



**Global Food  
Initiative**  
UNIVERSITY OF CALIFORNIA

*Best Practices Subcommittee on facilitating small growers' ability to do business with UC*



**UCMERCED**

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## Introduction

The UC Global Food Initiative was launched in July 2014 by President Janet Napolitano and the UC's ten chancellors. The goal of the initiative is addressing a significant issue: "how to sustainability and nutritiously feed a world population expected to reach eight billion by 2025". By aligning the university's research, outreach and operations we are working towards developing a sustained effort and solutions for food security, health, and sustainability.

In this first phase, UC Santa Barbara (UCSB) Residential Dining Services and UC Merced (UCM) Dining Services are working to develop a best practice manual for implementation that will be deployed system-wide at the UC's and hopefully later offered to schools and communities nationwide. As part of the UC system and the food initiative, UCSB and UCM aim to create a food system where the campus and local community have a strong connection and knowledge of their food system. UCSB and UCM also aim to create and allow informed choices in the selection and preparation of food while having a minimal environmental impact at the campus, community, state, and global level. UCSB and UCM have been working closely with local farmers and producers to achieve this goal and thus have been chosen as the Best Practices Subcommittee on facilitating small growers' ability to do business with UC.

This best practice manual will provide the steps taken by UCSB and UCM to develop their existing programs. Benefits, challenges, next steps and additional development will be thoroughly discussed. We will also share educational materials that have been developed to educate our student customers about our work and why we do it.

# University Background

## UC Santa Barbara

Overview of UCSB Residential Dining Services
<b>Self Operated</b>
<b>\$17.2 million operating budget</b>
<b>\$6.7 million raw food budget</b>
<b>Facilities include: Four Dining Commons, Concessions, Special Event Catering, The Club</b>
<b>2.7 million meals served annually (Dining Commons Only)</b>
<b>12,000 meals served per day (Dining Commons Only)</b>
<b>191 career employees</b>
<b>500 + student employees</b>

At UCSB Residential Dining Services is committed to “taking 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. It is our hope that these initiatives will have a positive impact on our local environment and will make a difference in the lives of those who pass through our doors each year.”

Due to our sustainability commitments within Residential Dining Services but also at the UC level we have had the opportunity to develop a successful partnership with a local company called Farmer Direct Produce – doing business as (DBA) Harvest Santa Barbara. Our partnership has allowed us to grow a simple yet impactful idea into a true success. Our idea: to purchase sustainable local produce within 150 miles of campus. With years of growth and support, last year we purchased 23% of our total produce within 150 miles of campus through Harvest Santa Barbara. So how did we get to where we are today? The process for our success will be described in this best practice manual.

## UC Merced

Overview of UCM Dining Services
<b>Self Operated</b>
<b>\$9.6 million operating budget</b>
<b>\$3.05 million raw food budget</b>
<b>Facilities include: Residential Dining &amp; Retail (coffee shop, concessions, marketplace, catering)</b>
<b>Meals served annually: 703,180 Dining Commons, 310,782 Retail, ~ 50,000 Catering</b>
<b>4,500 meals served per day at Dining Commons, ~2,000 retail transactions</b>
<b>41 career employees</b>
<b>250 + student employees</b>

## UCSB Development

Our commitment to sustainability has been at the forefront of our operations and in 2005, our department decided to pursue measures to increase our local produce procurement. Residential Dining Services created goals for increasing local (grown, handled, distributed within 150 miles) and sustainable produce purchases. Initially, Residential Dining Services staff members approached the farmer's market to explore possibilities of local farmers offering wholesale quantities to the University. Discussions were initiated with the Santa Barbara Farmer's Market Association (SBFMA) managers and local farmers. The SBCFMA Board of Directors discussed the potential of establishing a wholesale option in the association but decided against the project. At this point, Sam Edelman SBFMA Market Manager and Wesley Sleight, Marketing Manager for Avila and Sons Farms, saw the potential for a successful business opportunity. The two decided to establish a nonprofit to network with all SBCFMA farmers and offer wholesale quantities of their products. Sam Edelman and Wesley Slight were familiar with many local farms and growers and their availabilities, so they were in a fitted position to organize this business structure. With their relationship and expertise, the two establish Farm Fresh Direct (FFD).

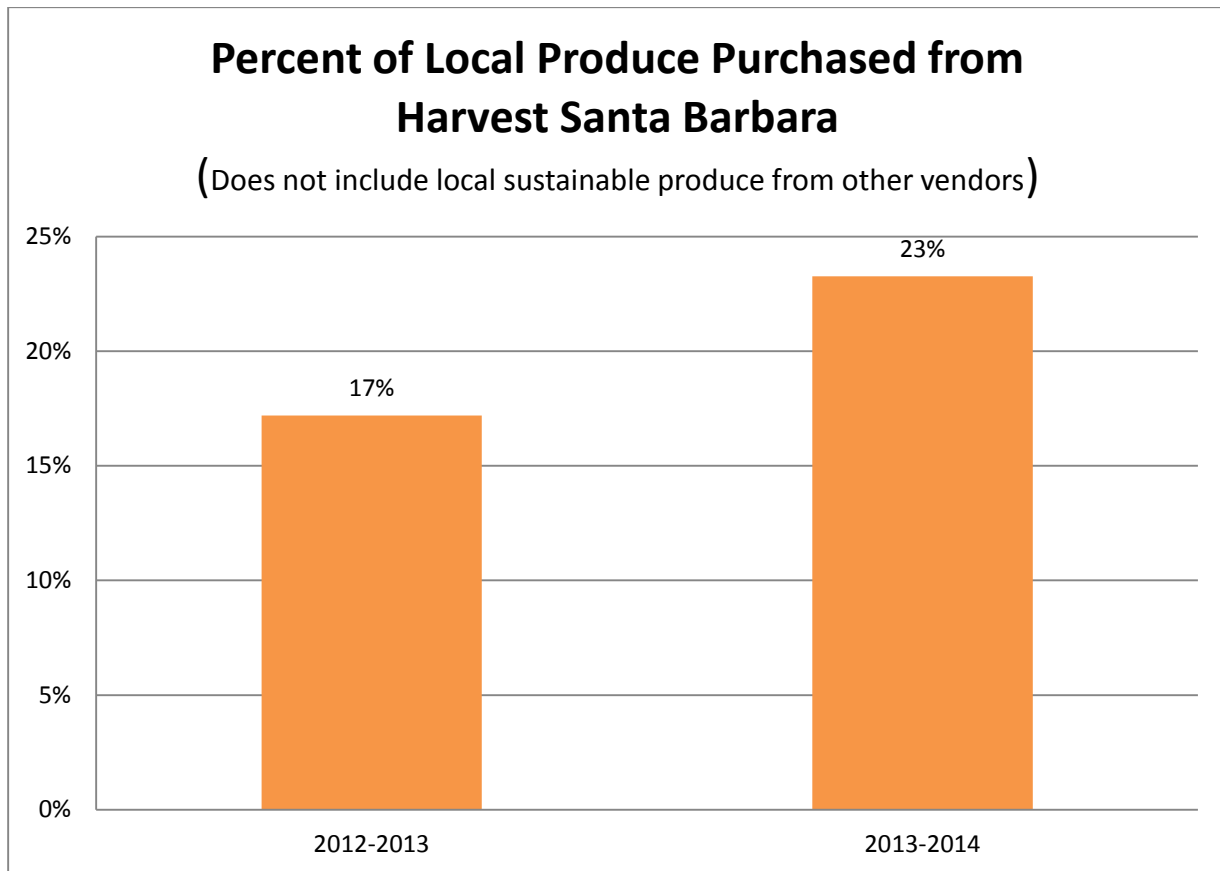
With the high demands and strict requirements set by the UC, Residential Dining Services did not initially receive local produce from the newly established FFD. Instead, FFD initially started delivering to small schools in the community before building up capacity to support the demands of UCSB Residential Dining Services. FFD continued to expand their supply chain and streamline their systems while holding subsequent meetings with Residential Dining Services to discuss possibilities to fulfill Residential Dining Services produce demands.

