FACILITATING SMALL GROWERS ABILITY TO DO BUSINESS WITH UC

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Residential Dining Services
WHY DID THE ORANGE GET FIRED FROM HIS JOB AT THE JUICE FACTORY?
UCSB RESIDENTIAL DINING SERVICES

- Self Operated
- 4 Dining Commons, Special Events Catering, Concessions, The Club, MiraMar Market (coming soon Tenaya Market)
- 2.7 million meals annually
- 12,000 meals served per day
- 191 career employees
- 500+ student employees
KEY

GFI: Global Food Initiative
RDS: Residential Dining Services
HSB: Harvest Santa Barbara
GLOBAL FOOD INITIATIVE (GFI)

Launched in July 2014 by President Janet Napolitano to address the significant issue of:

“How to sustainably and nutritiously feed a world population expected to reach eight billion people by the 2025”
THE INITIATIVE AIMS TO

• Identify best practices and share widely within UC, California, the nation and the world;

• Use the power of UC research and extension to help individuals and communities access safe, affordable and nutritious food while sustaining our natural resources; and

• Deploy UC’s research to shape, impact and drive policy discussions around food issues at the local, state, national and international levels.

As the UC Global Food Initiative advances, we seek to find common ground to help communities in California and around the world find their way to a sustainable food future.

— Janet Napolitano
President, University of California
UCSB AND UCM

• To address this goal a best practices subcommittee including UC Santa Barbara (UCSB) and UC Merced (UCM) was developed.

• UCSB and UCM were recognized as having a best practice as it related to working with small growers and bringing local produce to campus.

• Initial Task: This subcommittee developed a best practice manual.
BEST PRACTICE OVERVIEW

• Initial Steps
• Benefits
• Challenges
• Recommendations
• Next Steps
• UCM
UCSB AND SUSTAINABILITY

• UCSB Residential Dining Services (RDS) takes strides to protect, preserve and regenerate our environmental resources by practicing “earth-friendly” dining, and helping UCSB on its way to becoming a sustainable community.

• In 2005 RDS decided to pursue measures to increase our local produce procurement.

• Sustainability Goals- UCOP 20% by 2020
INITIAL STEPS

• In 2005, RDS approached the Farmer’s Market to explore the possibility of local farms offering wholesale quantities to the UC.

• While the board of directors ultimately decided against pursuing wholesale, some stakeholders recognized a business opportunity and set out to create a non-profit network of local farms known as Farmer Direct Produce DBA Harvest Santa Barbara.
INITIAL STEPS

After two years of growth Harvest’s distribution channels grew as more farms were added to the network and the non-profit was able to become an LLC thereby gaining the insurance needed to sell to UCSB.

With the insurance in hand a pilot program was launched with measurable targets set for purchasing a set list of 5-8 standard products at a limited number of facilities.

8 items included: strawberries, romaine lettuce, cauliflower, broccoli, celery, apples, and oranges.
GROWTH

• In 2008, RDS continued to grow the footprint of local offerings, and Harvest began delivering to all four dining commons.

• In 2009, Jill Horst, the Dining Director for RDS, established weekly quotas of local, sustainable produce for each dining common which in turn doubled purchasing.

• By 2011, local sustainable produce purchases had increased significantly, and the program was fully implemented with many small farms providing local and sustainable produce to UCSB.

• 2012 – Developed Sole Source Agreement.
THE PROGRAM TODAY

- Harvest Santa Barbara (HSB) has increased their supply network from a launching pad of 7 farms, to a flourishing community of 50+ local sources
- Yearly goal to procure 55% sustainable produce
- Last year, 49% of all produce served at RDS was locally or sustainably grown. And 42% was procured from Harvest Santa Barbara
- UCOP goal 20% by 2020. 14% of our goal is met by our sustainable produce procurement
- RDS purchases 147 items from HSB and 50% of the items are organic
• Educational Outreach to staff and students is accomplished through a strong partnership

• Sustainable produce is incorporated into our operations by offering hand held fruit, salad bar options and developing seasonal recipes
  • Menu cycle guidelines require least 8 seasonal options are offered per month

• A signed Sole Source Agreement with the UCSB Purchasing Department guarantees product specifications like prompt delivery of freshly harvested produce

• UCSB regularly purchases a wide variety of fruits and vegetables with deliveries 6 days a week
WHAT DID THE CHICKPEA SAY WHEN HE WAS FEELING SICK?
KEY STAKEHOLDERS

• Stakeholders include the Director, Associate Director, and Dietitian, the campus sustainability coordinator and purchasing department, environmental studies students and professors, community partners, local growers and more.

