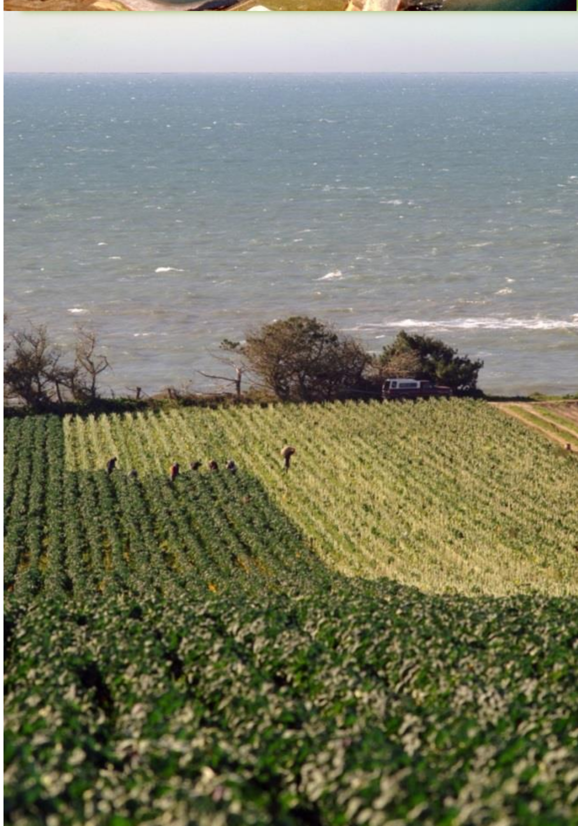

# Aggregating, Distributing, and Marketing Local Foods in San Mateo County, California

## *Analysis and Recommendations for Enhancing a Local Food Economy*

**Report for:**
**San Mateo County Food System Alliance**
**Report by:**
**Community Alliance with Family Farmers**

*Photo Sources: Source: San Mateo County Newsroom; Wikimedia Commons*

**2014**

# Acknowledgements

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As a project of the San Mateo County Food System Alliance, we'd especially like to acknowledge the San Mateo County Food System Alliance Steering Committee for their involvement in the study: Annette Boussina, Area Manager, On-site Solutions, Sodexo; BJ Burns, Bianchi Flowers; Fred Crowder, Agricultural Commissioner and Sealer of Weights and Measures, San Mateo County; Bill Gass, Executive Director, San Mateo County Farm Bureau; John Giusti, Giusti Farms; Jennifer Gross, Community Health Planner, San Mateo County; Mike Iacopi, Iacopi Farms; Anna Lague, Child Nutrition Director, Redwood City Elementary School District/Sodexo; Bill Laven, Potrero Nuevo Farm; Jered Lawson, Executive Director, Pie Ranch; Pietro Parravano, Commissioner, San Mateo County Harbor; Dr. Scott Morrow, Health Officer, San Mateo County; Karen Luna, General Manager, Ravenswood City School District/Sodexo; Gail Raabe, Former Agricultural Commissioner, San Mateo County; Francine Serafin-Dickson, Executive Director, Hospital Consortium; Susan Takalo, Director of Programs, Second Harvest Food Bank; Tony Washington, Director of Food and Nutrition, San Mateo Medical Center.

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**Research Team**

Sadie Clements, Community Alliance with Family Farmers

Bob Corshen, Community Alliance with Family Farmers

Dave Runsten, Community Alliance with Family Farmers

**Editors**

Diane Del Signore, Community Alliance with Family Farmers

Erin Derden-Little, Community Alliance with Family Farmers

Megan Sabato, Community Alliance with Family Farmers

Fawn Scheer, Greenway Partners

# Executive Summary

This report contains the results of a broad-spectrum inquiry to discover opportunities that support a thriving, locally-based food system in San Mateo County, California. Research was conducted during 2013 to identify feasible market-based strategies that could enable economically viable livelihoods for food producers and increase accessibility for consumers wishing to purchase locally produced food. The following report highlights the challenges of local food production, distribution, marketing, and purchasing, revealing insights into the range of complexities in a local food system.

Focusing on San Mateo County's land-based agriculture, livestock, and fishing industries, this study explored opportunities and constraints for three priority areas: 1) establishing new institutional markets for producers, 2) increasing access to local food for all San Mateo County communities, and 3) enhancing recognition and adoption of San Mateo County's "As Fresh As It Gets" brand. Several recommendations are provided to address these priority areas, but the main outcome from this report is the realization that coordinated and collaborative efforts are key to sustaining the County's food system.

For this study, the San Mateo County Food System Alliance (Alliance) contracted the Community Alliance with Family Farmers (CAFF) to conduct the investigation and analysis. CAFF used information gathered from publicly available data sources as well as primary-source surveys and interviews with food system stakeholders (including food producers, distributors and consumers). Research efforts focused on identifying and analyzing current supply and demand, as well as new market opportunities, for San Mateo County produce, livestock and fish products.

The key findings of this study include the following:

*Characteristics*

- San Mateo County has a small available land area for agriculture, but high-value production and proximity to direct and wholesale markets and urban centers.
- The agriculture industry (including livestock production) is in decline, with a notable drop in the nursery and horticultural segment.
- A decline in the wetfish and finfish industry is offset by a sizable increase in the crab industry.
- Based on production value, produce grown in the county is dominated by five main commodity crops: Brussels sprouts, leeks, peas, fava beans and pumpkins.

*Challenges*

- Fishermen in San Mateo County are unable to set market prices for their product (they are price takers).
- Food service buyers cited seasonality, cost, unreliable delivery, and lack of food safety plans as the main challenges of sourcing local products.
- Food service operators do not typically purchase the primary vegetables that are grown in the County (e.g. Brussels sprouts, leeks, fava beans etc.).
- Very few wholesalers at the Golden Gate Produce Terminal Market purchase from San Mateo County farmers citing problems with dependability, consistency and price. Those who do buy from local farmers typically buy Brussels sprouts and leeks from the larger producers.

- Distributors report that the major problem in purchasing directly from San Mateo County growers is the out-of-the-way location of the farms.

*Opportunities*

- Many producers expressed interest in production planning and contract growing.
- Transportation to markets is noted as expensive and time consuming, but a small percentage of producers surveyed share a delivery system with other growers or used third-party options.
- Direct marketing is the most popular outlet for producers surveyed, however very few sell directly to schools or institutions.
- Most producers surveyed think it is important for their products to go to San Mateo County buyers.
- "As Fresh As It Gets" is not well utilized, as few producers are using the label in their marketing.
- Ranchers are not currently included in the "As Fresh As It Gets" campaign, even though they carry out direct sales.
- The County Ag Department recently received $40K per year for two years to re-engage the "As Fresh As It Gets" program.

Considering these findings, the research team recommends the following strategies that can lead the county toward improved market saturation of San Mateo County grown and harvested products.

1. **<u>Increase Coordination</u>: Enable production, sales and distribution models that connect players to collaborative opportunities, especially producer-buyer coordination and shared distribution.**
2. **<u>Elevate Local Branding</u>: Expand opportunities for all food and agriculture producers to access local branding initiatives and direct market channels.**
3. **<u>Enhance Production</u>: Increase diversity of vegetable and fruit production, especially by supporting the transition of horticulture operations to produce.**
4. **<u>Support Independently Operated Service Facilities</u>: Enable commercial operations that offset transactional costs of aggregating and brokering local food.**

Above all, ensuring a viable food system economy in San Mateo County requires supporting entrepreneurial efforts to engage producers and consumers with local selling and purchasing options. Recommendations such as the independent service facilities rely on a business-minded operator to find the "sweet spot" of local food pricing, pair with appropriate markets, and coordinate relationships between various entities.

This report acknowledges that there is no single solution to address the challenges of local food distribution and access. Food systems change requires multiple levers to be pulled by multiple players. Working with a diversity of entities to build upon existing infrastructure will create a stronger, more inclusive regional food system, one that supports all players – from producers and laborers, to distributors and aggregators, to individuals and institutions.

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# Glossary

## Contract Growing

Food production carried out according to an agreement between a buyer and a farmer. Typically, the farmer agrees to produce a specific quantity for the buyer at a specific time. The buyer commits to purchasing the product, often for a pre-determined price.

## CSA

Community Supported Agriculture (CSA) is a model of direct marketing that is based on shared commitment, risk and benefits between a producer and the customer. CSA members often pay upfront, and then receive weekly shares throughout the season. The CSA model is most commonly used for produce, but can also include meat, dairy, herbs, etc.

## Food Hub

The United States Department of Agriculture's working definition of a food hub is a business or organization that actively manages the aggregation, distribution, and marketing of source-identified products primarily from local and regional producers to strengthen their ability to satisfy wholesale, retail, and institutional demand. At the core of their business model is a commitment to buy from small to mid-sized growers whenever possible.

## Food Service, Food Service Operators

Food service refers to entities that prepare meals for customers outside the home. This includes restaurants as well as school/university/hospital/corporate cafeterias. In this report, school food service programs are distinguished from other types for the purposes of analysis.

## Fishmonger

A fishmonger is someone who sells raw fish and seafood. Fishmongers can be wholesalers or retailers.

## FSMA and GAPs

The Food Safety Modernization Act (FSMA) was signed into law in 2011 and gives the Food and Drug Administration broader authority to prevent food safety problems. FSMA includes new regulations at the level of the farm and standards for produce production.

Good Agricultural Practices (GAPs) are specific methods farmers should use to prevent on-farm contamination of fruits and vegetables and comply with food safety laws.

## Organic Producer

An organic producer is one who undergoes third party certification to verify she/he meets the standards set by the National Organic Program. Organic producers do not use synthetic chemical inputs or GMOs. A grower must be certified in order to claim the title "organic."

## Producer

For this report, producers include farmers, ranchers, nursery growers, and wine grape growers.

## Retail

A retail store refers to a grocery store that buys product from a wholesaler or directly from a producer, then sells the product to a consumer for a profit.

## Sustainable Producer

This term is used to describe a producer who self-identifies as utilizing environmentally friendly practices, which may include cover cropping, composting, planting hedgerows, not using synthetic sprays etc.

## Wholesale

The sale of product to retailers, food service operators, or other buyers who are not the end users.

# Introduction

## Project Purpose

In 2012, the San Mateo County Food System Alliance (Alliance) initiated a detailed study of the San Mateo County food landscape in order to better understand opportunities and challenges of the local food system. This report outlines the results of that study.

To give shape to an effort this size, the Alliance defined three primary goals for the study:

1. Assess the feasibility of aggregating, processing, distributing, and selling county grown produce and harvested seafood into public and private institutions.
2. Suggest or recommend ways to provide nutritious, affordable, county-grown produce and harvested seafood to all, including our most vulnerable communities.
3. Make recommendations for increasing recognition of the "As Fresh As It Gets" label in San Mateo County.

