adherence to contract, producer outreach, dining hall education</p>	<p>What is working well with the current vendor?</p> <p>What do you want to retain?</p> <p>What is the most important thing you do not want to lose?</p> <p>What is the current vendor not providing or doing that you would advocate for as part of the next dining services contract?</p> <p>Detailed instructions on the role of a consultant to assist with RFP (link)</p> <p>Supply chain communication and support: An annual supplier/producer meeting to describe contracting and bidding process for food suppliers^[1]_{SEP}</p> <p>General price-range and volume information for pre-season planning</p> <p>Information about the approval process for adding new suppliers/producers and products</p>	<p>institutions cannot be overstated. When institutions are connected, they all become leaders, with the power to leverage change in the supply chain.</p> <p>Local and regional procurement was preferred through aggregated sources because problems for individual producers (high liability requirements, invoicing needs, other contracting issues).</p> <p>Editable signage for marketing</p> <p>Incorporate an educational component into all employee orientation.</p>	<p>consistency, and volume; and a lack of single points-of-contact were cited repeatedly as issues for all institutions.</p> <p>Farms not scaled up with food safety, insurance and technical aspects like compliance and record keeping</p>
<p>Building Equitable and Inclusive Food Systems at UC Berkeley- foodscape mapping report (15)</p> <p>University of California Berkley, Berkley Food Institute</p> <p>University campuses-USA</p> <p>2018</p>	<p>Broad campus food system project with a focus on equity and diversity</p> <p>Sustainability Policy: Aim for 20% sustainable food by 2020 (broad criteria but includes locally grown as well as locally raised, handled and distributed. Local <= 500 miles. Tracked and reported annually.</p>	<p>Broad student research project</p> <p>Food Policy recommendations by 13 topics with a list of campus influencers in a position to enact the change.</p> <p>Recommendation: UCB Food Policy Council to advice the VC and cabinet on campus food system issues</p>	<p>Sustainable and Just Catering Guide</p> <p>Global Food Initiative Fellowships for student research project on campus food supply.</p> <p>From UC Sustainability Policy Campus-level foodservices sustainability working group to facilitate goal setting and implementation</p>		<p>Challenging getting food origin information from vendors and third party providers.</p>

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	<p>Certify at least one food service facility on each campus as a green business</p> <p>Outcome: 2020 goal of 20% sustainable food already met across some sites, more often met at residential than retail sites. Many green certified food businesses across campuses</p>		<p>Stakeholders involved with policy implementation to participate in system wide working group to share goals, practice and barriers.</p> <p>Training programs for all foodservice staff about sustainable operations and so they can confidently discuss products with customers.</p> <p>Encouraged to participate in awards and programs to raise profile</p>		
<p>Farm Fresh Healthcare Project How-to Guide (3)*</p> <p>Community Alliance with Family Farmers and Health Care Without Harm,</p> <p>Healthcare settings- USA</p> <p>2014</p>	<p>Local food to hospitals</p> <ol style="list-style-type: none"> 1. Support small and mid-scale family farmers^{[1][2]} 2. Support sustainable production techniques, including organic and integrated pest management^{[1][2]} 3. Engage hospitals' existing produce distributors as part of the solution^{[1][2]} 4. Increase transparency in the supply chain by tracking farmer-identified products from farm to hospital 5. Increase capacity of local and sustainable farmers to meet the needs of institutional procurement^{[1][2]} 6. Source fresh-cut local produce <p>3 clever sub-strategies: -Retrofit supply chains to become shorter, flexible and transparent -Supplying hospitals with fresh-cut produce from local farmers</p>	<ol style="list-style-type: none"> 1. Build a team of stakeholders 2. Create Common goals and definitions (tier 1 – small to mid-scale family farms 10-1000 acres) local = 250-mile radius, tier 2 –sustainably grown (various)) 3. Leverage community partners –expertise in networks and communications and offer a brokering role 4. Identify Food Source Champions – they take on extra effort 5. Assess Distribution Networks- retrofit existing to meet logistics constraints 6. Pool purchasing power – 7. Identify crops- prioritise meet customer need farmers can supply at a competitive price. 	<p>Establish understanding of current food purchasing/service practice and the capacity and expertise of potential stakeholders.</p> <p>ID a list of top 10 crops that that are locally available and that all sites regularly need (flavour vs commodity – e.g. tomato vs onion) aiming for 7 whole and 3 fresh-cut.</p> <p><i>Buy Fresh Buy Local</i> product line to facilitate more efficient tracking. Enabled distributors to create just one new code per product (e.g. BFBL green beans) rather than multiple codes for different farmers.</p> <p>Cafeteria posters about farmers, tray flyers, placards about <i>Why Local?</i></p> <p>Buy Fresh, Buy Local branding</p> <p>Menu</p>	<p>Stakeholder team including institutional purchasers, distributors, farmers, funders and project facilitators</p> <p>NGO linking farmers with distributors and also leading the communication, marketing and promotion materials to influence staff, patients and guests</p> <p>Champions- influence across the systems, 'bring' others along. They need to be resourced and supported.</p> <p>Distribution- offer aggregation, storage, refrigeration,</p> <p>Mid-scale farmers were best placed to meet need</p> <p>Mid-scale farmer as an aggregator for small farmers so that distribution routes aren't overly complicated (also fuel efficiency)</p>	<p>Cost of food safety compliance</p> <p>Conventional distributor IT systems don't easily enable tracking of produce provenance or growing method</p>