By 2007, FFD has grown and established itself as a successful business. To gain the business of the UC, FFD was required to hold a specific amount of insurance. To gain the required insurance policies FFD became Farmer Direct Produce Network (FDP) a limited liability company (LLC). After fulfilling insurance requirements by UCSB, FDP began officially delivering to the Dining Commons. With the start of this partnership, Residential Dining Services regularly met with FDP owners to determine needs and requirements. Meetings discussed food safety, farm compliance, verification of sustainability standards and third party certification of practices. Once able to provide solutions for the above requirements UCSB Residential Dining Services started with a small pilot program. Deliveries were limited to one Dining Common, Portola, and six core produce items were determined and integrated into the salad bar options. To ensure students were aware of the sustainable options a separate section of the salad bar was designated for local farmers' pesticide-free and organic produce. The six core items included strawberries, romaine lettuce, cauliflower, broccoli, celery, apples, and oranges. In 2008 Residential Dining Services continued to grow the footprint of FDP offerings, and FDP began delivering to all four dining commons.

In 2009 Jill Horst, the Dining Director for Residential Dining Services, established weekly quotas of local, sustainable produce for each dining common. As a result, purchases from FDP doubled as core items were maintained and other seasonal items were added as available. These weekly targets enabled the managers to better understand opportunities and limitations of sourcing locally and motivated them to maintain more flexible process with FDP. In addition to

the weekly quotas that were established Residential Dining Services developed a Sustainable Strategic Plan. One of the outcomes focused specifically on procuring more local in season produce. Purchases from FDP doubled again and as a result, FDP expanded operations and infrastructure around the county. FDP initially started purchasing from seven local farms. With time and collaboration, FDP was able to grow that number to at least 38 local growers. During this time, FDP also developed a weekly price list with designated farms and availability of produce for each week.

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. FDP was sold in July 2012 and is now doing business as Harvest Santa Barbara. Since the change in ownership, there have been no changes in operations. But in Fall 2012 Residential Dining Services developed a Sole Source Agreement. The purpose of this sole source agreement was to explore and develop criteria for competitive bidding on local, sustainable and seasonal produce. (Sole Source Justification and Agreement Appendix A) Residential Dining Services continues to purchase the majority of our “sustainable” produce from Harvest Santa Barbara. The following graph illustrates our percentage of sustainable (local and/or organic) produce purchases from Harvest Santa Barbara over the last two year.



Harvest Santa Barbara is a certified organic distributor and is owned and operated by Jasper and Brook Eiler. Their mission is “to be the catalyst for a healthier, more sustainable food system by

*strengthening the ties between farmers and the community.”* Similar to FDP, Harvest Santa Barbara does not only just provide high-quality local produce to UCSB. They distribute products to restaurants, retirement communities, hospitals, schools and more. They purchase from 50-60 farms throughout the year and about 15-20 of those farms all year round. At this point, UCSB Residential Dining Services is an ideal client because of consistent and large bulk ordering. With that said there are still areas to improve, but the benefits continue to grow and be beneficial for students, staff, the community and, of course, the environment.

## **Benefits to UCSB’s Dining Operations**

The benefits gained by purchasing sustainable local produce from Harvest Santa Barbara feel endless. Due to our commitment to sustainability and the strong relationship developed with Harvest Santa Barbara, Residential Dining Services has the ability to offer a considerable amount of local and sustainable produce to our student customers. One benefit of this program is our ability to reach sustainability goals. The UC Office of the President has set sustainability goals, one being that we must procure 20% sustainable food by 2020. We have successfully met this goal and our produce purchases actually provide a significant amount (14%) of total sustainable food percentage.

Over the years, we have also established internal goals to increase sustainable produce purchases. By 2012, our goal was to purchase 25% sustainable produce and 50% by 2015. Due to our partnership with Harvest Santa Barbara (HSB) we are on our way to reaching our 2015 goal. To reach our 2015 goal all Dining Commons have weekly produce targets. Each Dining Commons is required to purchase at least 55% local and/or organic produce each week. Without establishing these targets and monitoring purchasing it becomes very difficult to know how much local produce is being purchased. These targets allow our managers to make adjustments to orders to reach our yearly goals.

Another area that we see this program benefiting is in our community relations and visibility of UCSB Residential Dining Services. This program has allowed Residential Dining Services to form lasting and respectful partnerships with environmental studies faculty, students, SB Farmer’s Market Association board members, farmers, and other institutions (school districts, local university, and local hospital) in the community. Due to this program, our local involvement has strengthened UCSB's reputation. In addition to seeing relationships develop in the community, we also see money remaining in the local economy. Because of the large volume of produce that Residential Dining Services is purchasing we are recognized as a critical partner for local farmers and businesses. We have been able to develop trusting relationships with local growers. This shows that we can have a positive effect on our community due to our sustainability commitments and goals. It’s not just about the local produce that we purchase but about the effect we have on our local community to support it.

Another slice to consider is that purchasing local preserves the open spaces in the community. The idea behind this benefit is that “when farmers get paid more for their products from nearby shoppers, they’re less likely to sell farmland for development” (*University Vermont Ten Reasons to Buy Local Food*) This benefit is not only beneficial to the environment but also preserves Santa Barbara’s beauty.

