

Colors go by a question by question (ES&B) Green Responses similar according to question, Yellow Responses are different	Farm Fresh RI	Red Tomato	Intervale Food Hub	Woodside Regional Food Hub	Local Food Hub (Charlottesville, VA)	Common Market	Potter Valley Growers Association (PVGA), Farmer Cooperative	Brown Market Share
Is your organization a nonprofit? If so, what type is it?	Yes, 501(c)(3)	Yes, 501(c)(3)	Yes, 501(c)(3)	Yes, 501(c)(3)	501(c)(3)	501(c)(3)	For Fruit Farmer Cooperative, each farm was a share of the co-op and had a membership fee. For Fruit Farmer Cooperative, each farm was a share of the co-op and had a membership fee.	It is a CSA. All money goes back to the program. Shared equipment. Monthly meeting over Zoom.
What are the goals of your organization?	Develop a local food system that values the economic, health and quality of the community, health and safety of the farmers and workers, while access to affordable and healthy food and the well-being of both Red Tomato and the farmers in the network.	Red Tomato strives to bring economic transparency and accountability to every aspect of the network, including transparency of the supply, equitable compensation of the farmers and workers, while access to affordable and healthy food and the well-being of both Red Tomato and the farmers in the network.	Strengthen the relationship between agricultural producers and the community.	Strengthen the regional food system, give food to underserved communities, support local food entrepreneurs, support local farmers.	Local Food Hub aims to form strong relationships with regional farmers to increase community access to local foods. We strive to ensure that local farmers have a voice in the marketplace.	Common Market's mission is to support sustainable family farmers in the area from Philadelphia, PA. They also support food access to working with local through initiatives. They believe that this should mean more when the work and spend their time to better connect access to healthy food.	Provide smaller farms, a larger market, and opportunity to cooperatively ship.	Provide faculty and students of Brown University with healthy, local food.
Please be as specific as possible (For example, if you work with restaurants, are they small, mid-size, and/or large?)	Restaurants, hospitals, schools, universities, small grocery stores, and buying institutions.	---	Restaurants and retailers.	Restaurants, and food service projects.	Restaurants, hospitals, colleges, etc., retailers, restaurants, farmers, distributors, and food service institutions, up to 20-300.	Large institutions, schools (public and private), restaurants, retailers, and food service institutions.	Large chain stores, universities, restaurants, retailers, and US Foods.	Brown students and faculty.
How Many Farmers Do You Work With?	~40-50 farmers in Rhode Island, Massachusetts, and Connecticut.	40 growers throughout the Northeast Region, which comprises of New England, New York, Pennsylvania, and New Jersey.	---	15 farmers (as of 2016)	6th Farmers	~50 Farmers, made up of about 100+ Farmers.	Over 50 farms annually, 20 are members, and 30 non-members as well.	---
How do you primarily get produce from your farmers?	Don't do a lot of pickups, most farmers deliver to Farm Fresh RI. Drivers will get what they need available online and buyers can then place orders.	---	Farmers deliver to FH.	Some farms deliver to the WRFH. WRFH is one food that they use more pickup with.	Hill and Hill, independent but trucks pick up from farmer and deliver to LPH.	---	Occasionally pickup from farms in Connecticut, often loaded onto a trailer and delivered to PVGA warehouse. They seek close partnerships with their farmers and actively grow them up to institutional-supply levels.	Farm Coordinators work with farmers, farmers are not always able to supply. Ask about next week to see if they will be able to provide what they need, and farmers deliver.
Are there other sources where you get produce from? If yes, how do you primarily get the produce from them?	Primarily from their farmers and vendors.	---	Farmers, vendors, and food processors.	Mostly produce, sometimes non-produce such as coffee or other specialty products.	---	No, they only directly purchase from their farmers.	Member and non-member farmers.	---
Do you have different programs established for your customers? What are the profit margin goals for these programs?	They send out emails to customer about twice a week highlighting new products. They do some community outreach, and have programs in place for their farmers' needs, but not the food hub.	---	Primarily CSA, Wholesale only with University of Vermont through vendors.	No other programs besides the incubator kitchen (not complete).	---	Farm-to-forked programs for public schools, hospital to institutional, Outreach Team, Educational programs to institutions to reach kids how to plan seasonal meals with their home. Farm-to-forked programs, FarmShare.	---	Just be sustainable program.