In addition to these goals, the Alliance set out to develop stakeholder (e.g. grower, institutional buyer, etc.) buy-in for this project by convening a Steering Committee made up of representative from these groups, and to share information and gather feedback from the committee.

## Project Background

The San Mateo County Food System Alliance, the first collaboration of its kind in the state of California, formed in 2006 to bring together all parts of the San Mateo County food system to create a healthier and more vibrant local food economy. One of the main goals of the Alliance is to facilitate a connection between county growers and fisherman and institutions (schools, hospitals, and county facilities).

To reach that goal, the group has carried out a number of projects during the past several years, including surveys to determine grower interest in selling to institutions as well as hospitals' progress in reaching local procurement goals, a pilot project to incorporate local produce into two school district meal programs, and a speed dating event for growers and food service buyers.

During this work, the Alliance learned of a multitude of challenges faced by producers, fishermen, and buyers in selling and purchasing local products within the County, especially when trying to increase local food access for low-income populations, a priority for the Alliance and others in the County. As in many regions of the state, local farmers have both a high cost of production and a high cost of delivery, while the institutions that serve low-income populations operate on tight budgets. It currently makes more sense for some farmers to export their produce through large volume, profitable accounts, and for local buyers to purchase low-price, imported produce from one of the many produce distributors.

Still, both consumer demand for locally sourced products and producers' interest to explore additional local markets continue to grow in San Mateo County. To connect local supply with local demand, it is necessary to look at the system as a whole, since the participation and willingness at all levels in the food system is needed to make the production, distribution, and procurement of local food profitable and ultimately sustainable.

The Alliance hired Community Alliance with Family Farmers (CAFF) to conduct this analysis. CAFF's mission is to advocate for California family farms and sustainable agriculture, and has been working on local food issues in California since 1978. Through innovation and advocacy in the field, market, the classroom, and the statehouse, CAFF provides solutions to the environmental, economic and health issues facing our communities. CAFF manages the Buy Fresh Buy Local program in the state and operated the California Growers' Collaborative, a distributor of local produce, for a number of years. Additionally, CAFF has previously conducted studies of local food systems in Ventura, Sacramento, North Coast Counties, Oakland, and Humboldt County.

This project builds off the extensive work done by the San Mateo County Visitors and Convention Bureau, the San Mateo County Farm Bureau, County Agricultural Department, County Harbor Commission, and County Health Department's "As Fresh As It Gets" marketing campaign. This report first describes the current supply and demand for local food in the county, existing distribution and marketing infrastructure, and then lists a number of potential strategies to increase the availability and accessibility of local products for public and private institutions.

## Methodology

This study was initially designed to include the first three steps of a five-stage business planning approach (Figure 1). The scope of the study was revised during the project period to include the first two steps only.

**FIGURE 1. BUSINESS PLANNING APPROACH**


This report is therefore a summary of findings related to opportunity identification and feasibility assessment. The focus of these steps included:

1) Analysis of supply and demand for San Mateo County produce, livestock and fish products

2) Identification of opportunities and barriers to expanding local markets for these products

3) Analysis of interest to increase supply or demand, as well as demand to diversify crops in San Mateo County

The information gathered for this report includes publicly available data as well as surveys and interviews with food system stakeholders. In early 2013, surveys were designed for growers, fishermen and buyers in San Mateo County. In March, surveys were sent out by mail and email to 282 stakeholders including produce and livestock growers, nursery producers, food service buyers, and school food service directors. Interviews were also carried out in person or by phone with some of these stakeholders, as well as fishermen, grocery stores, and distributors (Table 1). In total, 98 surveys were completed. The survey protocols are included in Appendix B, and a complete report of the survey results is included in Appendix C.

**TABLE 1: REPORT SURVEY CHARACTERISTICS**

| Establishment | Total Number in Study Area | Contacted | Returned survey or in person interviews | Percent Response of people contacted |
|---|---|---|---|---|
| Producers (farmers, ranchers, nurseries, vineyards) | 169 | 169 | 40 | 24% |
| Fishermen | 122 | 15 | 15 | 100% |
| Food Service (restaurant, hospital, university, business cafeterias) | 707* | 52 ** | 15 | 29% |
| School districts | 25 | 25 | 7 | 28% |
| Grocery stores (includes major supermarkets and neighborhood stores) | 723* | 9 ** | 9 | 100% |
| Fresh fruit and vegetable wholesalers | 49 | 9 | 9 | 100% |
| Fish and seafood wholesalers | 11 | 3 | 3 | 100% |

Notes: * Individual units ** Main headquarters

In addition to the stakeholder surveys, CAFF led three focus groups with producers; one with fishermen and two with farmers and ranchers. These discussions gathered ideas from producers about ways to improve sales opportunities and access to their products. CAFF also carried out key interviews with the Agricultural Commissioner and representatives of USDA, CDFA, and CA Department of Fish and Wildlife.

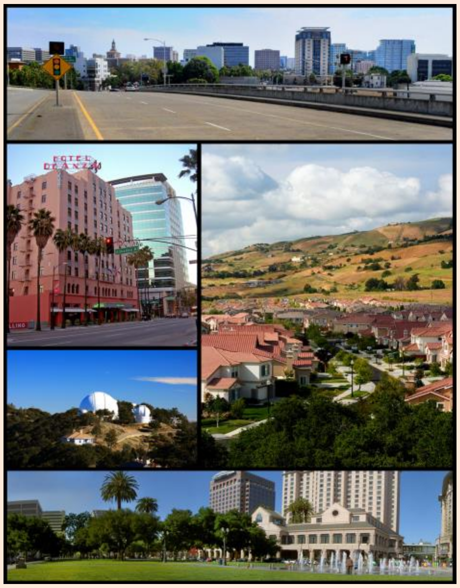
## *Limitations of This Study*

There was substantial participation in the farmer survey but much less participation among food service and school representatives. In order to reach more target groups, a variety of methods were used to collect information and conduct surveys. Some surveys were conducted face-to-face or by phone, two methods that can yield richer, but also more anecdotal results that do not typically come out of an online form response. As this study was not a statistical analysis, this provided a more human-friendly assessment; however, as a result, the quantified data from the written survey did not always include the information gathered through personal communication.

In addition, under recommendation from the Alliance, this report does not utilize Ag Census data to inform the analysis of agricultural production. The report relies instead on County crop reports as a primary source of data. The Alliance also recommended against asking producers about price points in relation to potential distribution options, out of concern that this would reduce survey responses. This prevented a more in depth economic analysis of different options.

Finally, it should be noted that the San Mateo County Food System Alliance was in the process of finishing a Food System Assessment during the writing of this report. For this reason, CAFF provides a summary of agriculture and food production in the County, but we were not tasked with going into as much detail as the assessment. The Alliance expects to release the Assessment in early 2014, and will be made available on the Alliance's Web site: www.aginnovations.org/alliances/SanMateo.

# Snapshot of San Mateo County



*Source: Wikimedia Commons (Zelenko, Eduardo, Sawyer, Xatsukex, 2011)*

San Mateo County is home to nearly 730,000 people, and covers 287,405 acres (449 square miles). Much of the county is developed urban lands. It is located on the coast of California, on the peninsula just south of San Francisco and north of Santa Clara County. The majority of San Mateo County's population is concentrated in the eastern reaches, near San Francisco Bay. Only about 50,000 people reside full time on the western side of the Coast Range Mountains. San Mateo County also contains San Francisco's International Airport, its drinking water reservoirs at Crystal Springs, and developed suburban residential communities.

San Mateo County developed very much in relation to the city of San Francisco to the north. Early farmers settled on the western side of the County, running mixed vegetable operations and dairies to supply the growing urban populations in the Bay Area.

After World War II, farmland in active production in San Mateo County dropped substantially due to competition for land and water, high input costs, and the pressure of national and international imports.

More recently, the California Department of Conservation noted that prime, unique, or important farmland in San Mateo County has decreased by 4,000 acres since 1992, while urban and built-up land increased by almost 3,000 acres (see Table I in Appendix A). Ironically, this loss, in general, has come not from development but from the cessation of agricultural use, in particular from the fallowing of land or its conversion to open space or grazing land.[1]

In recent years, a handful of non-profit and state run organizations have worked diligently to conserve tens of thousands of acres in western San Mateo County. As part of these efforts, the County and its constituents have been at the forefront of developing and adopting farmland preservation and agricultural development tools, from zoning ordinances and right-to-farm protections, to local marketing efforts such as the campaign: "As Fresh As It Gets."

San Mateo County is also home to one of the Bay Area's most valuable fishing ports, Pillar Point Harbor on Half Moon Bay. The County's Harbor Districts has invested substantially into the infrastructure and facilities to support commercial fishing and tourism there.

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[1] American Farmland Trust, Greenbelt Alliance, Sustainable Agriculture Education. *Sustaining Our Agricultural Bounty: An Assessment of the Current State of Farming and Ranching in the San Francisco Bay Area.* March 2011. http://www.farmland.org/documents/SustainingOurAgriculturalBountyMARCH2011.pdf

# Analysis of Agricultural Supply

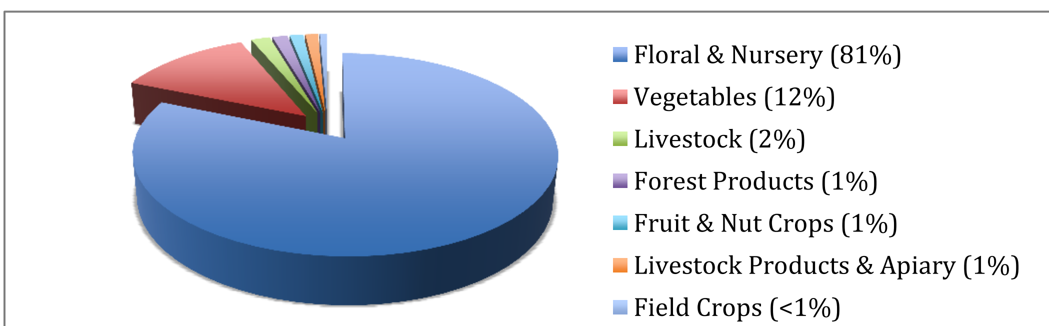
**Overview of Supply in San Mateo County**

- **Agriculture and food production has been declining across sectors for decades.**
- **Nursery dominates the agricultural sector in terms of production value.**
- **Brussels sprouts, leeks, and peas are the primary commodities grown in the County.**
- **78% of producers surveyed think it is important for their products go to San Mateo buyers.**
- **Direct marketing is the most popular outlet for the producers who responded to our survey, however very few sell directly to schools or institutions.**
- **Labor, operating costs, and transportation to markets are the biggest challenges for producers surveyed.**
- **Although transportation to markets is expensive and time consuming, only 25 % of producers share a delivery system with other growers or used third-party delivery.**
- **Many producers expressed interest in production planning and contract growing.**

Despite the loss of farmland and the relatively small agricultural acreage, the value of San Mateo County crops is quite high; it is the fourth highest among the nine Bay Area counties in agricultural production value. Although San Mateo County is the third smallest county by land area in California, its agricultural output is ranked 36th out of 58 counties in California in terms of agricultural production value.