Some of the other benefits of this program include financial profits, freshness, healthier options, nutritional quality, education and more. When products are purchased in season, the cost of produce is usually equal if not less than conventional produce from a primary produce vendor. Due to the close location and specific standards set by Harvest Santa Barbara, we can provide our students with fresh produce that is usually delivered within less than 24 hours of being harvested. The majority of the produce we purchase from Harvest Santa Barbara is custom picked. An order must be placed before 8 am the day prior to the delivery date. Once an order has been received a produce buyer contacts the farm. The grower will then pick, pack and deliver the desired product to HSB. The produce is delivered the next day to UCSB Residential Dining Services. Studies have shown that local food may be healthier because “freshly picked foods... retain more nutrient than less fresh foods (Lea, 2005, p.23).” In addition to providing healthier options, one might also notice an improved taste and quality of these products. When consuming produce that has been grown locally, crops are harvested at their peak ripeness. Purchasing products at their peak ripeness allows Residential Dining Services to follow the seasons and thus eating locally means eating seasonally. Residential Dining Services recognizes the benefit of this opportunity and have developed a seasonal recipe file. These seasonal recipes have been incorporated into our menu cycle guidelines. Menu guidelines require that at least 8 seasonal options are offered per month.

When considering the benefits of purchasing and consuming local food, environmental benefits immediately come to mind. In 2009-2010, Dr. David Cleveland, a professor of environmental studies at UCSB did a study looking specifically at the flow of produce in the Santa Barbara County. Professor Cleveland and team determined that “less than 4 percent (8.5 million pounds) of the fruit and vegetables consumed in Santa Barbara County is locally grown. The rest about 95% (about 252 million pounds) is imported.” They also concluded, “more than 99 percent of the 2.4 billion pounds of produce grown in the country is exported.” This means all the produce including strawberries, broccoli, apples, and citrus that the area produces is being exported out of the county and locals consuming only 1% of produce grown in Santa Barbara County. One great benefit of our program is that we are preventing this cycle from taking place. Residential Dining Services is helping to keep produce grown within the county. And at the same time decreasing greenhouse gasses related to transportation. Article found here: (<http://longrange.sbcountyplanning.org/planareas/goleta/documents/GCP/Meeting%2034%20Materials/LocalizeitArticle.pdf>). Another aspect when considering environmental impact is transportation. By procuring local produce, Residential Dining Services can reduce emissions from transportation. Studies have shown that “buying local could achieve, at maximum, around 4-5% reduction in GHG emissions” *Weber, C. and H. Matthews (2008) Food miles and the Relative Climate Impacts of Food Choices in the United States.*

In addition, to the environmental and social benefits, this program allows Residential Dining Services to educate students about sustainable options. Every year Residential Dining Services works to educate our student customers about our sustainable initiatives. For examples, each year



the Dining Commons celebrate Sustainability Week. Sustainability Week is a weeklong event focused around sustainable food. Sustainable vendors table in the Dining Commons to promote sustainable options and engage with students to discuss why sustainable is important. With this knowledge, we hope that students can gain a better understanding of agricultural conditions and concerns facing our current and future populations. Appendix A includes some educational materials that have been developed to promote sustainable local produce.

The benefits of this program are vast, and as Residential Dining Services continues to grow and further develop this program, additional benefits will become clear. Consider how these benefits might affect your University as you contemplate incorporating a similar program.

## Challenges and Lessons Learned

The development of this program was challenging and required a lot of time and resources to plan and implement. As mentioned in the process section this program took years to develop but also required support from all key stakeholders and staff. The following are some of the challenges Residential Dining Services faced when developing this program.

First, there is no consensus on a definition of 'local'. Therefore, it is absolutely necessary to determine a clear definition of what is considered local and therefore 'sustainable.' Residential Dining Services follows the sustainability guidelines established by the UC, but one might also consider community standards. Certain efforts also need to be taken into consideration to verify local processes for 'sustainable practices.' As mentioned previously Residential Dining Services defines local as grown, processed, and distributed within 150 miles of campus. We also consider any produce to be organic as sustainable. The sustainability standards established by the Office of the President can be found here: <http://policy.ucop.edu/doc/3100155/Sustainable%20Practices>

Specifications and requirements are extremely important to establish. It is vital that safety, delivery and product handling procedures and requirements are clear from the beginning. Initially, Residential Dining Services lacked the infrastructure for transportation. Therefore, this project required economic and physical infrastructures to be in place to move food from local farms to campus. Transportation was not the only limitation when it came to establishing infrastructure. Residential Dining Services was required to establish a system of ordering, as nothing was previously in place. Residential Dining Services had to anticipate quantities, managing shortages, and quality issues. Packaging, uniformity in cases and product sizes, were also obstacles to overcome. Communication between production staff management and FDP were required to work out these barriers.

As mentioned above, one challenge Residential Dining Services faced was uniformity of produce size. It was initially challenging gaining student acceptance. The look of the product was different than most of our students were used to, and this required an education campaign on Residential Dining Service's part. Another challenge Residential Dining Services was faced with is in regards to the type of dining experience our customer's experienced. UCSB Residential

Dining Services' Dining Commons are all you care to eat facilities. It is inherently more difficult to promote local, organic options because the customer does not see a dollar amount associated with the product. In an a la carte setting the customer can see that the organic orange is more expensive than the conventional orange. The education piece comes more naturally in this type of setting. It is important to consider your operations and what kind of education might be required to get student buy in. Additionally, a program such as this might also require some education around seasonality and diet changes. As a more seasonal menu is developed, customers have to adjust expectations and understand that some produce might not be available all year long.

In addition, to the challenges faced for Residential Dining Services, Farmer Direct Produce (DBA) Harvest Santa Barbara experienced different obstacles. Some of their initial challenges faced are listed below.

Because there were not many models to learn from and every region is unique, it was difficult to establish a distribution system based on previous best practices. Varying issues came up during the establishment of the system. On the supply side, there are insurance requirements required by the UC. Farmer Fresh Direct was required to have 5 million dollar liability policy to deliver to the University. This was an initial roadblock for FFD. To gain insurance, FFD was required to form an LLC and, therefore, becoming FDP. There were a lot of challenges faced including forming a partnership, writing articles of incorporation, renaming the business (as Farm Fresh Direct had already been registered by someone else across the country), and other various details.

Institutional demand was difficult to meet for multiple reasons. First, it was initially challenging aggregating and organizing farmers for bulk quantities. FDP was forced to spend a lot of time driving to various farms to collect enough products to provide. In order to resolve this challenge, Wesley Slight was able to organize harvest schedules and communicate with farmers. Secondly, it was difficult for farms to meet quotas. A lot of small farms do not have much surplus, and at times, it was challenging to meet the required quotas. This challenge was resolved by Wesley communicating with the farmers about consistent demand. Additionally, Residential Dining Services provided usage figures and committed to purchasing certain products. Farmers were more confident in Residential Dining Service's purchasing and were able to plant the desired produce and anticipate our needs. This did require some time to establish since farmers had a three-month turnaround from seed to harvest.