• With support from campus and the community- relationships are established and development of program can be successful
**BENEFITS**

**Local**
- Reduces transportation costs, fuel usage and greenhouse gas emissions
- Studies have shown that buying locally can decrease greenhouse gas emissions by as much as 4-5%
- Places a strong focus on creative menus and serving season produce

**Community**
- GFI breeds strong and mutually beneficial partnerships between local institutions and the farmers who will provide them produce as well as within institutions such as the partnership between UCSB Residential Dining and Environmental Studies.

**Economically**
- Purchasing local keeps money in the community supporting smaller local businesses. Purchasing through Harvest Santa Barbara 14/15 fiscal year kept over $330 thousand worth of sales in the local economy.
- Last year RDS saved approximately $12,000 annually by purchasing from Harvest rather than purchasing comparable items from their primary produce vendor.
BENEFITS

Nutrition
- More produce options that are in season
- Farm to kitchen in 24 hours
- Healthier options as studies have shown that “freshly picked foods... retain more nutrient than less fresh foods
- Fresh and flavorful product (produce is at it’s peak ripeness)

Education
- The development of educational programming and events
  - Social media marketing materials
  - Green Mondays
  - Celebration events such as Sustainable Seafood Day, Earth Day, and Nutrition Week
CHALLENGES

- Insurance - 5 million dollar liability policy required
- Institutional demand was difficult to meet initially
- Time
- Local
- Food safety
- Transportation
- Packaging, uniformity in cases, product size
- Farm compliance
- Verification of sustainability standards and third party certification of practices
- Operations (Invoicing, receiving, ordering, education of student about visual appearance of produce, managing shortages)
- Purchasing department
Established a Sole Source Agreement or Competitive BID

The purpose of this sole source agreement was to explore and develop criteria for competitive bidding on local, sustainable and seasonal produce.

HSB is considered a sole source because they are unique - they offer 100% sustainable produce within 150 miles of campus. Additionally, the majority of their product is organic.
CHALLENGES FOR HARVEST

- What will we be purchasing?
  - Establishing standing orders allows the farmer to plant larger volumes that allow HSB to sell to the UC.

- Mindset of the farmer

- Want to continue to grow - next steps require more ground work/time
RECOMMENDATIONS

• Try to work with an existing distributor, or reach out to your local farmers market
  • Existing distributor in Northern California: Veritable Vegetable
  • Existing distributor in Southern California: Harvest Santa Barbara

• Develop general guidelines
  • Traceability
  • Define what local means to your University and provide that information to your distributor
  • Develop some lose definition around “standing orders” to allow farmers to plant produce that is needed
  • Be able to provide usage numbers on produce; this allows farmers to anticipate your needs but also shows volume needed
  • Consider developing an educational campaign to get staff and student acceptance
  • Be prepared. It is important to always have a backup primary supplier
RECOMMENDATIONS CONTINUED

• Start small with pilot trials

• Consider stakeholders- campus, Environmental Studies department, dietitian, community, purchasing department

• Consider your needs- what are you looking for? Price?
  • Local
  • Organic
  • Both
WHAT DID THE LETTUCE SAY TO THE CELERY?
NEXT STEPS WITH HARVEST

• Contract with growers to grow and purchase core items
• Establish predictive menus
• Integration of local and sustainable produce purchasing practices with any Professor’s curriculum or on-campus activities
• Continue to develop a marketing campaign to promote local produce
• Consider having some on campus infrastructure for leasing agricultural land
NEXT STEPS

• Our Best Practice Manual is available online

• Potential for collaboration with UC Davis GFI: create a CA Food Hub Learning Network with the goal of enhancing the success of food hubs, and thereby the success of small farmers who sell to them

• More to come
UCM

- UCM has been working with T&D Willey Farms Madera, Ca
- T&D Willey Farms does not deliver produce to campus. Instead, UCM is required to drive to Madera (35 minutes each way) to pick up their weekly order
- UCM has had some success working with the local CSA program (T&D Willey Farms drops off)
- UCM met with Veritable in January to identify who they buy from, what produce is available, and the feasibility of receiving multiple deliveries a week at UCM
- UCM's continues to work with their primary produce vendor (Trinity Produce). Trinity Produce is able to provide UCM with a monthly report indicating what percentages of purchases are local.
QUESTIONS?

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