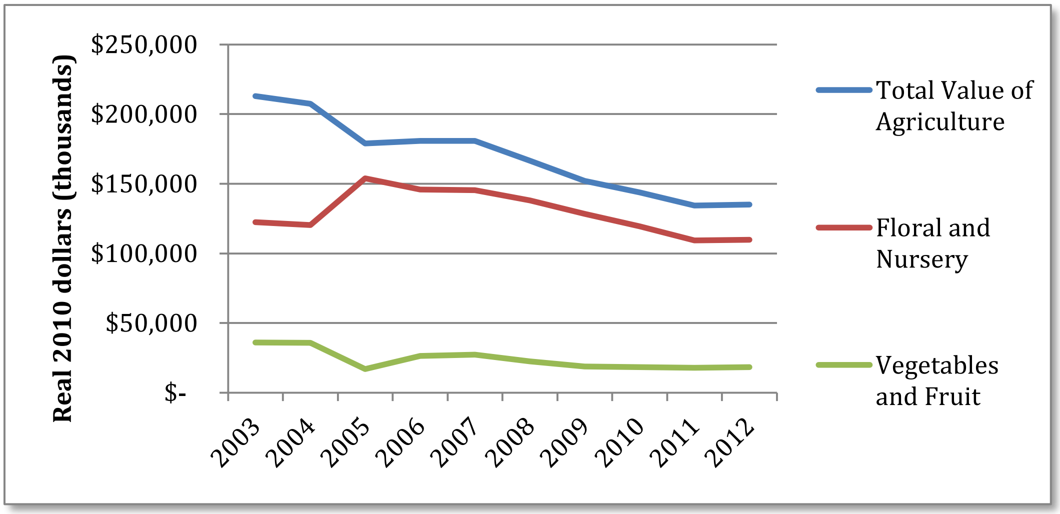
San Mateo County agriculture currently produces a wide diversity of products including nursery, fruit, vegetables, meat, and dairy products, totaling $140 million of product value in 2012. Despite this diversity, the Nursery and Floral sector dominates by revenue, making up 81% of the total value of 2012 production (Figure 2). This dollar figure still represents a 37% decrease from 2003 in real terms using 2010 as a base year to adjust for inflation (Figure 3).

**FIGURE 2. AGRICULTURE PRODUCTION IN SAN MATEO COUNTY, 2012**




Source: County of San Mateo, Department of Agriculture Weights/Measures, 2012 Agricultural Crop Report.

**FIGURE 3. MARKET VALUE OF AGRICULTURAL PRODUCTS SOLD IN SAN MATEO COUNTY, IN CONSTANT 2010 DOLLARS**

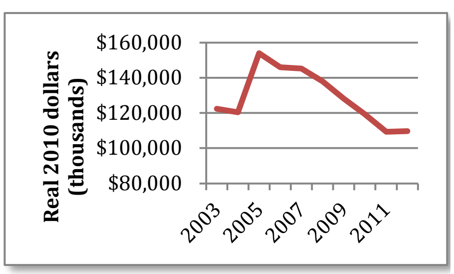



Source: County of San Mateo, Department of Agriculture Weights/Measures, 2011 Agricultural Crop Report, in constant 2010 dollars (adjusted by the GDP Deflator).

## Nursery and Floral Production

Source: Wikimedia Commons (Val Vennet

**FIGURE 4. VALUE OF SAN MATEO FLORAL & NURSERY IN CONSTANT 2010 DOLLARS**




Source: County of San Mateo, Dept. of Ag., 2012 Agricultural Crop Report

The Nursery and Floral sector accounts for over 80% of the value of agricultural production in San Mateo County, however the real value of nursery sales has declined by 34% from 2005 to 2012 (Figure 4).

Currently San Mateo County houses 214 acres of greenhouse space, primarily used to produce ornamentals.[2] The number of nurseries operating in the county has declined steadily for decades. The flower industry, and cut flowers in particular, have faced increased competition from imports from Colombia, Costa Rica, Ecuador, Mexico, and the Netherlands. As a result, a number of nurseries in the county are facing financial trouble, and many of the greenhouse producers are shifting to potted plant and foliage production. In 2010, San Mateo County ranked number one in the state for production of indoor flowering potted plants.[3]

Some nursery operators in San Mateo County have responded to market changes by shifting from flowers to potted plants and nursery stock. A couple shifted their production to vegetables.

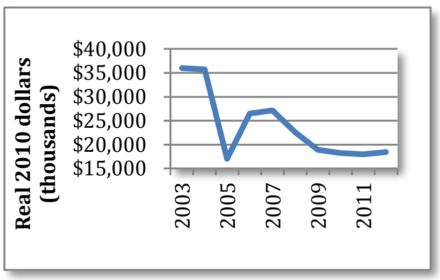
[2] Ornamental crops include herbaceous perennials, shrubs, Christmas trees, hydrangeas, stock, tulips, yarrow, calla lilies, larkspur etc. and are grown for decorative purposes. Data collected from County of San Mateo, Department of Agriculture Weights/Measures, 2011 Agricultural Crop Report.

[3] County of San Mateo Department of Agriculture, Weights and Measures, 2011 Agricultural Crop Report, Redwood City, CA (3).

## Vegetable Production

Though edible crops have also declined in value over the last 10 years, they bring in considerable revenue in San Mateo County (Figure 5).

**FIGURE 5. VALUE OF SAN MATEO FRUIT & VEGETABLE PRODUCTION, IN CONSTANT 2010 DOLLARS**




Source: County of San Mateo, Dept. of Ag., 2012 Agricultural Crop Report

In 2011, fresh Brussels sprouts, leeks, peas, fava beans, and pumpkins were the highest value vegetable crops, collectively bringing in over $12 Million (Table 2). In 2011, San Mateo County was the second largest Brussels sprouts producer in all of California. These crops are grown by a small group of long-time growers who operate at a scale that is competitive in the commodity markets. Demand for Brussels sprouts had been on the decline in the past decade, but has increased again in the last couple years, especially among the restaurant industry. The freezing of Brussels sprouts as a food processing service has shifted to other parts of the world with the closure of the freezing industry in the central coast.

As production of such long-time crops has declined, the land has been leased to berry growers and smaller, diversified farms growing nearly 50 types of vegetables, and over 30 fruits and nuts. There are now 27 farmers markets and 16 CSAs in San Mateo County.

**TABLE 2. VEGETABLE BREAKDOWN BY REVENUE AND ACREAGE, SAN MATEO COUNTY, 2011**

| Vegetable | Total Revenue | Acreage |
|---|---|---|
| **Brussels Sprouts** | $8,658,781 | 617 |
| **Leeks** | $1,506,720 | 160 |
| **Peas** | $738,276 | 218 |
| **Fava Beans** | $560,000 | 210 |
| **Pumpkins** | $638,915 | 226 |
| **Snap Beans** | $389,172 | 94 |
| **Artichokes** | $249,067 | 56 |
| **Swiss Chard** | $164,215 | 23 |
| **Squash** | $56,404 | 12 |
| **Potatoes** | $50,313 | 7 |
| **Beets** | $48,961 | 12 |
| **Arugula** | $30,596 | 3 |
| **Cucumbers** | $27,081 | 1 |
| **Carrots** | $19,621 | 2 |
| **Cabbage** | $18,239 | 5 |
| **Spinach** | $17,208 | 3 |
| **Onions** | $16,829 | 3 |
| **Garlic** | $11,355 | 3 |
| **Radishes** | $10,821 | 1 |
| **Turnips & Rutabaga** | $9,437 | 1 |
| **Shallots** | $1,550 | 0.14 |
| **Miscellaneous Vegetables** | $3,204,104 | 243 |
| *TOTAL* | *$16,448,651* | *1,668.14* |

Source: County of San Mateo, Department of Agriculture Weights/Measures, 2011 Agricultural Crop Report.
**Note**: Only commodities with three or more growers and where no one grower has 50% or more of the production are listed in the table above. Therefore, the miscellaneous category encompasses many other growers producing a variety of crops that cover nearly 250 acres.

## Livestock Production

San Mateo County also supports a number of ranchers and livestock producers. There are more than six types of domesticated animals, including cattle/calves, sheep, hogs, goats, chickens and turkeys. For the most part, production has steadily decreased after a precipitous decline in the 1950s. Starting in 2005 there has been a small increase in the number of livestock, excluding dairy, in the county (Table 3).

**TABLE 3. LIVESTOCK PRODUCTION 1940-2010 BY NUMBER OF HEAD.**

| | 1940 | 1950 | 1960 | 1970 | 1980 | 1990 | 2000 | 2010 |
|---|---|---|---|---|---|---|---|---|
| **Cattle** | 1,200 | 2,728 | 3,466 | 3,530 | 4,550 | 4,200 | 2,420 | 2,848 |
| **Sheep** | 2,000 | 957 | 1,331 | 1,800 | 1,200 | 400 | 900 | 732 |
| **Hogs** | 57,996 | 32,893 | 23,584 | 3,560 | 250 | 300 | 1,930 | 1,202 |
| **Dairy** | 13,575 | 10,488 | 1,650 | 100 | 50 | - | - | - |

Source: County of San Mateo, Department of Agriculture Weights/Measures, 1940-2010 Agricultural Crop Reports

## Producer Survey Data

CAFF mailed surveys to farmers, ranchers and nursery producers (Table 4). (For a full description of the basic characteristics of each farmer's operations, please see Appendix C).