To address the challenges described above Wesley Slight developed a document describing expectations and guidelines, which were distributed to farmers. The guidelines include:

1. Our customers need consistent, uniform packaging, and grading of produce. Farmer Direct Produce can provide packaging advice and assistance.
2. Harvest quality is of critical importance; please notify Farmer Direct Produce if product quality or quantity is different than agreed upon. Good communication allows everything to run smoothly.
3. Farmer Direct Produce will check in regularly to assess product availability. Always feel free to notify us if you would like any product listed, or if any availabilities changed. Accurate harvest prediction is very useful.

4. Farmer Direct Produce will place orders by 10 am (generally by 8 am) Monday-Saturday.
5. Produce should be harvested, washed, packed, and ready for pickup by 2-5pm Monday-Friday, and early Saturday and Sunday at markets.
6. Produce should be available at markets for pickup unless arranged for farm pickup or warehouse drop-off.
7. Produce should be stored in a cool environment until pickup, preferably a walk-in cooler.
8. Organic certification is highly encouraged, and farm practices should be completely transparent. Please provide copies of certification paperwork for Farmer Direct Produce to keep on file.
9. We like to pay at the time of pickup, so please have invoice available.

Even with this program established and now thriving both parties are still faced with obstacles. The following are some challenges expressed by the growers.

From the farmers perspective it extremely beneficial knowing 3-4 months in advance what produce Residential Dining Services would need or want to purchase. Without this knowledge of what the UC or other customers want growers are left to determine what to plant. With this knowledge, farmers are able to predict and forecast their produce and grow what is wanted and needed.

Establishing standing orders allows the farmer to plant larger volumes that allow HSB to sell to the UC. Again from the perspective of the farmer it would be ideal to have the same crop demand known and known 3-6 months in advance. This would allow them to plant the desired crop and allow it to grow and be harvested at the correct time.

Some other challenges discussed include the mindset of the farmer. Many growers are farmer's market-oriented and also working with other distributors – so this really requires a shift to consider wholesale.

Clearly there have been a number of challenges to overcome for both Residential Dining Services and Harvest Santa Barbara. Even with these challenges the benefits clearly out way the struggles and obstacles faced. With the process, benefits and challenges reviewed, it is clear that working with an already establish company would be recommended. It is clear that Residential Dining Service's challenges were due to lack of infrastructure.

## 1st Steps for other UC's

Initially starting this type of project can feel daunting and overwhelming. Therefore, Residential Dining Services wanted to provide some recommended first steps and overall suggestions.

1. Try to work with an existing distributor, or reach out to your local farmers market. Keep in mind that organizations are different in each area.
  - a. Existing distributor in Northern California: Veritable Vegetable  
<http://www.veritablevegetable.com/>
  - b. Existing distributor in Southern California: Harvest Santa Barbara  
<http://www.harvestsantabarbara.com/>
2. Develop general guidelines
  - a. Traceability. It is very important to know where your produce is coming from. In order for it to be considered local, you need to know where it was grown and how far it traveled. Consider asking your vendor for farm locations.
  - b. Define what local means to your University and provide that information to your distributor. (UCSB defined local at 150 miles)
  - c. Develop some loose definition around “standing orders” to allow farmers to plant produce that is needed.
  - d. Be able to provide usage numbers on produce; this allows farmers to anticipate your needs but also shows volume needed.
  - e. Consider developing an educational campaign to get staff and student acceptance.
3. Start small with pilot trials. Set targets then test and document what happened, what parts were successful or unsuccessful. Consider only purchasing grab and go fruit to begin or to offer a few options on the salad bar.
4. Be prepared. It is important to always have a backup primary supplier who can obtain products from other regions just in case things don't run according to plan.
5. Consider who to incorporate when establishing your working committee: Residential Dining Services stakeholders included dining director, associate director, sustainability coordinator, dietitian, students, professors, community, growers and many more.

## Additional Programs/ Supplementary Ideas

What's next? Residential Dining Services has established this thriving program, but Residential Dining Services wants to continue to grow and purchase more sustainable produce. In thinking

about the future, Residential Dining Services has brainstormed about future ideas and plans. The following are these ideas.

1. Contract with growers to grow and purchase specific core items. With a secure purchasing agreement growers can provide economic pricing and consistent quantity. Include in the agreement would be “Act of God” clause to ensure UC’s ability to procure outside of contract if unavoidable crop failure occurs. This type of agreement encourages growers to fit into the existing bid structure and could enhance the long-term success of the program.
2. Establish predictive menus. Predictive menus would give growers the benefit of knowing what produce is needed and when (similar to idea #1). This would allow growers to plant certain crops based on the menu and the needs of the UC. This model allows the grower to eliminate the risk of planting without knowing the desires of the UC.
3. Integration of local and sustainable produce purchasing practices with any Professor’s curriculum or on-campus activities. Exposure to sustainability related issues over multiple interrelated forums creates a consistent message.
4. Continue to develop a marketing campaign to promote local produce. Examples materials to developed could include:
  - Poster-size photos of farmers
  - Featured “Farmer of the Month”
  - Seasonal produce samples
  - Featured menu items- seasonal
  - Field trips for Dining Commons staff or interested students

“Encouraging enthusiasm and giving purpose to Local and Sustainable purchasing allows all involved to promote the program.” Wesley Slight

5. Consider having some on campus infrastructure for leasing agricultural land. This could be a compelling way to have farmers on campus. But could also be used as an educational tool in both operations and academia.
6. There is an increased need for dialogue between farmer and end user (students).
  - a. Education about what's seasonal
  - b. Changing diet and menu based on what is grown
  - c. All UCs are in different bioregions so all of them could identify different "starter" items

## UCM Development

UCM has been working with T&D Willey Farms out of Madera, Ca. T&D Willey Farms has a 75 acre largely organic farm and provide produce as needed to UCM for about one year. T&D Willey Farms does not regularly deliver produce to campus. Instead, UCM is required to drive to Madera (35 minutes each way) to pick up their weekly order. For obvious reasons, this is not an ideal model as labor must be allocate to pick up the order since T&D are not willing to drop small orders. However, with that said UCM has had some success working with the local CSA program. T&D Willey Farm drops produce boxes off on campus occasionally, and Dining Services coordinate their order when this is the case. UCM and team recently toured the T&D Willey Farm (11/11/14) and were introduced to representatives from Veritable Vegetable. Veritable Vegetable is based out of San Francisco, and their trucks are in the valley multiple times a week. UCM are meeting with Veritable in early January to identify who they buy from, what produce is available, and the feasibility of receiving multiple deliveries a week at UCM.