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	-Increase transparency in the food chain.	8. Incorporate seasonal produce in menus – 9. Identify farmers 10- Understand distribution constraints 11 Ensure food safety 12 Increase supply chain transparency 13 Be persistent, flexible and creative 14 Balance the budget 15 Tell the story – hospitals credible experts on importance of transforming the food system	Find out what can be bought 'off contracts' Renegotiate 'off contract' amount Find out how much of current 'prime contract is local (if known)	Slight increase in cost may be acceptable with signage/marketing about using local/organic Use contract renewal to discuss what you are working towards Negotiate grow to contract providing security for both partners.	

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<p>A guide to Developing a Sustainable Food Purchasing Policy (16)*</p> <p>Association for the Advancement of Sustainability in Higher Education Food Alliance Healthcare Without Harm Institute for Agricultural Trade and Policy Oregon Centre for Environment Health</p> <p>Any institutional foodservice USA</p> <p>Year unknown</p>	<p>Create, promote and implement sustainable food purchasing practices</p>	<p>Set the Stage for Success</p> <p>Identify the Parties and Nature of the Effort^[1]</p> <p>Establish a Vision</p> <p>Anticipate Challenges – Identify and Prioritize Opportunities</p> <p>Establish Strategies, Standards and Compliance Mechanisms.</p> <p>Establish a Baseline</p> <p>Set Goals^[1]</p> <p>Create an Action Plan</p> <p>Create an Evaluation Plan</p> <p>Communicate Your Effort and Your Accomplishments^[1]</p>	<p>See whole report for useful stepwise guide and questions.</p> <p>Student cohort changes regularly so need a mechanism to regularly assess their interests/ideas/feedback</p> <p>Establish a baseline (ok to estimate)- then set a higher goal. Goals can be total or by product line.</p> <p>Goals by %\$ tend to be better than goals by weight.</p> <p>See Yale hierarchy of preferences</p> <p>Aim for some quick wins and celebrate- is with a 100% substitution of a product line through an existing vendor/distributor.</p> <p>Action plan p 12</p> <p>Evaluation plan p 12-13</p>	<p>Sustainable food Procurement Policy should be fully integrated with the overall goal and objectives of the institution. Should clearly state the social and environmental goals of the institution identify procurement strategies and commit resources to it. Include targets, timelines and ways of evaluating.</p> <p>Focus on Core Needs and Interests – What will motivate management and staff to make needed changes? What will add the most value for the institution?</p> <p>Identify Available Resources – Think about both financial and non-financial resources.</p> <p>Identify Strengths – Where do you already have skills and capacity?^[1]</p> <p>Identify Opportunities for Quick Impact – What are potential easy wins?^[1]</p> <p>Identify Opportunities for Greatest Impact – What will really make a difference?^[1]</p> <p>Incentive program in place for staff who find creative ways of improving the institutions social and environmental performance.</p> <p>Celebrate and share throughout institution and community</p>	<p>Current constraints with existing vendors and distributors</p> <p>Contract and policy- prime vendor clauses, vendor approval (food safety or insurance),</p> <p>Physical- food storage or cooking facilities</p> <p>Personnel- menu planning or cooking skills</p> <p>Budget- investment for new requirements</p> <p>Supply- year round produce? Form, volume, price expectations</p> <p>Complexity- more vendors or aggregators? More frequent deliveries?</p> <p>Once standard set make sure it is verifiable and measurable so that institution is not put in position of having to verify compliance (e.g. if organic, hormone free etc.)</p>
<p>Procurement tools to develop</p>	<p>To make process of acquiring</p>		<p>Suggest a regional database of</p>		