**TABLE 4. GENERAL CHARACTERISTICS OF PRODUCERS**

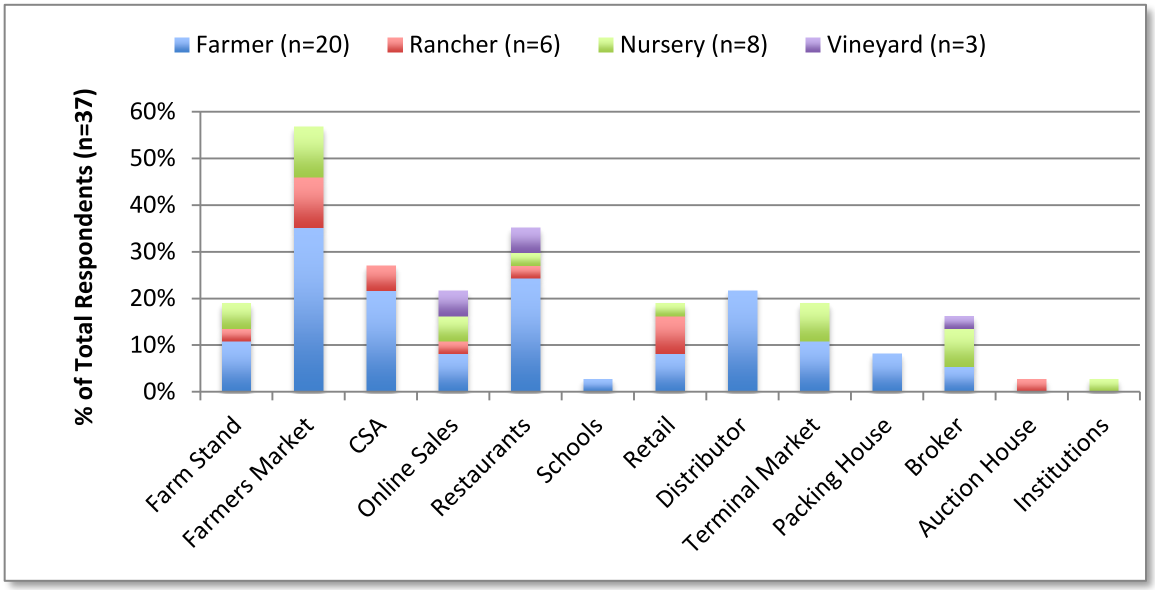
| | Farmers | Ranchers | Nursery | Vineyard |
|---|---|---|---|---|
| **Total number of responders** | 20 | 8 | 8 | 4 |
| **Total acreage of responders in production** | 1,035 | 5,155 | 89 | 101 |
| **Average farm/nursery size (acres)** | 52 (range 0.1 to 320) | 644 (range 20 to 3,000) | 11 (range 0.03 to 50) | 25 (range .72-75) |
| **Conventional** | 4 (20%) | 2 (25%) | 4 (50%) | 1 (25%) |
| **Organic** | 7 (35%) | 1 (12.5%) | 2 (25%) | 0 |
| **Sustainable** | 9 (45%) | 4 (50%) | 2 (25%) | 3 (75%) |
| **Practices unspecified** | 0 | 1 | 3 | 0 |

### *Sales Outlets / Marketing Channels*

Direct to consumer marketing is the most popular outlet for the producers who responded to our survey: 27 out of 40, or 68%, participate in some form of direct sales to consumers, including farm stands, farmers markets, Community Supported Agriculture (CSA), or online sales (Figure 6). This was true across types and sizes of farms.

Direct sales to restaurants as well as sales to aggregators (distributors, wholesalers, packing houses, and brokers) were the second most popular marketing channels, with nearly 45% of producers using them. Restaurants were more popular among smaller farms and ranches (under 30 acres).

**Figure 6. Producers' Market Channels**




In total, 78% of all producers interviewed thought it was important that their products go to San Mateo County buyers. While producers are accomplishing this by selling directly to consumers in various ways, only two (5%) of those interviewed reported direct sales to schools or hospitals.

## *Product and Delivery*

Three-quarters of producers surveyed deliver their own product. This number was higher at 90% for farmers; only two farms, both under three acres, said they do not deliver their own product.

Ten of the producers (25%) share a delivery system with other producers and/or use a third party delivery system. Six of these are farmers, four of which are under three acres in size.

Over half of all producers expressed interest in cooperative production planning. For farmers, this number was higher at 65%, and included 13 produce farms ranging from 1 to 320 acres.

In addition, 78% of all producers expressed interest in contract growing. This included 11 produce farms ranging from 1 to 320 acres in size.

Three of the 10 produce farms that expressed interest in both production planning as well as contract growing are 200 acres or more.

### Farmer Focus Group

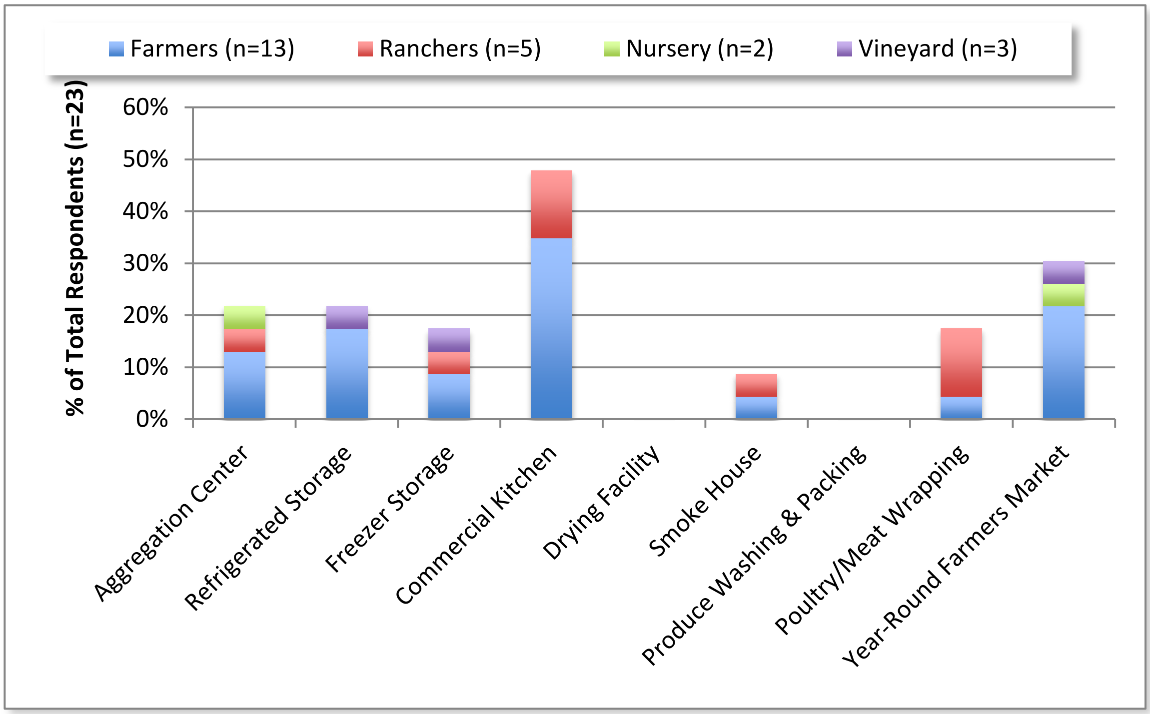
In March 2013, CAFF led a focus group with nine farmers and ranchers to discuss production, aggregation, and distribution of local products. Several themes emerged:

- Broad appeal for the idea of a Market Facilitator.
- Interest in cold lockers for aggregation of product for distribution.
- Agreement that many buyers are unwilling or unable to pay higher prices for local products, despite having high interest in sourcing locally.
- Product is delivered fresh from the field and is not prepared in any way, and the climate on the coast limits the types of products that can be grown.

Producers also indicated the type of service facilities they would use (Figure 7). The most frequent response was commercial kitchens, especially for produce farms (62%); note, however, that the survey was conducted prior to the passage of the California Cottage Food Act, which allows for some small-scale processing in home kitchens.

Seven producers (30%) mentioned the need for a permanent year-round farmers market facility.

**FIGURE 7: FEE FOR SERVICE FACILITIES THAT PRODUCERS WOULD USE**



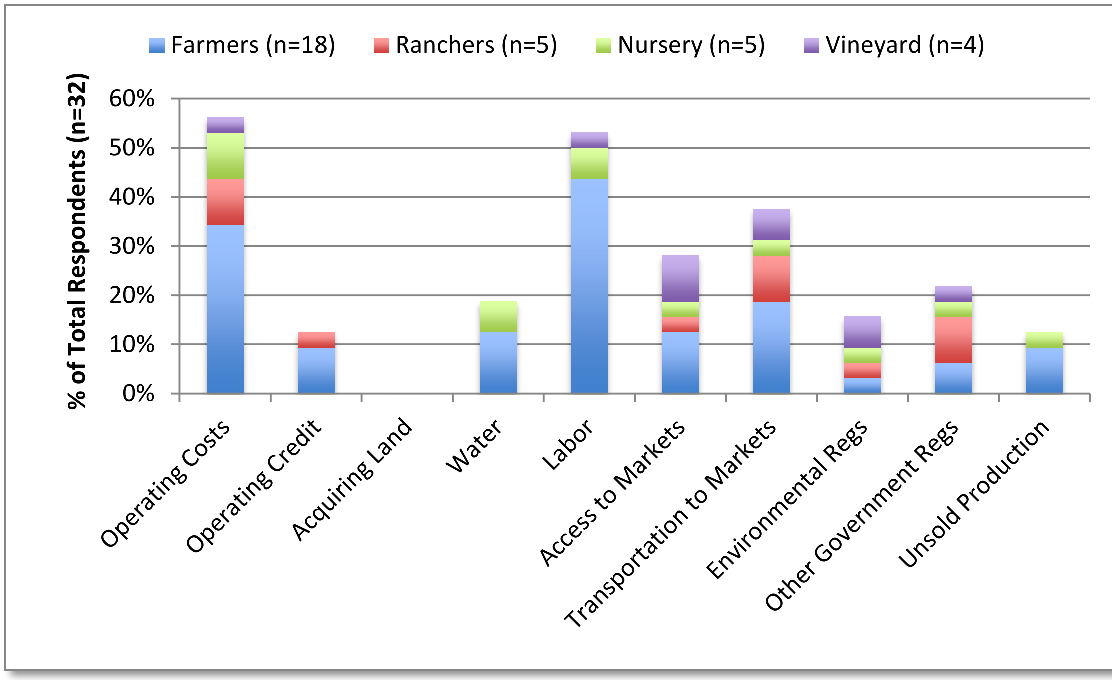

There was also some interest, from 43% of the producers, in additional processing. This was particularly strong amongst ranchers who have limited or no access to nearby animal processing.

## *Challenges*

Labor was the greatest challenge cited by fruit and vegetable farms. This was true across farm sizes, from one to 320 acres. Increased operating costs were more of a challenge for farms under 100 acres, while transportation to markets was cited more by produce farms under 20 acres.