In the past, UCM has worked with Shasky Farms, a local grower who specializes in stone fruits and nuts, specifically almonds. Shasky's is a participant in Merced's local farmers market. He offered to act as a broker for the smaller grows who did not have the means to sell to us. More often than not it is because they do not carry the necessary insurance to sell to the UC. Jim acted as a broker a few times for us. Unfortunately, that program did not take off for a variety of reasons, with the cost of product being the main factor at that time. UCM has also done limited business with J. Marchini Farms located in Le Grande (25 minutes away). UCM's drop sizes were not large enough to set up a standard delivery. The potential ability to partner with Veritable would enable us to access growers we otherwise cannot. The following is a list of growers who sell at our local farmers market: <http://mercedcfm.com/growers.html>

Additionally, UC Merced recently got involved in the Merced Local Food Promotion Program. The program helps identify growers, CSA markets, and the development of a local food hub. This has already proved to be a great way for UCM to meet new growers and get the word out we are actively seeking (and favor) to purchase local. It is also a good opportunity for UCM to work with the community and build lasting relationships.

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. (See attached excel report in Appendix A). UCM is also in discussion with Trinity to identify which products are grown very close to campus. There may be opportunity to have Veritable Vegetable pick up these items and deliver them to us instead of the produce traveling up and down the highway as a function of processing and distribution.

## Conclusion

To summarize, UCSB Residential Dining Services and UCM have developed programs to purchase sustainable local produce. Each program is different with its own challenges and benefits. Consider your operations and how this program might be a success. With the outline provided, we hope you will be able to implement as a similar program and gain the benefits. It

will take time, dedication and a strong vision to accomplish this, but in the end, it is truly worth it.

Please contact Danielle Kemp @ [dkemp@housing.ucsb.edu](mailto:dkemp@housing.ucsb.edu) or Robbie Wright @ [rwright@housing.ucsb.edu](mailto:rwright@housing.ucsb.edu) regarding questions, comments or requests for additional information.

## Appendix A

### Sole Source Justification

An agreement with Farmer Direct Produce to explore and develop criteria for competitive bidding on local, sustainable and seasonal produce. Produce must be delivered within 36 hours of harvest for all produce except stone fruit – which would be 4-5 days from harvest – and 100% pesticide free.

The intent is to purchase organically grown or sustainably produced produce (without sprays or pesticides) grown and harvested by small local farms (under 50 acres) within 100 miles of campus. The distributor's primary business (80%) must be produce growers within 50 miles and 100% is Certified California Grown. Non certified organic farmers will sign an affidavit identifying their growing practices. (verifying if pesticides, herbicides or fertilizers are used) and their health and safety practices.

### Verification of Standards – 3rd party certification of practices

FDP completed training and received a Certificate of Conformity for Food Safety and Quality Program with Ceres Certification International partnering with International Food Safety Institute. This program also offers GAP certification for farms – which might be set up as a consortium or collective for farmers - to allow affordability and cooperation with farmers through FDP. Also FDP could work with farmers on Food Alliance certification or Organic certification. Another avenue for consideration would be to have FDP certify farmers themselves (similar to program utilized by Marin Organics in northern CA). FDP could operate a separate branch to FDP that would offer a certification to farms – establishing protocol for A, B and C tier farms.

A Community based audit and certification proposal will also be explored with Environment Studies Professor David Cleveland to develop a UCSB/student driven certifying process for “local and sustainable” and document pest management practices, farm acreage, fertilizer application, labor practices and Green House Gas (GHG) emissions. This process will help document that the distributor's growers are 100% pesticide free.

Food Safety Assurance and areas to research:

GAP's – Good Agricultural Practices  
GMP's Good Management Practices  
SOP's Standard Operating Procedures  
SSOP's Sanitary Standard Operating Procedures  
Receiving procedures  
Release procedures  
Written IPM program – Integrated Pest Management  
Written policy outlining commitment to produce, store, distribute safe, legal products (Farm to School – Ag commissioner verify?)  
Written cleaning program – MCS – Master Cleaning schedule with periodic deep cleaning – housekeeping schedule and daily cleaning assignments  
Traceability/trace-back and recall program  
Visitor program  
Good hygiene program  
HAACP – for processing procedures

**Resources for SB County Schools**

**National Farm to School Network-** *Best Practices for School Gardens:*  
[http://www.farmtoschool.org/files/publications\\_188.pdf](http://www.farmtoschool.org/files/publications_188.pdf)

**University of California-** *Safe Handling of Fruits and Vegetables:*  
<http://postharvest.ucdavis.edu/datastorefiles/234-418.pdf>

**US Dept. of Agriculture-** *School Garden Q&As:* [http://www.fns.usda.gov/cnd/governance/Policy-Memos/2009/SP\\_32-2009\\_os.pdf](http://www.fns.usda.gov/cnd/governance/Policy-Memos/2009/SP_32-2009_os.pdf)

Resources for UCSB points of interest:

CA Food Sanitation Act  
CA Health and Safety code  
CA Dept of Health – food and drug  
FDA Guidance document – to Minimize microbial food safety hazards for fresh fruits and vegetables  
Other campuses with local sustainable produce RFP's: UCSC ALBA sole source agreement  
Food Alliance [www.foodalliance.org](http://www.foodalliance.org)  
USDA certification  
UCOP organic  
Other FDP sustainable business practices  
Warehouse within 5 miles of campus  
Making biodiesel for vehicles



Powering refrigeration with solar

Forming B corp (Beneficial Corp/Green Company) recognized through IRS or 3rd party

Relationships with all farmers to negotiate planting and growing products specifically for UCSB

**Sole Source Agreement**

**SOLE SOURCE JUSTIFICATION FORM**

This document is to be completed and retained as supporting documentation for all sole source purchases. Complete all sections below and attach completed form to the purchase requisition in Gateway. Please direct any questions about this form to the Purchasing Department via email: [help@purchasing.ucsb.edu](mailto:help@purchasing.ucsb.edu).

Requested By (Dept)	Residential Dining Services	
Justification Prepared By	Bonnie Crouse, Assistant Director	Date 8-31-12

**1. SOURCE JUSTIFICATION:**

Description of Goods/Services	Purchase Local, seasonal, sustainable produce	
Proposed Manufacturer or Supplier	Farmer Direct Produce	Dollar Amount \$150,000

**CHECK the applicable box**

<input checked="" type="checkbox"/>	One-of-a-kind	The commodity or service has no competitive product alternatives available on the market
<input type="checkbox"/>	Compatibility	The commodity or service must match existing brand of equipment for compatibility.
<input type="checkbox"/>	Replacement Part	The commodity is a replacement part for a specific brand of existing equipment.
<input type="checkbox"/>	Research Continuity	The commodity or service is needed to maintain research continuity.
<input checked="" type="checkbox"/>	University Standards	The commodity or service must comply with established University standards.
<input type="checkbox"/>	Unique Design	The commodity or service must meet physical design or quality requirements.
<input type="checkbox"/>	Delivery Date	Only one supplier can meet necessary delivery requirements.
<input type="checkbox"/>	Emergency	URGENT NEED for the item or service does not permit solicit competitive bids, as in cases of emergencies, disaster, etc.