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sustainable local food purchasing models for farm to school chapters (17) Iowa State University Schools, Iowa 2014	local food for schools less reliant on external funding and external technical expertise		farms (and schools) Preformatted templates and tools for menu plans and ordering Training on menu development and crop planning - local food procurement strategies, menu ideas, engaging students to eat local foods, and Farm to School programming. The Crop Planning workshop for local food producers included topics such as calculating seeds and plants to grow, record keeping, season extension, expanding and diversifying yields, and selling to institutions. Comprehensive tools here: https://www.extension.iastate.edu/ffed/beginning-local-food-coordinator-toolkit/ Includes: Local food coordinator checklist Supervisor checklist		
Local Food Procurement Policies (18) Puget Sound -USA	Promote public health, local food production, and the environment by establishing policies and practices that support local food procurement by government agencies and private businesses.		Various contract models		
Steps to Developing a Green Purchasing Program (2) National Association of State Procurement Officials	General Environmental Procurement for Schools	Statement of intent issued by Executive – if not a policy to start with, can just be a memo to all staff about intent and reasons why.		Broad based buy-in, Executive statement of intent and a team ready to act Leader with the answers, support and accountability	

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Schools- USA Year unknown		Paper list steps 1-13: Find a leader Build a team Start small Establish a baseline Involve stakeholders Get management "buy-in" Develop Specifications for Contracts Track progress Reward supporters Market your success Use existing resources and identify a mentor Don't forget your suppliers Assess your current purchase		Team from across the institution but small enough to be nimble with decision making Start small with a winnable change to build confidence then move onto 'harder' changes. Establish a baseline to plan around then tackle changes by discrete categories to build learning, confidence, tools etc. Reward supporters- staff or partners via thank you letters, media and awards or employee development processes	
Beyond Nutrition: A Landscape Analysis of Values-Based Procurement Among Food Service Management Companies (19) Johns Hopkins University Food Service Management Companies- USA 2019	Assessing values-based procurement by large Food Service Management Companies Outcome: 14% companies made strong commitments to local economies, quantifying what was meant by local and setting targets	Analysis of information on public websites against 4 criteria: Local Economy Valued Workforce Animal Welfare Environmental Sustainability Ranked weak>fair>strong		Freshness benefit of local purchasing was most cited, supporting local economy came second Make quantifiable commitments (measurable targets)	Local and sustainable seem like 'buzzwords' that have lost real meaning and value
**Food from Farms- Toolkit for Direct Purchasing of Local Foods (20) <i>(appendices are separate documents of varying use)</i> Minnesota Institute for Sustainable Agriculture Schools - USA 2017	Direct purchase of local food for institutional food service Outcomes: Outcomes to consider collecting/measuring: <ul style="list-style-type: none">Number of students or clients choosing to eat the local lunch ^[1]_[2]Number of staff choosing to eat the local lunch ^[1]_[2]	Documentation of all procurement processes becomes VERY important in the event of disputes- includes requests, quotes, evaluating the successful vendor (criteria, committee and scoring) Establish a Procurement Committee to assist with RFQ , evaluating, championing, linking to farmers (example pg. 7) –	Examples: Menu planning and request for quotes Receiving and Scoring materials Contract Template Program Data Collection Request for Quotes <i>very detailed example of considerations and process.</i> Record of Quotes	Seasonality happens- Starting small is okay. Engage and advertise that the RFQ is coming up for farmers well in advance. Consider hosting events for farmers to hold Q&A about the upcoming opportunities. First time? Expect to answer a lot of basic questions and consider a Q&A sheet (example q's in this resource)	Contracting thresholds and rules about spending, needing multiple quotes, micro purchases etc.