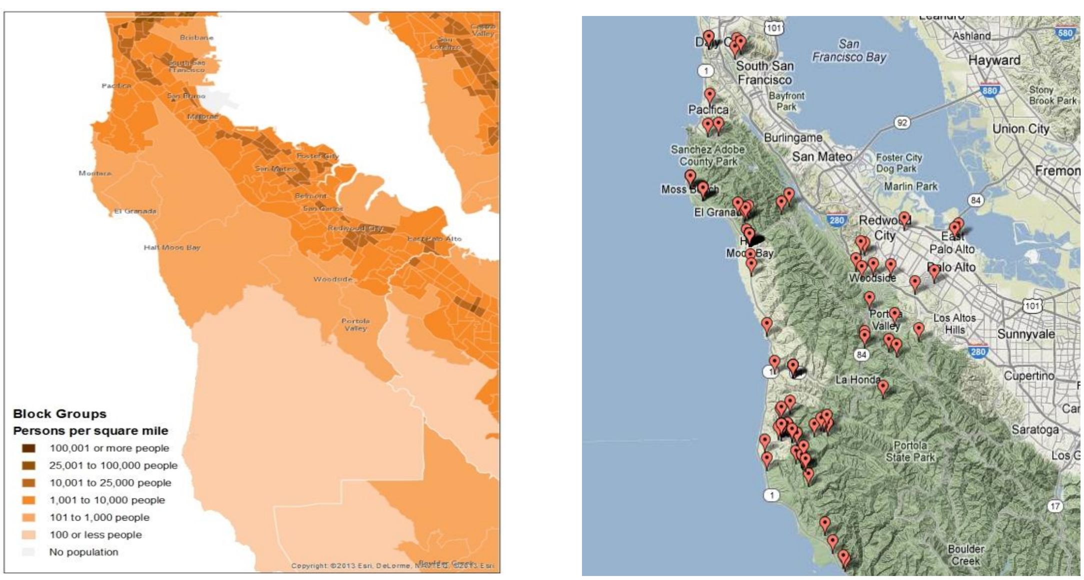
For ranchers, increased operating costs, transportation to markets, and government regulations were the main challenges, regardless of ranch size (Figure 8).

**FIGURE 8. PRODUCERS' BARRIERS TO NEW MARKETS**




In general, transportation to markets is an issue since the majority of producers are located on the western side of the county, while the markets concentrated east of I-280 (Figure 9). A large mountain range runs between the two sides of the county that greatly increases the time and cost of delivery.

**FIGURE 9. MAP OF SAN MATEO COUNTY POPULATION DENSITY AND MAP OF PRODUCER LOCATIONS**




Sources: ESRI 2013; County of San Mateo, Dept. of Ag. Weights/Measures.

## Analysis of Fishing Supply

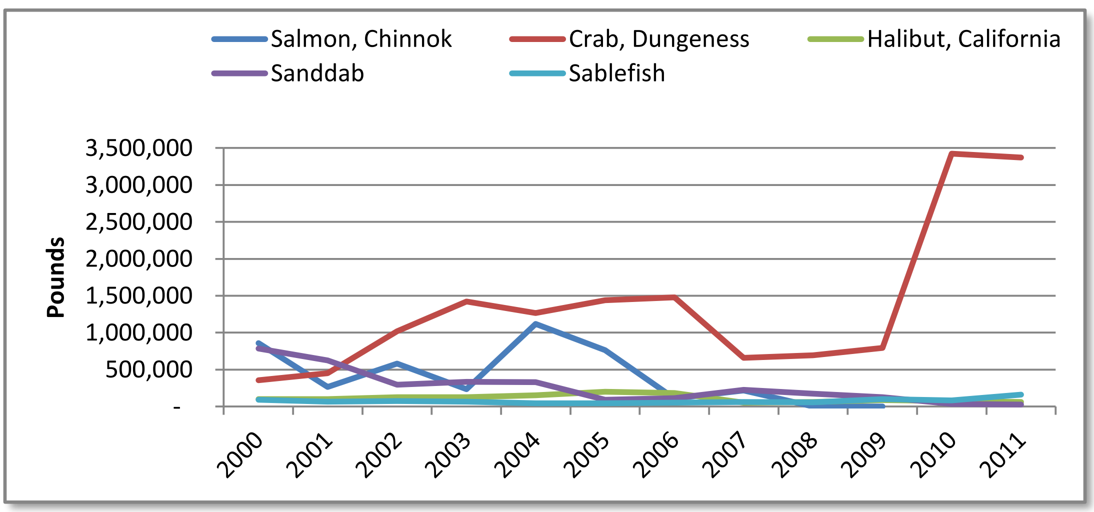
**Overview of the Fishing Industry in San Mateo County**

- The County's fishing industry brings in almost a third of the Bay Area's total seafood.
- Dungeness crab makes up the majority of the value of the commercial fish landing at Pillar Point Harbor, the main entry point for seafood in the County.
- Approximately 40% of the boats in the harbor are operated by Independent fishermen.
- A primary challenge for fishermen in San Mateo County is their inability to set prices for their product (they are price takers).

San Mateo County's commercial fishing industry brought in almost one third (5.3 million pounds) of the San Francisco Bay Area's total commercial seafood in 2011. Fish primarily enters the food system through the Princeton-Half Moon Bay port at Pillar Point Harbor with a smaller portion coming through the South San Francisco port. There are 149 boats that are moored in the harbor; up to 100 or more additional boats from other ports will unload fish at Pillar Point during the season.

In 2011, Pillar Point Harbor had the second largest landing of commercial fish out of 13 major ports in the San Francisco area behind the port of San Francisco. Pillar Point landed 5,299,847 pounds of commercial fish valued at $10,151,124 (Table 5). Dungeness crab, a regional specialty, represented the majority of this value.[4] Salmon is also considered an important commodity, although the catch has been depressed in recent years due to mismanagement of spawning streams.

**FIGURE 9. PILLAR POINT FISH LANDINGS BY POUND FROM 2000 TO 2011**




Source*:* California Department of Fish and Game, "Table 17PUB - Poundage and Value of Landings by Port, San Francisco Area During 2011."

[4] *Table 17PUB - Poundage and Value Of Landings By Port, San Francisco Area During 2011* (California Department of Fish and Game, 2012).

## Top Fish Species in San Mateo[5]

Dungeness Crab
Sablefish
Chinook Salmon
Squid
Halibut
Rockfish (all types)
Prawns (spot)
Tuna (albacore)
Sole (all types)
Seabass (white)
Crab (rock unspecified)
Sanddab
Flounder (all types)
Lingcod

**TABLE 5. TOP FIVE LANDINGS OF COMMERCIAL FISH BY VALUE IN PRINCETON HALF MOON BAY PORT, 2011**

| Type of fish | Value | Poundage |
|---|---|---|
| **Crab** | $8,240,626 | 3,371,188 lbs. |
| **Sablefish** | $560,346 | 158,791 lbs. |
| **Salmon, Chinook** | $389,657 | 57,804 lbs. |
| **Squid, Market** | $352,700 | 1,408,943 lbs. |
| **Halibut, California** | $272,427 | 61,301 lbs. |

Source*:* California Department of Fish and Game, "Table 17PUB - Poundage and Value of Landings by Port, San Francisco Area During 2011." https://nrm.dfg.ca.gov/FileHandler.ashx?DocumentID=57119&inline=true .[1]

Although the County contributes greatly to the Bay Area's total seafood, the story of San Mateo County's fishing industry is one of overall decline, following the trend for the greater the Central Coast. From 1981 to 2007, the County's fleet diminished by 44%.[5]

## Fishermen Survey Data

Approximately 40% of the boats in the Pillar Point harbor are operated by independent individual fisherman. According to the Harbor Master, 70 boats sell directly to consumers off the dock and 79 are commercial operators that do not sell directly to consumers. The commercial operators either contract with a seafood distributor (i.e. Exclusive Seafood in Princeton, CA), or sell to one of the three wholesale fish distributors at the end of the harbor pier.

### *Challenges*

It does not appear that any of the fishermen in the Pillar Point Harbor have any problems selling their catch. But, they face a number of different challenges to remaining viable in their business operations. In particular, they struggle to receive a fair price that covers their operating costs while providing a livable wage, and they face other industry challenges including natural hazards, risk, competition, perishability, and marketing barriers.

#### Operating Costs

There are many costs fishermen incur including equipment, gas, boat maintenance, fees, permits, etc. But, they also incur opportunity costs associated with securing fishing and selling licenses, and the time needed to do all the paperwork required to satisfy regulations.

[5] Patterson, John and Edward Glazer. The Central Coast Marine Protected Area Socioeconomic Baseline Data Collection Project.2008.

The fishing industry in Half Moon Bay, as throughout the West Coast, is highly regulated. There are three agencies that regulate: US Fish and Wildlife Service, Department of Interior; California Department of Fish and Game; and the California Fish and Game Commission.

Every fisherman must have a series of permits and licenses to catch and sell. The costs for permitting for each individual species, boat registration, and business licenses can be excessive for the small independent fisherman. The paperwork for the transfer and sale of the catch can also be daunting (see Table II in Appendix A). In July of 2013, the San Mateo County Harbor Commission approved a fee increase for offloading and sales of fish at Pillar Point; the new fees put the rates at Pillar Point Harbor considerably higher than neighboring ports.

### Risks

Fluctuations in catch can be due to many variables, including weather, seasonality, variations in fish populations, and more. Inclement weather restricts time out on the sea, reducing fish catch and fishermen income, and raising market costs due to low supply. Variations in fish populations, as in 2011 when the catch was below expectations, cause a dramatic reduction in revenue for fishermen.

### Competition

These fishermen are participating in a global market place. Fish caught outside the county can create an excess market supply of a particular species and impact wholesale market prices in Half Moon Bay.

### Perishability

The perishability of seafood also gives fishermen a short window of opportunity to sell the catch. Onboard refrigeration (when available) helps to protect against spoilage; flash freezing, particularly for salmon, greatly reduces loss to spoilage. Currently this process is done by the distributor. For the fisherman to adopt this into operations would require a change in cash flow and an investment in storage cost. These cash requirements make it extremely difficult for the independent fisherman to be involved in this activity.

### Marketing Barriers

Currently there are only two types of sales outlets for fishermen: direct marketing at the dock or selling to a wholesaler. For direct sales, fishermen can only sell the whole fish. Regulations prevent them from doing any kind of on-boat processing. The consumer who buys directly from the fisherman can expect to have a sizable cash outlay. As an example, an average-sized salmon will weigh about 10 pounds, selling at $8 to $10 per pound, making the outlay for a whole fish $80 to $100. Many consumers will incur an additional cost for cleaning and filleting the fish. However, salmon can easily retail for over $20 per pound in a supermarket, which provides definite incentive for consumers to purchase dockside.

Independent fishermen who sell at the dock get a fair price for their catch, but their sales exposure is limited because they are subject to consumer participation based on weather conditions and other outside influences. When dockside buyers do not purchase the entire product

### iCoastside's FishLine

A mobile app, *iCoastside's FishLine,* was recently created to provide buyers (consumers and distributors) with information on what fishermen are selling from their boats in Half Moon Bay as well as other coastal receiving harbors. The site also gives information on weather, traffic and events in the area.

Fishermen can post what they have to sell, and the site is updated daily. This tool and the “As Fresh As It Gets” campaign have had a positive effect on dock sales.

that is on board, then the fisherman is a price taker (i.e., cannot set a price for the product). This is one of the biggest challenges facing fishermen in San Mateo County.