**2. SOURCE SELECTION DETAIL:**

1. Briefly explain how your purchase of goods or service meets one or more of the above criteria for a valid sole source request. Note: price cannot be part of the justification. (Attach additional page if needed):

Develop a set of criteria and specifications to increase sustainable and organic produce purchases from local farms according to UC Sustainable Policy and campus goals to increase sustainable foods by 2020. FDP is the only local distributor with the capability to provide this service currently- with the intent to develop criteria that will allow competitive bidding in the future. \*\* see attachment

2. List the *specific salient features* or specific performance specifications or parameters that make this product or service unique or proprietary, and indicate *specifically why* these unique features are indispensable to your research or operation. Attach additional page if needed):

-to improve quality, safety and nutrient value offering non chemically treated products free of pesticides. Freshness improves with direct purchase and short transport timeliness from farm to campus. -ability to collaborate on research with UCSB Env. Studies to develop goals that support purchase of sustainably grown food products and verification of practices. \*\* see attachment

3. a) If known, indicate if the product or service has been purchased for this campus in the past. Indicate the requisitioning department, approximate date of purchase, and purchase order number, if known:

Current VB agreement with Farmer Direct Produce

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- b) If known, indicate if the product or service was purchased by another University of California campus. Provide transaction detail including specific contacts, if possible:

similar sole source in place at UCSC with Alba Organics cooperative

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4. List other suppliers generally believed to offer the same or very similar product or service. Indicate if they were contacted for a description and/or price of their product or service. If they were not contacted, indicate why they were omitted. Indicate specifically why their product or service is judged to be unacceptable:

A. we have contacted the Berryman (current primary produce vendor) who is able to provide some product from local farms (4-5) but not to this extent

B. Once parameters of safety and certification are established they will be a viable competitor

C. FDP currently works with 50 local farmers and has the ability to continue to develop criteria to hold farmers accountable

5. Please indicate any additional background or other information that you feel may be of assistance in the completion of this transaction:

In the past - pricing for seasonal and sustainable produce has been submitted weekly and purchased when affordable

we will request an RFQ to establish annual contract pricing for year round availability and cost plus for seasonal

the quotation to follow.

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6. For all purchases over \$100,000 funded by Federal Awards, please identify whether a) small businesses were solicited for quotes, and if not, why not, and b) if the purchase was awarded to other than a small business, why:

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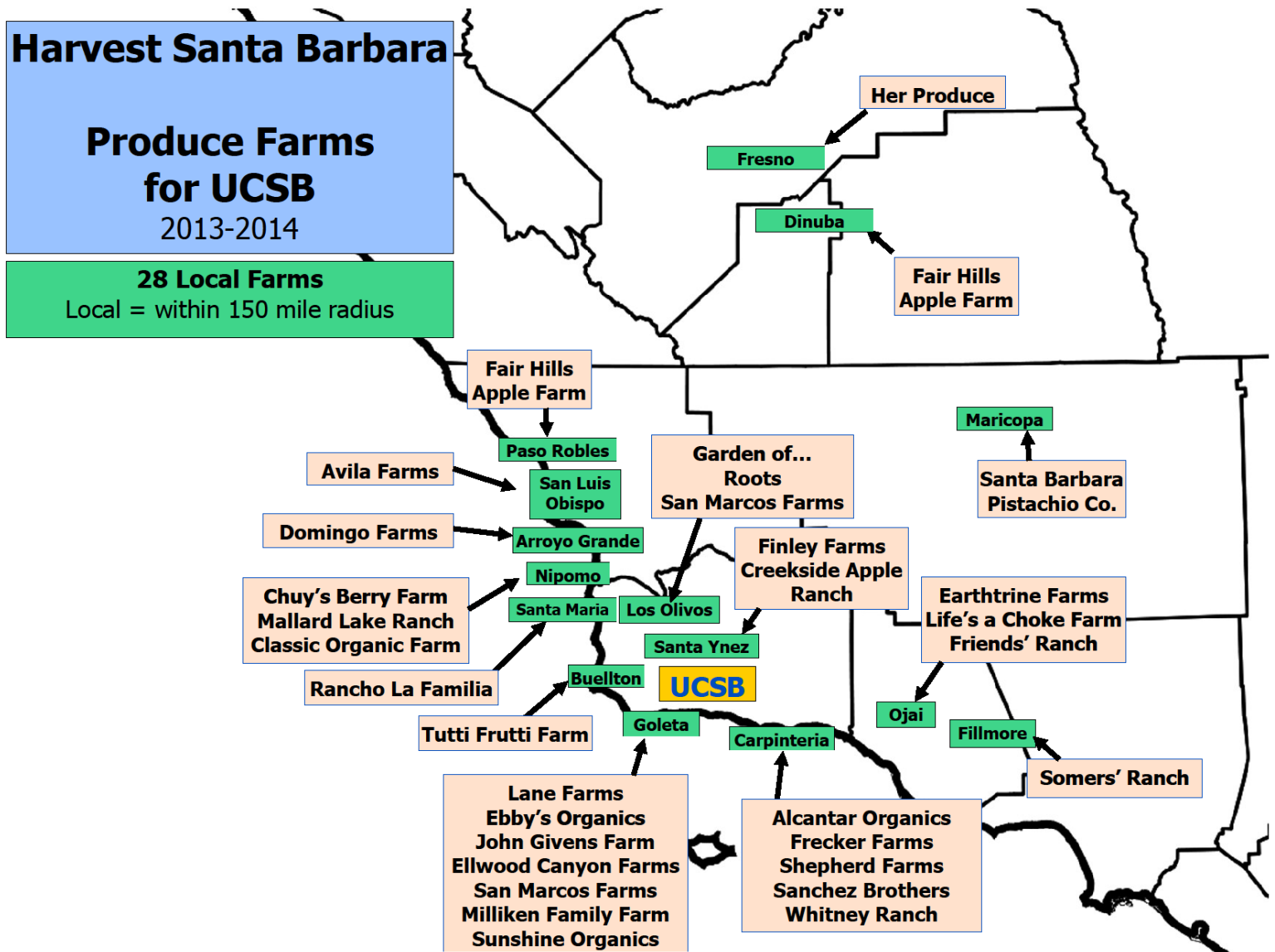
3. **UNIT APPROVALS:**

DEPARTMENTAL APPROVALS	Preparer Name (print): <u>Wilfred E. Brown</u>	Extension: <u>4155</u>
	Principal Investigator (or Account Approver): <u>[Signature]</u>	Date: <u>9/7/12</u>
CAMPUS PURCHASING APPROVAL	Buyer or Authorizing Signature:	Date:



## Local Map

This is a tool Residential Dining Service's uses to educate students about where their food comes from. Residential Dining Service's has printed a large version of this map and use it at educational events like Sustainability Week (a weeklong event focused around sustainable food and why it matters).