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	<ul style="list-style-type: none"> Other income from the local lunch (e.g. community members paying the adult meal price to eat a local lunch at a school) Plate waste Surveys of eater satisfaction with the meal Cost of the meal Volunteer hours associated with sourcing and preparing local food Grant funds received Dollars returned to the local economy through payment to farmers for local food 	<p>They need to meet 2 weeks before you publicise the FRQ to local farmers (and intermediaries?)</p> <p>Menu planning- establish what you can get when from local farms and build menu around this.</p> <p>Consider and open procurement committee meeting for ultimate transparency- or consider written feedback or discussion with farmers that were not chosen.</p> <p>Resource provides very specific process detail on scoring</p> <p>Establish delivery expectations with vendors: What door to come to Whether to call ahead What hours someone is available to take delivery Preferred packaging Emailed or printed invoice</p>	<p>Production System Attributes Informal Procurement Log Procurement Categories and Points Criteria Product Procurement Scoring Sheet</p> <p>Sample letterheads and invoices (farmers who may not have dealt with these formalities much before)</p>	<p>Some options for dealing with delays, crop failures, and scheduling problems include:</p> <ul style="list-style-type: none"> -Delay a planned local meal by a week or two -Contact some different farmers to see if they can make up a shortfall in product -Swap a planned local food menu with a different planned local food menu -Supplement with non-local product 	

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<p>The Economics of Local Food Systems- a toolkit to guide community discussions, assessment and choices (21)</p> <p>United States Department of Agriculture</p> <p>Schools-USA</p> <p>2017</p> <p>Also referred to two related papers on critical reflections and economic analysis</p>	<p>Toolkit mostly about improving the practice of doing economic assessments of local food programs in order to support better-informed policy decisions about intentional local food projects.</p> <p><i>Still some useful content to inform establishing a local food procurement project as it gives insight to useful processes and tools</i></p>	<ol style="list-style-type: none"> 1- Framing and assessment (engage community members, develop scope and resources) 2- Secondary data (identify available data and evaluate usefulness) <i>US based so not that useful – need to see if ASU equivalents exist</i> 3- Generate and use primary data (develop methods, collect and analyse) 4- Engaging community process with data (find ways to identify and communicate results) <p><i>The next ones are more advanced:</i></p> <ol style="list-style-type: none"> 5- Analyse links with local food and local economy (basic concepts about economic development and input-output models) 6- Address opportunity cost (consider resource constraints and opportunity costs) <p>Advanced IMPLAN analysis (how and why to modify)</p>	<p>Food systems schematics- help to understand the complexity and have a shared understanding of elements and processes</p> <p>Framing and assessment</p> <p>Guiding questions to help with team design (p 8)</p> <p>Guiding questions to help with project scope (p10 onwards)</p> <p>Mapping food system and relationships (p17-18)</p> <p>Indicators of economic prosperity, public health, social interaction, environment (p44)</p> <p>Primary data</p> <p>Focus group questions for youth group re local foods (p49)</p> <p>Sample dot poster questions (p51)</p> <p>Engaging community</p> <p>Guiding questions (p57)</p>	<p>Diverse team with variety of skills, a coordinator to keep project on track</p> <p>An advisory panel with broad community representation to make sure project meets their needs and that project steps/milestones are vetted.</p> <p>Visuals and schematic for communication, re-anchoring during project</p> <p>Explore what useful secondary data exists to inform the project/assessment</p> <p>Share concise, meaningful stories/images to demonstrate local food system effects</p>	<p>Collecting primary data can be very time consuming, technically demanding and expensive. Some stakeholders may be wary of sharing financially sensitive data- especially in a small region.</p>
<p>Public Procurement Toolkit (22)</p> <p>National Farmers Union</p> <p>Government run institutions-UK</p> <p>Year unknown</p>			<p>Government Buying Standards - (Procurement team)</p> <p>Balanced Score Card- promotes values beyond just monetary cost- (Procurement team)</p> <p>Procurement Portal – online buying (<i>cannot access without membership</i>)</p>	<p>Start with popular core products- milks, cheese, onions, potatoes</p>	
<p>*Inclusive, Local Sourcing - Purchasing for People and Place (23)</p>	<p>This toolkit offers a guide for how to leverage procurement to advance inclusive, local</p>	<p>Two strategies are the focus of this toolkit: Building Connections between</p>	<p>Many tools in this resource, generally aimed at institution procurement managers/leaders.</p>	<p>P 120 Barriers and solutions worksheet Conduct outreach and education</p>	<p>P 120 Barriers and solutions worksheet</p>