# Analysis of Demand

**Overview of Demand in San Mateo County**

- San Mateo consumes more than what it produces with the exception of fish, Brussels sprouts, and leeks.
- The majority of fruit and vegetable purchasing by school districts and other food service operators is fresh rather than frozen or canned.
- Restaurants are responsible for the majority of local purchasing that was reported by food service operators surveyed; most local purchasing is happening through local distributors that source identify their product.
- Food service buyers cited seasonality, cost, unreliable delivery, and lack of food safety plan as the main challenges of sourcing local products.
- Lists of suppliers and products from local farmer/ranchers/fishermen, as well as assistance in developing a system for buying from local sources would be most helpful in making local food purchasing decisions.

There is very limited data about consumption rates per capita, particularly at the individual commodity level needed for this study. One data source is the USDA Economic Research Service's Loss-Adjusted Food Availability (per capita) Data System. This data serves as a popular proxy for actual consumption. The food availability estimates measure food supplies moving from production to domestic consumption. Estimating county production from the USDA 2007 Ag Census and average USDA yields per acre, we can compare production to consumption.

Agricultural production in San Mateo County is highly varied. Based on food group data, county fishermen catch more than enough fish to meet maximum estimated consumption needs. However in the categories of vegetables, grains, fruits, and animal based proteins the county consumes more than it produces. A detailed comparison of annual production to consumption of the top 24 fruits and vegetables and various protein sources produced in the county reveals these disparities (Table 6):

Consumption significantly exceeds production for the majority of crops (apples, apricots, asparagus, broccoli, etc.) and protein sources (beef, lamb, and pork).

Production significantly exceeds consumption for Brussels sprouts, artichokes, peas, and fish.

TABLE 6. COMPARISON OF PRODUCTION AND CONSUMPTION OF 25 COMMODITIES GROWN IN SAN MATEO COUNTY.

| Commodity | Production (1,000 lb.) | Consumption (1,000 lb.) | Consumption as % of production |
|---|---|---|---|
| ***Fruits and Vegetables*** | | | |
| **Apples** | 136 | 11,235 | 1.2% |
| **Apricot** | 17 | 87 | 18.9% |
| **Artichokes** | 1,716 | 407 | 421.4% |
| **Asparagus** | 12 | 1,069 | 1.1% |
| **Beans, Snap** | 564 | 2,822 | 20.0% |
| **Bell Pepper** | 101 | 662 | 15.3% |
| **Broccoli** | 346 | 5,847 | 5.9% |
| **Brussels Sprouts** | 20,144 | 218 | 9233.6% |
| **Cabbage** | 57 | 5,425 | 1.1% |
| **Carrot** | 113 | 6,596 | 1.7% |
| **Cauliflower** | 276 | 1,244 | 22.2% |
| **Cherry** | 137 | 967 | 14.2% |
| **Cucumber** | 26 | 4,923 | 0.5% |
| **Kiwi** | 22 | 356 | 6.3% |
| **Lettuce, head** | 480 | 11,948 | 4.0% |
| **Peaches** | 19 | 3,440 | 0.5% |
| **Peas** | 1,143 | 1,142 | 100.1% |
| **Plums** | 12 | 567 | 2.1% |
| **Potato** | 683 | 61,740 | 1.1% |
| **Pumpkins** | 3,238 | 3,265 | 99.2% |
| **Spinach** | 43 | 1,840 | 2.3% |
| **Squash** | 130 | 3,142 | 4.1% |
| **Strawberries** | 229 | 5,294 | 4.3% |
| **Watermelon** | 15 | 11,286 | 0.1% |
| ***Protein*** | | | |
| **Beef** | 16,177 | 31,561 | 51% |
| **Fish** | 5,379 | 4,581 | 117% |
| **Lamb** | 37 | 364 | 10% |
| **Pork** | 210 | 21,889 | 1% |

Source: USDA 2007 Ag Census for acreage. USDA yield estimates. Department of Fish and Game for Fish production. USDA Loss Adjusted Per Capita Consumption 2010. Livestock pounds estimated based on number of head in 2010 times the average meat yield from a carcass from the Indiana State Board of Animal Health.

## Buyers Survey Data

Surveys were completed by a total of 22 food service buyers that included seven school districts (Table 7). In the following section, school districts are discussed separately from the other buyers (For a full description of the basic characteristics of the buyers' operations, please review Appendix C).

**TABLE 7. GENERAL CHARACTERISTICS OF BUYERS**

| | Total Surveyed | Number that are Self-Managed or have Local Control of Purchasing |
|---|---|---|
| **School Districts** | 7 | 4 (57%) |
| **Restaurants** | 6 | 4 (67%) |
| **Hospitals** | 4 | 1 (25%) |
| **Food Service Management Companies** | 2 | 0 |
| **Corporate Cafeterias** | 1 | 1 (100%) |
| **Community Colleges** | 1 | 1 (100%) |
| **Hotels** | 1 | 0 |
| **TOTAL** | **22** | **11 (50%)** |

## *Purchasing*

Overall, less than half of all the buyers surveyed are currently purchasing products from San Mateo County, but 94% were willing to give preference to San Mateo County products. Table 8 shows the top produce items purchased by the food service buyers.

### School Districts

The majority of produce purchased by school districts is in fresh form rather than frozen, but none are purchasing directly from farmers. Furthermore, the schools reported that their distributors do not identify the source farm/ranch/fisherman on their invoice.

Of the four districts that responded to the question whether they would give preference to purchasing San Mateo County grown products, three said yes.

**TABLE 8. TOP VEGETABLE AND FRUIT PRODUCTS UTILIZED BY ALL FOOD SERVICE RESPONDENTS (N=21)**

| Top Purchases | Response |
|---|---|
| **Vegetable products** | Greens (31); tomato (18); carrot (16); potato (9); onion (8); squash (8); broccoli (7); pepper (5); herbs, celery & mushroom (4); artichoke, avocado, beets, corn and garlic (2) |
| **Fruit Products** | Citrus (21); apples and pears (12); berries, melon, and banana (9); pineapple (4); stone fruit (3) |

### Potential purchasing volume of fresh produce in San Mateo County School Districts

**For the 2011–12 school year:**

- Avg. daily attendance = 84,559
- Avg. daily meal participation = 33,347 (39%)
- Total meals served = 6,002,423

If schools serve 2.2oz of fresh fruits and vegetable per student per meal, then this equals **825,333 lbs.** fresh produce purchased per SY.

Data from the CA Department of Education, Nutrition Services Division

## Other Food Service Buyers:

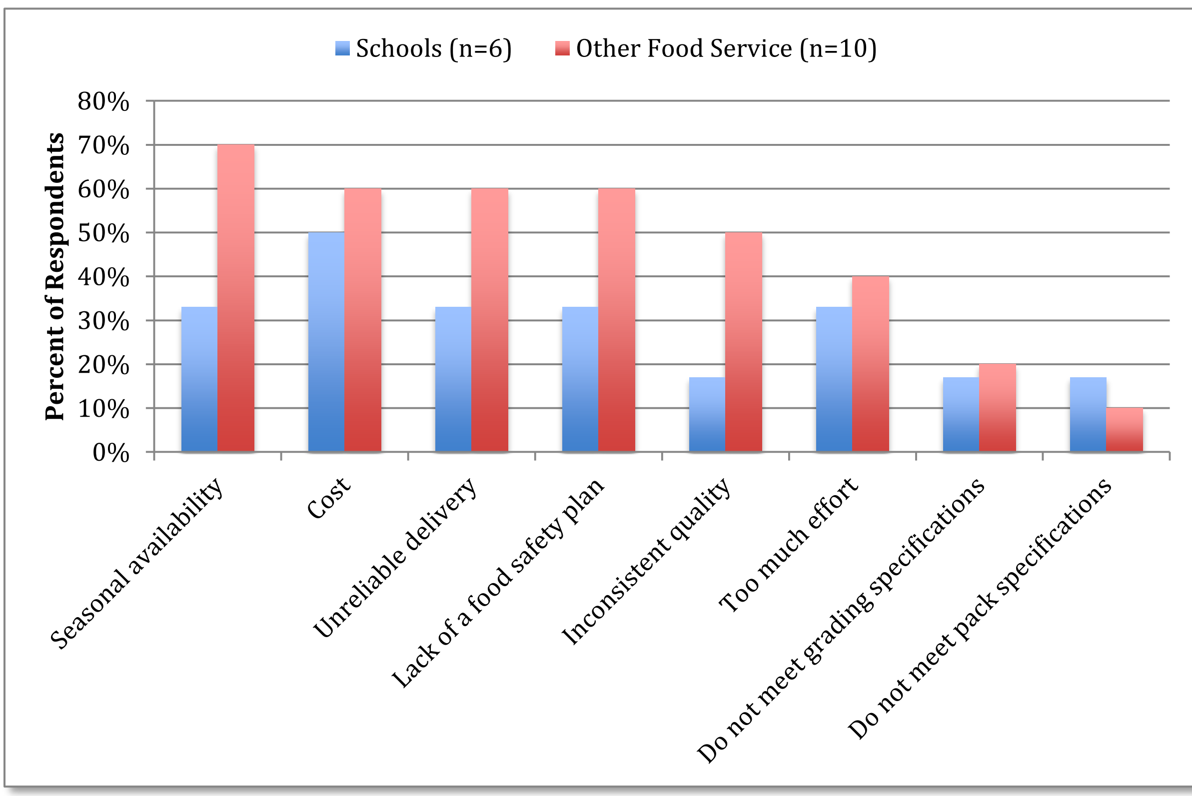
The majority of produce purchased by the other food service operators surveyed is in fresh form rather than frozen. Over half of the buyers, primarily restaurants, are currently purchasing from San Mateo County producers, including produce and fresh fish. Most of this local purchasing is happening through their local distributors.

Twelve out of 14 said they would give preference to a supplier that source identifies product from San Mateo County grown products. In addition, the buyers said that lists of suppliers and products from local farmer/ranchers/fishermen, as well as assistance in developing a system for buying from local sources, would be most helpful in making local food purchasing decisions.

## *Challenges*

Buyers were asked to identify their biggest barriers to purchasing products from San Mateo County (Figure 9). The most frequently identified challenges were seasonality, cost, unreliable delivery, and lack of food safety plan.

**FIGURE 9. BARRIERS TO PURCHASING SAN MATEO COUNTY PRODUCTS**



# Analysis of Existing Distribution and Marketing Infrastructure

**Overview of Distribution and Marketing Infrastructure in San Mateo County**

- For the most part, very few of the Golden Gate Produce Terminal Market's wholesalers purchase from San Mateo County farmers. Those who do buy from local farmers are for the most part buying Brussels sprouts and leeks from the larger producers.
- Wholesalers in the Terminal Market experience problems with dependability, consistency and price when they try to deal with the smaller San Mateo County produce growers.
- Distributors report that the major problem in purchasing directly from San Mateo County growers is the out-of-the-way location of the farms.
- There is currently low utilization of "As Fresh As It Gets," as few producers are using the label in their marketing.
- Ranchers are not currently included in the "As Fresh As It Gets" campaign, even though they carry out direct sales.
- The County Ag Department recently received $40K per year for the next two years to re-engage the "As Fresh As It Gets" program.