## **Farmer Profiles**

A couple of years ago Residential Dining Services Environmental Studies interns interviewed 6 local farmers. These profiles are used to educate student customers about the farmers we purchase from and the produce they provide.



## Amapola Ranch 1142 N. San Marcos Rd, Santa Barbara, CA

### About Me

#### Basic Info

- Former coach and school teacher in Oregon
- Started with Amapola Ranch working with horses boarded on the ranch, then transitioned to the farm 3 years ago
- Ranch is 123 acres, currently farming 20 acres
- Certified Organic
- Four full-time field crew (all family members) plus a tractor driver

#### Produce Grown

Red leaf, Green leaf, and Romaine lettuces, Kohlrabi, Watermelon, Radishes, Zucchini, Butternut Squash, Artichokes, Leeks, and many others.

#### Farming Methods

We use manure from the horses on site, as well as fish emulsion that provides nutrients for the plants. We use an irrigation method to allow the nutrients to be added to a desired area.

#### Biggest challenge of farming

Adhering to the crop plan and ensuring that crops are planted and harvested on time. It is also a learning experience, deciding what crops to grow and how to work with difficult crops. Working with sloped land is another challenge we face and are learning about.

#### Favorite thing about farming

Watching the field crew get involved and immersed in their work. It is also rewarding being involved in the entire process of producing crops. Another bonus is having visitors who are interested and excited about the farm and the process. I also have access to fresh and delicious produce!

#### Future Goals

To continue learning about farming and to hone in on the best crops for the land.

#### Interesting Facts

Most of the produce grown on the farm goes to Fresh Choice restaurants – so next time you visit a Fresh Choice, take note of the fresh and organic veggies!

You can also find our produce in IV market and local restaurants!









## Tutti Frutti Farms Lompoc, CA

### About Me

#### Basic Info

- "Tutti Frutti" means "All Fruit" in Italian
- 6<sup>th</sup> Generation farmer in Santa Barbara County
- Began the 14 acre organic farm in 1988
- Present at 8 weekly farmer's markets, including Santa Barbara's Tuesday and Saturday markets

#### Produce Grown

Tomatoes (numerous heirlooms), peppers, squash varieties, carrots (red, orange, yellow), potatoes, onions, basil, parsley, broccoli, cauliflower, lettuce, parsnips, leeks, English peas, fennel, beets, and much more!

#### Biggest challenge of farming

Working with the elements and dealing with the unknowns.

#### Favorite thing about farming

The happiness that good food brings to people and the community. Fresh organic food has been my passion since high school. I love to cook, and I realize that a meal is only as good as the ingredients.

I also have enjoyed raising my five kids on the farm and seeing their appreciation for the food and the land.

#### Friends of Tutti Frutti

Our produce can be found at local restaurants, such as Restaurant Roy in Santa Barbara, and local grocers including Gelsons, Wholefoods, and Vons.

#### Other Information

Farming has taught me patience and respect for life. Farming is a never-ending lesson, which keeps me looking for answers and learning life's balances.





## Jose Alcantar Garcia Farm Carpinteria, CA



### About Me

#### [Basic Info](#)

- Grew up farming in Guanajuato
- Farms organically because the community supports it
- Farms 14 acres on leased land designated for agriculture
- Farm is run by his family, which includes his wife Posa, some cousins, and his nephew
- Feels appreciated in the Santa Barbara community, especially by the schools

#### [Produce Grown](#)

Lettuce, Carrots, Strawberries, Tomatoes, Peppers, and more!

#### [Farming Methods](#)

We use methods such as **crop rotation** that allows the soil to recover after high resource-demanding crops. We also use environmentally friendly products such as fish emulsion, guano, and gypsum that allow needed nutrients to re-enter the soil.

We don't use any sprays, and we let ladybugs loose in the springtime to manage pests such as aphids.

#### [Biggest challenge of farming](#)

Making straight rows for planting may seem trivial, but it is very difficult.

#### [Favorite memory about farming](#)

When I began working at Tutti Frutti Farms, I was able to work with actual farm machinery. Before that, I had only used horses and cows for assistance. I was amazed by what could be done on a farm with real equipment.

I also enjoy seeing the crops nicely planted, growing, and looking great!

#### [Future Goals](#)

I hope to expand my farm acreage and operations while maintaining the hands on and family feel of the farm – I do not want to lose touch with my crops.

#### [Other Hobbies](#)

I like to spend time with my wife, Posa, and my three kids.



## Fairview Gardens 598 N. Fairview Avenue, Goleta, CA

### About Me

#### Basic Info

- Former Produce Manager at IV Food Co-op
- Has been farm manager at Fairview Gardens since July 2011
- The farm began in 1975, and it is one of the oldest organic farms in the country. It is now a non-profit community-owned, certified organic farm
- Farm total is around 20-25 acres

#### Produce Grown

Close to **200 varieties of vegetables** including: Strawberries, Kale, Leafy Greens, Tomatoes, Peppers, Fagioli Beans, and Cherimoyas

#### Farming Methods

We mainly use compost with the assistance of some seaweed and fish products – no, we don't go to the ocean to get these products, they are commonly used organic fertilizers that come in liquid or powder form. The compost and fish products allow us to maintain nutrients in our soils that our crops need.

We also practice **crop rotation**, which allows the soil to recover after high resource-demanding crops. We also practice **cover cropping**, which is a method that protects our crops from pests, improves soil health, and suppresses weeds.

#### Biggest challenge of farming

Trying to adapt and work with unpredictable conditions such as weather and pests. Also, being able to deal with failures and make the best out of a situation.

#### Favorite thing about farming

The little moments that make farming enjoyable, such as being able to spend a beautiful day working outside and biting into the first harvest and knowing it will be a good crop.

Farming allows me to be a part of something that is real and tangible. It has been in practice since the beginning of civilization, and I enjoy continuing it.

#### Future Goals

To increase knowledge, support, and appreciation of local farms, and to own my own farm one day.