What are your order minimums for pickups and deliveries?	They are willing to travel outside RI, but delivery fees will increase with distance. In RI - \$100, Outside RI - \$150. Example of Concord, MA - \$350.	Usually pickup, or from wholesalers or to take orders and increase or ten lots of products (high volume), but offers direct delivery option with 100+ lbs.	---	Pickups - \$1,200 Deliveries - \$150	---	Either on-site non-produce, otherwise for produce.	\$200-300 minimum in Philadelphia, PA.	---
How far are you willing to travel for pickups and deliveries? What effect does distance have on pricing?	---	Distance is less important than volume. They can fit a truck and send it down to trucks, but they don't want to make money. For wholesale they are more flexible. For delivery they only pay around \$100.	No pickups - Farmers Deliver. Nothing mentioned in Incubator Manual about minimum for delivering to customers.	They travel for to pickup from certain farms, but the value of the produce must be high enough to justify the transportation cost of traveling that distance.	Farmers, Virginia farmers, primarily since the central Virginia location, and so far south as near the beach. Carolina farmer, send over the road. Virginia, and from the Eastern Shore. Delivered to the Local Food Hub, food markets, and other outlets. Also delivered to the Washington State University, Washington, DC.	Local - <100 miles from Philadelphia, though most produce comes from within 10-50 miles of the city. Distance doesn't affect price for them. Volume is more important.	80 mile radius but 20 mile radius for the majority of farms they work with. They have a central warehouse.	Farmers directly deliver to the program.
How transparent are you with your customers? In regards to pricing and pesticide use, if the farms are certified organic, etc.	Try to be as transparent as possible. Inform them of the status of their produce. If they have any certifications they have, and if they are organic, they have to be to the board.	---	"100% transparent"	Inform customer of what farm the produce comes from and whether or not that farm is certified organic.	---	---	---	Very transparent, direct contact with customers. Customers have to know about the farmers' needs.
Do you use volume discounts?	Not typically. If they do discount for their volume, it's more for the producer to get a volume discount and pass the savings along to the buyer.	Yes, primarily for new customers of to take volume orders. In new restaurants, orders will have discount and sometimes reduce at which time the price levels off.	---	Yes. They have the markup percentage depending on the volume being brought. There are three tiers for discounts, based on volume. The first tier is 10%, the second is 15%, and the third is 20%.	---	Yes, but most of their customers don't buy full pallets of things, just cases at a time.	No.	Not applicable.
What are your profit margins?	Typically 10% markup across the board and aim for 15% profit margin.	They budget for 10% Net Margin in sales, but also plan for 15% increase volume on production.	---	Currently 10-15%, depending on what they are growing. They aim for 15% to remain economically viable.	No profit margin goal, want to cover costs and just the sales, but say they are content to have programs covered by grants or individual contributions.	---	For-profit, not on for high profit. Farmers are going to the farm, priority learn enough money to staff and operate the warehouse.	All money goes back to the program.
Do your prices mark up cover all costs or do you seek outside funding?	Usually they do not seek grant funding, but sales cover most of their operating costs. 100% from their own income.	The sales cover around 50% of the costs. 50% comes from institutional buyers, government grants, and other sources. From the University of Vermont and other sources. From the University of Vermont and other sources.	---	No currently grant funding. Need to get to 10% profit margin to cover costs.	An initial seed grant that they're looking into the direction of seed funding.	Yes. Sales cover operational and maintenance costs.	Profit margin covers most operations, they also have a side program in which they sell produce.	Yes, the program is subsidized by Brown University, which covers most if not all the costs.
Do markets vary on a farm-by-farm basis?	No, but 10% markup. The board member who runs the buying from the buyer can't farm. If they want to pay more for produce from a particular farm.	Yes, markets are set on an open-market basis. It greatly depends on the grower and how much they are growing. Red Tomato subsidizes their prices weekly by consulting market prices and comparing that to their prices. If the farmers are asking for more, they will look to see how they can lower their price, or else average the price with other vendors.	No prices are agreed on and set prior to the growing season.	No. It is a quarterly 10% markup and set for sales with PVGA, which has markup to 15%.	Yes, LPH partners information about grower production and distribution costs when considering pricing.	Product specific markups are used however, they also have entire farms dedicated to growing a single crop. They try to be mindful of being competitive with other farmers at a fair price. They allow farmers to set their own prices.	Prices dictated by national pricing. Brown is New York Central Market, driven by supply and demand, people in the industry understand where prices should be set.	Very, small markups because they have a subsidized program that subsidizes the costs. They have a 10% to 15% Brown University subsidized program, so those are 10% of the costs, and they bring in more from the sales of the products.
Do you contract farmers/buyers for X amount of produce?	They send contracts in the past but not anymore. They have a contract in place when they start with the farmers. They have a contract in place when they start with the farmers.	Yes, contracts. They plan around their production. They have a contract in place when they start with the farmers. They have a contract in place when they start with the farmers.	---	Looking for contracts for farm-to-table. But contracts are in place.	No contract, but LPH assumes that the farmers use a minimum amount of produce and have their own membership agreements. They do a small water testing, and go through food safety training and packaging specifications.	No formal contracts. They usually don't plan through. They plan around their production. They have a contract in place when they start with the farmers. They have a contract in place when they start with the farmers.	---	No contracts, pay farmers on a weekly basis.
Are there other revenue sources besides Grant Funding and selling your products (Such as merchandise)? If so, what are they?	No, just sales and grant funding.	No merchandise, but so sold around 10% of their produce and 20% sales.	Incubator kitchen, but our project is not focused on this.	10 sales revenue, 1/3 grants, 1/3 individual contributions.	---	Do seek out grants despite sales covering all business costs.	Sell carmine and costumes.	Started with the grant, but now are operating based on sales.