## Distribution

### *Golden Gate Produce Terminal*

San Mateo County is the home of the Golden Gate Produce Terminal Market, often referred to as the South San Francisco Produce Market. It is a hub for distribution of produce from around the world, and it services produce distributors, both foodservice and retail, in northern California. Many independent local retailers do their shopping at this market, especially the smaller independent ethnic operators.

Forty-six produce wholesalers operate within or around the Golden Gate Produce Terminal Market. Very few wholesalers buy from San Mateo County farmers; those who do primarily buy Brussels sprouts and leeks grown by the large-scale producers. A common practice in the market is for the wholesaler to work with farmers on a consignment basis, i.e. the farmer is paid after the sale. In general, this arrangement is financially difficult for small- and mid-sized farmers.

### *Produce Distributors*

Twelve major produce distributors and approximately another dozen single-truck operators service the over 2,000 produce buyers in the county. The major distributors that service San Mateo County purchase produce from growers located between 100 and 250 miles of their facility, which they identify as local. Their marketing efforts include identifying the farmer by name on the product, invoice and promotional literature. However, only one of the distributors picks up at local farms.

### Primary Produce Distributors Servicing San Mateo County

Bay Cities Produce *
Chefs Choice *
Daylight Foods *
Earl's Organic Produce *
Fresh Point *
GreenLeaf*
ITS Distribution
Legacy Produce
ProPacific Foods
S.F. Specialty Foods *
Veritable Vegetable *
Watsonville Coast

* Distributors used by food service operators surveyed

All 12 of the major distributors do buy from one San Mateo County grower who has established a major brand name, as well as from suppliers of Brussels sprouts and leeks that are sourced primarily from wholesalers, and occasionally directly from farms.

The major multi-unit grocery chains that operate in San Mateo County service their stores from their own central produce distribution warehouses. To-date none of these operators have expressed a desire or been compelled to handle produce grown in San Mateo County in their San Mateo County units.

### Challenges

Wholesalers in the market report that there are problems regarding dependability, consistency and price when they try to deal with the smaller San Mateo County produce growers.

Distributors report that the major problem in purchasing directly from San Mateo growers is the out-of-the-way location of the farms.

## Marketing: "As Fresh As It Gets"

Several County agencies including the San Mateo County/Silicon Valley Convention and Visitors Bureau, the Farm Bureau, the Agricultural Department, the Harbor Commission, and the Health Department collaborated to initiate the "As Fresh As It Gets" campaign in 2006 (AFAIG). A local promotion and marketing program developed to enhance the marketability, competiveness, and economic viability of San Mateo County grown crops and food, it highlights the County's fresh produce and seafood, as well as locally made goat cheese, wines and beers. This is primarily done through the use and recognition of trademarked AFAIG logo, public outreach through the media, schools and community education, and AFAIG recognition awards for restaurants.

AFAIG's program assets include a website that houses a directory of local producers and buyers (http://www.freshasitgets.com/), marketing materials such as stickers and placards, a cookbook, AFAIG's educational brochures to provide information to the public on the benefits of locally-grown and produced crops, fish and meat, and AFAIG's licensing agreements. Each year they provide local restaurants and hotels with information about availability of crops and participating producers. Restaurants that serve local produce receive an "As Fresh As It Gets" award, which they can feature prominently in their restaurant. The campaign also hosts a special reception with recipients and producers. The U.S. Department of Commerce recognized this project.

Currently the program is not highly utilized, as shown by the survey responses of both of producers and buyers (Figure 10). Still, the majority of producers and buyers agreed that a local marketing campaign would impact their sales (Figure 11). It is also important to note that ranchers are not currently included in the "As Fresh As It Gets" campaign, even though they carry out direct sales.

The San Mateo County Agricultural Department/Weights and Measures recently received $80K from the Board of Supervisors for efforts to expand the "As Fresh As It Gets" program over the next two years.

Success will be measured by increases in: grower and agricultural community participation, local demand and sales for San Mateo County fish and agricultural specialty products, and number of consumers and school age children who recognize the AFAIG's logo and trademark, what it stands for, and knowledge of the benefits of local agricultural products.

**FIGURE 10. KNOWLEDGE AND USE OF "AS FRESH AS IT GETS" CAMPAIGN**

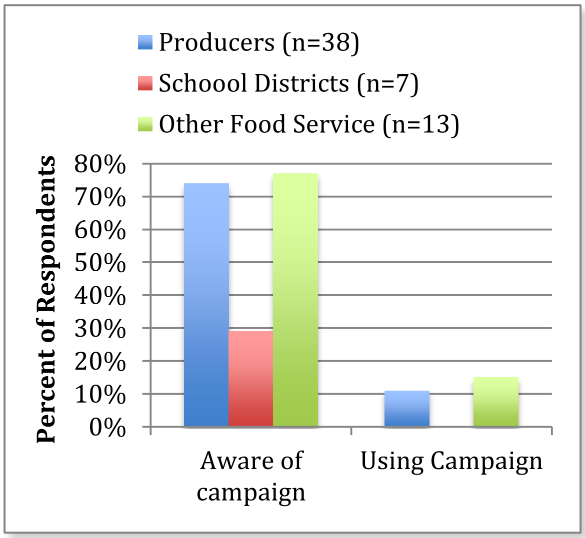
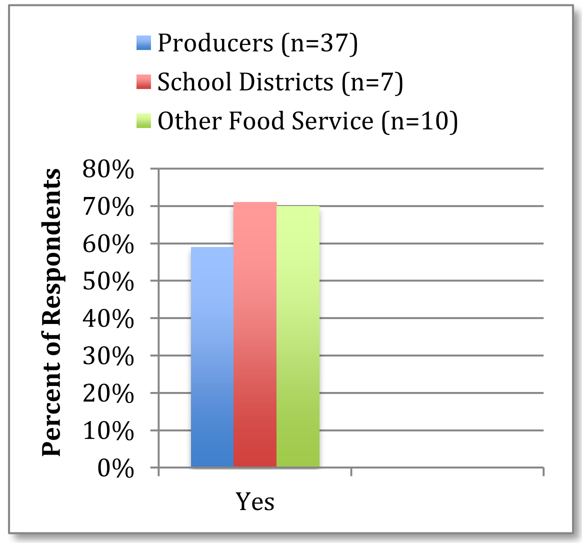



**FIGURE 11. STAKEHOLDER OPINION OF WHETHER LOCAL MARKETING CAMPAIGNS WOULD IMPACT THEIR SALES**




# Strategic Directions and Recommendations

1. **<u>Increase Coordination</u>: Enable production, sales and distribution models that connect players to collaborative opportunities, especially producer-buyer coordination and shared distribution.**
2. **<u>Elevate Local Branding</u>: Expand opportunities for all food and agriculture producers to access local branding initiatives and direct market channels.**
3. **<u>Enhance Production</u>: Increase diversity of vegetable and fruit production, especially by supporting the transition of horticulture operations to produce.**
4. **<u>Support Independently Operated Service Facilities</u>: Support commercial operations that offset transactional costs of aggregating and brokering local food.**

Four strategic directions are recommended to move the San Mateo County food system toward more integration of local production, distribution, and purchasing. Though they are presented as individual concepts, each of the recommendations should be considered in relationship to the others. For example, the recommendation to increase coordination among growers and buyers should be intimately tied to efforts to elevate local branding and "As Fresh as it Gets," both of which may be critical to enhance production in the County. Further, the potential success of an Independently Operated Service Facility will also rely on the first three strategies.

In CAFF's experience working in local food systems, there is no single solution to address the challenges of local food distribution and access. CAFF has found that working with single enterprises, whether managed by CAFF or by other partners, as a primary solution to regional food systems assumes a high level of risk and does not address systems change. Working with multiple entities, pulling multiple levers, will build upon existing infrastructure to create a stronger, more inclusive regional food system.

CAFF's work now focuses on recruiting farmers and businesses, providing them with a suite of tools and marketing materials, and coordinating product availability with aggregated purchasing to ensure supply and demand grow together. CAFF is currently employing this strategy in the Santa Clara Valley, the Bay Area, and Humboldt County with great success. We have moved from investing energy and resources into one single entity that will fix the broken food system to working more with a matrix of stakeholders, including distributors, farmers, and buyers, to improve and strengthen local food systems.

# 1. Increase Coordination

San Mateo County growers and buyers would benefit from increased coordination in the areas of sales/production as well as distribution.

## A. Market Facilitator

### *What:*

A Market Facilitator is a relationship builder who acts as an intermediary among producers and buyers. The key function is to harmonize farm production with buyers' interest in purchasing locally-grown produce.

The scope of a facilitator's work can range from simply being a matchmaker to developing production plans, depending on the needs of the stakeholders. Potential roles include:

- Build relationships with producers and buyers.
- Serve as a single point of contact for producers and buyers; reduce the amount of work that buyers have to do to source local product, take the work of finding new markets off of the producers' plates.
- Develop marketing and informational materials for producers and buyers and regularly communicate availability. In San Mateo County, this could include the "As Fresh as it Gets" campaign.
- Meet with both buyers and growers at the beginning of each season and develop a record of buyer demand to inform grower planting and pricing requirements.
- Foster interest among distributors and buyers in signing contracts with local producers. This would require developing a grower contract template and the facilitation of the agreement between the two parties.
- Work with growers and buyers to develop comprehensive production plans.

### *Necessary Components:*

- Individual with the ability to build strong relationships with people, preferably with food, farming, and/or business background
- Funding for the position

### *Why:*

The survey of food service buyers and retail operators showed a very strong interest in being able to source more locally-grown produce, and 78% of producers stated that it is important for their products to go to San Mateo County buyers. However buyers cited many barriers to purchasing directly from farmers, including the extra effort involved, as well as seasonality and inconsistency of product. A Market Facilitator can help address these issues and provide information that buyers identified as important for their local purchasing decisions (e.g. lists of suppliers and products from producers, as well as assistance in developing a system for buying from local sources).

Furthermore, over half of all producers surveyed expressed interest in cooperative production planning systems, and 78% of all producers expressed interest in contract growing, both of which a Market Facilitator can help with. In the case of produce farmers, interest was expressed across farm sizes, including three that are 200 acres or more.