#### Other Hobbies

Riding bikes, hiking, and cooking





Lane Farms and Farm Stands  
308 Walnut Lane and 5091 Hollister Ave,  
Santa Barbara, CA

### About Me

#### Basic Info

- Began farming as a girl with her grandfather in Mexico
- Lane Family has been farming since 1868
- Practices organic and pesticide-free farming methods
- Four full-time field crew, Seven farm stand workers

#### Produce Grown

Strawberries, Lettuce, Broccoli, Tomatoes, Zucchini, Pumpkins, and many others!

#### Farming Methods

We make and use our own compost from the leftovers of harvested crops. We also employ ladybugs to control pests on our produce.

#### Best Memory of farming

I remember planting corn by hand as a little girl with my grandpa because we did not have equipment to do it. It was rewarding to eat something you planted yourself.

#### Biggest challenge of farming

Becoming knowledgeable about the farm and the farm stands.

#### Favorite thing about farming

Looking at the fields in the morning is relaxing. I also enjoy knowing customers on a personal level and being able educate them about the food they are taking home to their tables.

#### Why I enjoy food from the farm

I want to give my family organic and pesticide-free food, as well as know where it comes from. When food is harvested at its prime ripeness, like we do on the farm, the taste is far beyond anything you can find at a grocery store.

#### Interesting Facts

Local schools come to the pumpkin patch each year to learn about the different squashes.





Shepherd Farms  
6701 Casitas Pass Rd, Yule Lake,  
Carpinteria and Sedgwick Ranch in  
Santa Ynez Mountains

#### About Me

##### Basic Info

- Fifth generation Santa Barbaran
- Tom has farmed organically since 1973
- One of the first members of the Santa Barbara Certified Farmers Market Association
- Farms a total of 80 acres split between two locations
- Five full-time field crew along with WWOOF (World Wide Opportunities on Organic Farms) volunteers

##### Produce Grown

Salad mixes, Spinach, Strawberries, Peppers, Avocados, Persimmons, Peaches, Plums, Nectarines, Apricots, Cherries, Apples, Grapes, and many other seasonal vegetables.

##### Farming Methods

Utilizes a greenhouse to produce off-season produce. Shepherd Farms does not use pesticides or chemical fertilizers, and the Carpinteria location has an on-site natural pond that provides water for their drip irrigation.

Produce is generally picked the day before or the day of delivery – never before it is ripe.

##### Goals

Shepherd Farms desires to grow healthy food for the community.

##### Interesting Facts

Shepherd Farm provides produce to 25 local restaurants, including Downey's, Bouchon, and Blue Agave. You can also find his produce in local schools, farmer's markets, and through their CSA program.

Shepherd Farms enjoys giving locals a taste of farming through volunteer opportunities. If you would like to volunteer at Shepherd Farms, contact them through their website at <http://www.shepherdfarmscsa.com/volunteer-with-us/>



Seasonal Produce Calendar- see pdf

UC Merced Local Produce Percent from Trinity Produce

Date: 10/01/2014 to 10/31/2014

Item	Description	Qty	Total Ext Price	250 MILES	R F %
10032	APPLE FUJI 88 CT	3.00	\$ 82.26	N	
10012	APPLE GRANNY SM 88CT	6.00	\$ 169.58	N	
10028	APPLE RED 88 CT XFCY	4.00	\$ 116.19	N	
10014	APPLE RED FANCY 125CT	2.00	\$ 52.23	N	
10699	ARUGULA BABY 4#	7.00	\$ 75.18	Y	0.27%
12078	AVOCADO 15 CT	2.00	\$ 23.06	N	
10053	AVOCADO FIRM 6 EA	6.00	\$ 29.33	N	
10066	BANANA GREEN TIP 40#	70.00	\$ 1,497.51	N	
10190	CARROT BABY PEELED 8/5#	12.00	\$ 316.86	N	
10160	CELERY 24 CT	4.00	\$ 61.90	N	
10162	CILANTRO CLEANED 1#	118.00	\$ 357.22	N	
12250	CITRUS LEMON 10 #	1.00	\$ 5.16	Y	0.04%
10220	CITRUS LIME 230 CT	9.00	\$ 149.88	N	
10248	CITRUS ORANGE 88 CT SUNKIST	3.00	\$ 72.81	Y	0.12%
32015	CORN INDIAN 18 CT	1.00	\$ 19.43	Y	0.04%
10184	CUCUMBER ENGLISH	44.00	\$ 1,333.19	N	
10001	DICED GRANNY SMITH APPLES 5# W/SKIN 1/2"	8.00	\$ 116.00	N	
12450	GARLIC CHOPPED 32 OZ 3CT	6.17	\$ 87.98	N	
10281	GARLIC#2 WP 5 LB	1.00	\$ 15.89	N	
14814	GH APPLE, CELERY, RAISIN & PEANUT BUTTER SNACKER 12/3.45 OZ	5.00	\$ 97.20	N	
14787	GH ASIAN STYLE SALAD W/ CHICKEN 12/8.5 OZ	18.00	\$ 561.60	N	
14811	GH CHEESE, FRUIT & VEGGIES SNACKER 12/6 OZ	83.00	\$ 1,802.76	N	
14810	GH FRUIT BURST 12/10 OZ	140.00	\$ 3,327.40	N	
14934	GH FRUIT, MANGO SPEARS 6/5 OZ	3.00	\$ 33.30	N	
14941	GH FRUIT, WATERMELON SPEARS 6/5 OZ	3.00	\$ 26.82	N	
14823	GH HARVEST APPLE SALAD WITH CHICKEN 12/7.25 OZ	24.00	\$ 907.20	N	
14821	GH OMEGA TURKEY SANDWICH 12/8 OZ	18.00	\$ 781.92	N	
14824	GH POWER SALAD WITH KALE & BRUSSELS SPROUTS 12/7.5 OZ	0.00	\$ -	N	
14771	GH RED GRAPES 6/5 OZ	162.00	\$ 1,448.28	N	
14809	GH SEASONAL FRUIT SALAD 12/10 OZ	91.00	\$ 1,993.81	N	
14816	GH SMOKED HAM & GOUDA CROISSANT 12/8 OZ	23.00	\$ 974.28	N	
14795	GH TURKEY & MONTEREY SANDWICH ON WHEAT 12/8.5 OZ	17.00	\$ 695.64	N	
14929	GH, FRUIT, PINEAPPLE SPEARS 6/5 OZ	115.00	\$ 993.60	N	
14815	GH, PRETZEL, CHEESE, FRUIT & VEGGIE SNACKER 12/4.75 OZ	6.00	\$ 126.26	N	
10291	GINGER 1#	1.00	\$ 3.64	N	
32025	GOURD ORNAMENTAL 18#	1.00	\$ 19.43	Y	0.04%
12133	GRAPFFRUIT SECTION IN WATER 2 GAL	15.00	\$ 379.50	Y	0.58%