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Democracy Collaborative/Robert Wood Johnson Foundations Healthcare settings -USA 2016	<p>economic development for communities experiencing the greatest health and wealth disparities (not food specific)</p> <p>5 detailed case studies included</p> <p>Process to sustain and scale: 1 invest time in research and planning 2 Begin with low hanging fruit 3 Set public goals and regularly track and report on progress 4 Educate all staff 5 Ask for feedback</p> <p>Outcomes: Various relating to increasing supplier diversity and community investment- multiple case studies.</p> <p>Includes tools for measuring return on investment. P 94</p> <p>Improved community perception of the institution</p> <p>New start up enterprises established to meet local supply chain demands</p>	<p>local businesses and the institution</p> <p>Building Capacity of the local businesses to meet your supply chain needs. Includes very comprehensive guides to process and strategies.</p> <p>Circulate bids through local chambers of commerce, business support organisations, regional development organisations. Host events to provide insights into upcoming opportunities.</p> <p>In the FRP state that a vendor must include an intern hired from within the local community.</p> <p>An online vendor portal for interested suppliers with all the key information – ensure easy and transparent</p> <p>Planning tool about when contracts are up for renewal or renegotiation</p> <p>Subcontract to smaller local firms (risk, logistics)</p> <p>Establishing mentor-protégé relationships to reinforce the supply chain</p> <p>Extensive vendor capacity building opportunities</p> <p>Adjust invoicing/payment process to suit small businesses</p>	<p>Best ones listed below</p> <p>Readiness checklist p114</p> <p>Big Questions Worksheet p 118</p> <p>Measuring your supply chain baseline, p 77</p> <p>Surveying your supply chain policies and practices p81</p> <p>Map the local business community p84</p> <p>Identifying your partners p 85 and 87</p> <p>Understanding your purchasing pipeline p 89</p> <p>Overcoming Barriers p 120</p> <p>Include a full time coordinator role to facilitate local procurement for the institution (p63 role responsibilities)</p>	<p>to vendors on how to work with the purchasing system – half day workshops, hear from procurement decision makers</p> <p>Unbundle contracts to make it possible to include smaller, local vendors</p> <p>Construct FRP so that prime vendors need to source from local vendors- also handy for logistics, distribution and in event of crop failure</p> <p>Leverage upcoming events or opening of new facilities as opportunities to start with 'buy local'.</p> <p>Collaborate with other nearby 'anchor' institutions</p> <p>Making local procurement someone's job- PD, KPIs, networking opportunities, Focus on 'movable spend' – food vs IT hardware</p> <p>Incentives in procurement that are beyond budget</p> <p>Realistic and meaningful goals</p> <p>Define 'local' (see Big Questions tool)</p> <p>Make everyone aware of the project, the reasons and the goals. Public awareness creates accountability and brings partners to the table</p> <p>Community partnerships from day 1</p>	<p>Small vendors not having adequate food safety certification</p> <p>Lack of aggregation services and processing facilities</p> <p>Realising that current data capture does not help to establish baseline local procurement (may be non-existent or inaccurate) – locally owned, locally operated, local produce?</p> <p>Procurement culture of tough negotiation for lowest price over newer models on value-based procurement.</p> <p>Bundled contracts for convenience of the institution</p>
A Plan for Public Procurement – Enabling a healthy future for our people, farmers and food	Three key areas where public procurement could be improved:	For procurers- -Be transparent in what you are looking for	Balanced Scorecard (procurer) Government Buying Standards	Backed by UK Government's Procurement Pledge	EU procurement law Tight public budgets