Do you sell items that require higher safety standards?	Yes, they have refrigerated trucks. One with meat, dairy, fish (that higher safety standards). No hot refrigerated trucks.	Depends on the grower/what the customer wants, works well with customer. No hot refrigerated trucks.	Case by case, however, their truck is not refrigerated.	Fruit, vegetables, meat, dairy.	---	Yes, they have meat and dairy products. They have a HACCP plan, and have HACCP plan, and have HACCP plan, and have HACCP plan.	Just fruits and vegetables.	No, they don't have items that require higher safety standards.
Do you just pay the farmer's asking price or do there a system in place to not pay more than a certain amount for the product?	Farmers set the price.	They talk with farmers and learn their market. They have a system in place to not pay more than a certain amount for the product.	Farmer comes up with price and then we pay that price.	Typically pay their asking price.	Farmers come first, they assume the farmers that they get a good price.	Yes, farmer's price.	Terminal Markets.	Usually pay farmers asking prices, complete to grocery stores.
Are your prices flexible?	Typically pay the farmer's asking price. They have a system in place to not pay more than a certain amount for the product.	Red Tomato works exclusively with wholesale growers, so their prices will always be more market influenced.	No. Flexible prices under certain conditions, i.e. extreme weather, crop damage. Prices are agreed on by FH and growers, but not the network.	Close to date negotiations.	Flexible, they consider pricing on a farm-by-farm basis.	Farmers set prices.	Need to predict pricing, all market based. Based on supply and demand.	Low overhead costs, so the markup is not as high as you'd think.
What are your transportation costs?	---	High but transportation is important as a small company because you don't have the scale of buying a truck and off of delivery consequences when shipping goods, and you don't have to pay for the truck when you're not using it.	---	\$0.4 per mile, \$20 per hour.	---	---	---	Farmers deliver to them.
How do you distribute your Availability List?	Said that buyers can place orders online.	Found at: http://www.redtomato.org/online	Available online.	Available weekly.	---	On website.	Give a projection sheet for the following week. Based on market feel and pricing contracts.	On website.
How do you Connect with Your Growers?	---	Build grower a different, Red Tomato has a great with growers and fair preferred methods of contact.	---	Word of mouth, phone, email. Transport pickup negotiating.	---	Grower Network program. Established staff Farmers but helps connect the growers. They have a network of growers. They have a network of growers. They have a network of growers.	Procurement team handles this. They usually call farmers as many farmers are small and don't have a website. Procurement team speaks to and forms connection with each farmer. Trying out best way to communicate with them.	Email, phone, meeting relationships.
How do you determine the Markup/Profit?	10% markup across the board.	Wholesale: Farmer Cost + Transportation = 10-15% Markup. Direct Delivery: Farmer Cost + 20% Markup with the intent to get 2-3% Net margin retail. Average \$10 product and \$2 transportation cost. They offer around 10% + 2% = 12% + \$13.48 to customer. We would need this. For that it product price paid to customer. Price is 1.142 + \$14.28 to customer. Gross margin is \$4.25. Net margin would be determined once we have the total cost of shipping. Our target is to have a 7-7% net margin on a total order cost. When there is a total order cost, some items come in over and some come in under and we usually try to average it.	---	Flat 10% markup across all farms except for PVGA program.	LPH staff gather information about grower production and distribution costs, compare prices to local, regional, and national markets. Look at historical pricing and movement history, and determine the purchase price should be. Local Food Hub applies a 20-25% markup to cover its costs. Local Food Hub then works with buyers to find a price point where they can replace commodity. Average food with local food. There is a balance between supply and demand, and what keeps and what doesn't market prices go up and down.	---	Prices dictated by national pricing. Brown is New York Central Market, driven by supply and demand, people in the industry understand where prices should be set. They also have a side program in which they sell produce.	No, not in contract because it is a subsidized program that subsidizes the costs. They have a 10% to 15% Brown University subsidized program, so those are 10% of the costs, and they bring in more from the sales of the products.
How do you measure success for your organization? How do you plan to sustain it?	The book back on the sales from previous years to compare to their current year. They want to see growth. They also want to maintain strong, long-term relationships with their producers and buyers.	---	---	Reaching profit margin of 10% and covering operational costs without reliance on grants.	Carrying out the mission but keeping operations open.	Success = positive impact on people through institutions.	Covering operational costs, helping cover the costs of mid-sized farms that are a part of the cooperative.	Try to maximize shareholders, but there is a lot of other factors of shareholders.
What does sustainability mean for your organization? How do you plan to reach this?	They focus on local agriculture and supporting the local food system. They want to be environmentally friendly. They want to be socially responsible. They want to be economically viable. They want to be environmentally friendly. They want to be socially responsible. They want to be economically viable.	---	---	---	---	Sustainability means different meaning and having more Common Market to the other's sustainable.	May be more, but maintaining a sufficient net profit to cover the overhead operations of the central warehouse.	Support local farmers, provide local food access to the Brown community.