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<p>producers (24) and (25) (25)</p> <p>Department for Environment, Food and rural Affairs</p> <p>Public sector - UK</p> <p>2014/15</p>	<p>Procurement Making it easier for procurers to deliver a good service through a clearer, more consistent approach to buying catering services, or food for on-site kitchens.</p> <p>Supply Giving a clearer, more consistent method and message to suppliers, to show them exactly what the public sector is looking for. This helps suppliers identify areas in which to invest and innovate to produce products that meet this demand.</p> <p>Supply chain Opening up the supply chain to a wider range of companies, including SMEs and new entrants, in line with the Government's Procurement Pledge.</p> <p>Outcomes Balanced scorecard: buying approach based on price, production, health/wellbeing, resource efficiency, socioeconomic factors, quality of service</p> <p>An online portal or 'marketplace' has been established to allow supply chains, caterers and customers to trade. It is particularly focused on providing a place where SMEs are better able to supply the public sector and to deliver the value and cost benefits they offer.</p>	<p>-Make the procurement process more simple and efficient -Seek to achieve best value for money (include social and environmental value)</p>	<p>(procurer)</p> <p>Procurement portal- suppliers can register what they can supply</p> <p>Information line and website to help whole of supply chain</p> <p>See p45 of Scorecard for sample criteria for supporting procuring from SMEs P 46 re local Also see section re menu seasonality p16-17</p>	<p>The Balanced Scorecard helps show suppliers what is needed by the public service and how to supply it</p> <p>Posters and menus that proudly display British food</p>	<p>Mixed approaches and understanding of buying standards</p> <p>Suppliers confused by public procurement processes</p>
<p>(26) (26)</p>	<p>Farm to school: empowering</p>	<p>Detailed explanations of</p>	<p>Appendix 1- Farmer survey 20</p>	<p>Infrastructure in community</p>	<p>Problems with farmer survey</p>

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National Farm to School Network Schools- USA 2017	<p>children and their families to make informed food choices while strengthening the local economy and contributing to vibrant communities.</p> <p>This report: - Document estimates of short term economic impacts - apply best practice economic impact assessment methods - Develop a standardized, replicable framework</p> <p>Outcomes Even the 'best' previous studies of economic impact use a broad range of methods</p> <p>This study: multipliers of 1.45 and 1.48</p> <p>Do purchase more inputs from the local economy</p> <p>Reasons farms sell to schools:</p> <ul style="list-style-type: none"> • Provided a market • Opportunity to educate youth • Approached by school • Already selling to an intermediary that began to sell to a school. <p>Farmers were most satisfied with delivery requirements (24), prices (23), reliable payments (23), delivery logistics (22), time commitment (21), and ease of communication (20)</p> <p>Biggest cause of dissatisfaction was sales volume to schools</p>	<p>economic benefits, impacts, contributions (direct indirect, leakage etc)</p> <p>Use primary and secondary data to investigate farm to school sales and market linkages.</p> <p>Farmer survey (enumerators trained by webinar and practice survey)</p> <p>Secondary data- nationally available about % on farm costs to different commodities (wages, rent/utilities/seeds/plants, fertiliser/chemicals, imports, maintenance/repair, fuel/ others)</p>	<p>question (researcher/evaluator)- <i>but this is for AFTER procurement has been in place</i></p> <p>A step-by-step guide to constructing a model in IMPLAN, (including screen shots) is provided by Schmit and Jablonski (2017)- complex economic modeling activity based on US agriculture data fields</p>	<p>(storage, distribution, aggregators) and in school (processing facilities, etc) are helpful in enabling local procurement</p>	<p>protocol- relied on volunteers, poor response rates.</p>

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<u>Sustainable Procurement Guide</u> (27) Australian Government Department of Environment and Energy 2018	General 'sustainable procurement' across the Commonwealth, not specific to food.	1- Identify business need 2- Conduct a risk assessment 3- Seek alternative solutions 4- Evaluate alternative solution 5- Award the contracts 6- Ongoing contract management 7- Disposal of goods	Checklist p 22 Guidance on developing a supplier sustainability questionnaire (p 29) Note reference to ACT and VIC social/sustainable procurement policies		

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