### *Considerations:*

It seems that mid-sized farms of 10 to 49 acres are the farms that could benefit most from the assistance of a facilitator to develop more local sales. Small farmers depend primarily on farmers markets, CSA programs, and direct sales to restaurants. Large farmers focus on high-volume production of a limited number of crops that are sold through conventional distribution channels, and cannot depend on local sales (they grow a higher volume of specific crops than what is consumed in San Mateo County, and must sell to buyers outside the County).

The position could be an independent operator working on commission or an employee of a facility such as an Ag Center (see Strategic Direction number 4).

### *Next Steps:*

- Determine where the position would be housed.
- Identify potential sources of funds for the Market Facilitator. Initial funding could come from USDA, CDFA, or foundation funding.
- Explore how a Market Facilitator position can integrate with “As Fresh as it Gets” (see Strategic Direction number 2).

## B. Shared Delivery

### *What:*

In a shared delivery arrangement, multiple producers collaborate to service specific accounts. Producers pool their product so that one individual can do the delivery. All participating producers contribute to the transportation costs, and may or may not rotate the responsibility of distribution. Each producer remains responsible for their own invoicing.

This strategy can be used by producers serving retail or food service accounts, or by producers that need to deliver product at distributor.

### *Necessary Components:*

- At least two farmers with varying product lines interested in working together
- Participating farmer(s) with available truck space
- An aggregation site
- Interested customers within a contiguous geographic area

### *Why:*

The geography of San Mateo County contributes to a high cost of delivery for farmers. With a shared delivery arrangement, farmers can save money on gas, decrease time off the farm, and gain access to markets they wouldn't normally deliver to. There is no middleperson involved, which allows the farmers to maintain control over their prices. At the same time, this model decreases the number of deliveries that buyers must deal with, but not the number of vendors. It is a model that is already being employed by at least six San Mateo County producers as a viable option, especially for producers located longer distances from markets.

### *Considerations:*

Shared delivery adds the task of coordination to participating farmers, and requires a high level of trust. The farmers need to develop a system to communicate with each other and the customers, as well as to track the produce as it changes hands.

For direct sales to retail and food service accounts, this arrangement often works best with producers who offer different products from each other at any given time in the season. Producers with similar products may not care to do delivery for their competition. This could limit participation.

### *Next Steps:*

- Speak with growers already using shared delivery to glean best practices and identify other opportunities for collaboration.
- Carry out further discussion with additional growers to encourage participation. Assess resources, solidify routes and customers, and coordinate logistics.

## 2. Elevate Local Branding

### *What:*

The “As Fresh As It Gets” program, a regional branding and marketing program for agricultural and fish product in San Mateo County, can be enhanced to boost sales of products identified as being grown or harvested in San Mateo County.

### *Necessary Components:*

- Local brand and marketing materials
- Membership and benefits structure
- Outreach plan and entity to carry out outreach activities
- Sustained fundraising plan

### *Why:*

Regional branding and marketing programs are important components of localized strategies to increase the economic viability of farmers and their communities, given the challenges associated with current market and population trends. The effective place-based branding of agricultural products has the potential to raise farmer incomes while increasing consumer awareness about the origins of their food.

From the study it is clear that the “As Fresh As it Gets” campaign is effective when utilized, but it requires additional effort to increase awareness and adoption. Fred Crowder of County Ag Department recently received $40K per year for the next two years to re-engage program efforts, after which the program’s success will be evaluated.

Direct marketing is the most popular outlet for the producers who responded to our survey: 27 out of 33, or 81%, of the producers participate in some form of direct sales to consumers, including local ranchers. These direct sales are a great opportunity to feature and highlight the “As Fresh As It Gets” campaign as a regional branding initiative.

### *Considerations:*

The “As Fresh As It Gets” program already has some of the necessary components in place for a successful campaign, such as an established logo and website and a variety of marketing materials. However, survey data indicates that there is still low awareness and adoption of the campaign despite seven years of effort.

If the efforts over the next two years prove successful, the County will still need to secure ongoing funding to keep it active, especially without a financial contribution from the individuals and businesses that benefit from the program.

Finally, there is some overlap with other local branding initiatives in the region.

### *Recommended Next Steps:*

- Research other regional branding initiatives’ strategies, successes and lessons learned.
- Re-evaluate program structure with consideration of membership, and identify willingness to pay for membership in the program.

- Conduct increased outreach efforts to expand participation by including other industry sectors, such as ranchers, retailers and food service operators beyond restaurants.
- Develop a consumer marketing and awareness campaign.
- Develop and provide additional marketing materials to producers to increase the visibility and identity of the campaign.
- Explore ways to better connect with fishing industry, such as integrating with the iCoastside FishLine App and the potential Pillar Point Non-Profit Fishmonger (see Strategic Direction number 4).
- Develop strategy to interface with other branding initiatives in the region to avoid producer and buyer confusion.

### Local Branding and Sales Coordination in Action:

### CAFF's Buy Fresh Buy Local Program in the South Bay and Santa Clara Valley

In 2012, CAFF launched its Buy Fresh Buy Local Program (BFBL) in the South Bay and Santa Clara Valley. The program is an example of how local branding and sales coordination can be integrated, as well as how production planning can grow out of sales coordination efforts.

The BFBL program is based on membership and offers both coordination and marketing unified by the BFBL logo. Members pay an annual fee that is determined by their status as a producer or certain type and size of business (retail market, food service operator, distributor/wholesaler etc.).

A full time coordinator works with an advisory committee to build membership and provide services to members including:

- **Marketing materials and media promotion**: sales presentation packets and availability sheets, farmer profiles, logo development, point of purchase signage, social media;
- **Relationship building**: farmer/buyer mixers, directly connecting member growers to member retail outlets/distributors/school districts/other farmers;
- **Capacity development**: workshops on topics such as food safety.

In just two years CAFF has successfully built relationships among dozens of producers, distributors, processors, and buyers. Outcomes of the BFBL coordination efforts include:

- **75 producers, distributors, retail outlets, restaurants, and institutions joined the BFBL program.**
- **Local producers are increasing their sales to member distributors, retail outlets, and institutions.**
- **17 of 75 members are buyers who now purchase from three or more member producers monthly.**
- **Two member producers are now production planning with local food service operators.**

# 3. Enhance Production

### *What:*

The transition of horticultural greenhouses to extended-season fruit and vegetable production would have a dramatic impact on the supply of fresh local produce for San Mateo County food service operators. This could especially be true for school districts seeking locally-grown, fresh produce throughout the school year, as well as hospitals and other County facilities.

### *Necessary Components:*

- Nursery operators interested in transitioning to produce
- Buyers committed to purchasing from greenhouse producers
- Education and/or services to help growers transition to produce

### *Why:*

Diversification is one potential strategy the nursery and floral industry can use to overcome the challenges they face and avoid shutting down. Nursery infrastructure can be repurposed to create institutional market channels for diverse fruit and vegetable farmers. The controlled environment of the hot house allows for vegetables to be grown year round. Other benefits of hothouse growing are higher yields, lower water use, and better control of the growing environment. Additionally, nursery operators have coolers and delivery vans/trucks that give them the ability to act as direct suppliers to food service and retail operators.

Furthermore, food service operators do not typically purchase the primary vegetables that are grown in the County (e.g. Brussels sprouts, leeks, artichokes). Greenhouse production of more commonly used vegetables would make local sourcing more feasible. The school surveys that were returned show that salad greens rank high on the list of fresh produce purchased by schools, as do tomatoes. Both of these crops grow extremely well in greenhouses.

### *Considerations:*

To make the transition to vegetables, it will be critical for growers to have a committed market. Some greenhouse operators in the county report that they have planted and attempted to market vegetables but were unsuccessful. Our study revealed that the operators did not have a customer base that was familiar with their product. Their sales efforts were at farmers markets where they had to compete with already well-established and diverse specialty crop growers.

One of the markets with the best sales potential for the nursery operator who converts to vegetable production is school districts, because the year-round production capabilities of a greenhouse would coincide with the demand from schools.

Leafy greens are one of the most feasible opportunities for greenhouse produce, particularly the salad types and Bibb lettuces. Nearly all leafy greens will thrive in the same growing environments required for most ornamental crops, especially bedding plants. Therefore, aside from learning the growing techniques of leafy greens, whether in soil or hydroponics, little adjustment is needed by the ornamental industry to grow leafy veggies.

### *Recommended Next Steps:*

- Identify nursery and floral operators interested in transitioning to greenhouse production of fruits and vegetables.
- Confirm market channels, including school districts, hospitals etc. and their produce needs.
- Encourage school districts to incorporate local food procurement language into their wellness policies and produce bid specifications to solidify commitment to San Mateo Grown product.
- Encourage contract growing.
- Identify who can provide technical support to nursery growers in transition to produce.
- Identify who can provide coordination and other services to nursery growers (see Strategic Directions 1 and 4).

# 4. Support Independently Operated Service Facilities

Two opportunities exist in San Mateo County to develop service facilities to benefit local agriculture and fishing industries.

## *A. Ag Center*

### *What:*

An Ag Center would be a regional food hub that could provide washing, grading, packaging and other services to small- and mid-size family farmers in San Mateo County and surrounding counties. Ideally the Ag Center would not take on the distribution of product, but rather aggregate local farm products for sale into the existing distribution and wholesale network. Farmers would maintain ownership of their product and would control its sale as well as the financial responsibility for invoicing and collection.

An Ag Center can assist farmers in selling their products by offering a strong joint marketing plan that would include the "As Fresh As It Gets" marketing materials and logo.

An important element of an Ag Center's marketing would be that at all points along the value-added distribution chain the farmer's identification would be prominently displayed on the package, and that the program be fully transparent and traceable back to the participating farms.

**Potential Services**

On-farm pick-ups

Pre-cooling

Washing, grading, packaging to USDA standards

Custom processing/packing area

Cooler and freezer storage

Aggregation

Marketing

Production planning

Accounting services

### *Necessary Components:*

- Aggregation site with refrigeration and space for food to be palletized
- Distributor(s)/customer(s) interested in picking up from aggregation site

- Entrepreneur or entrepreneur-like entity willing to take risks and lead the business (operator)
- Farmers interested in using the services

### *Why:*

The purpose of an Ag Center is to offer small- and mid-sized family farmers additional sales opportunities for their products, and increase the value of farmers' produce. By serving as an aggregation point, an Ag Center makes it easier and more attractive for local distributors to source local product, and makes local product more available to food service and other buyers.

An Ag Center could play a particularly important role for nursery operators who switch to greenhouse fruit and vegetable production, by making it easier and more economical to enter the commercial produce market. The Ag Center can provide assistance and service in areas such as washing, standard pack, packaging requirements and product liability insurance. This would allow the nursery operators to focus on growing, rather than having to learn all the necessary logistical and regulatory information on their own; at the same time, the Ag Center can help lower the producers' operational and marketing costs. An Ag Center would benefit small growers who are expanding to wholesale markets in the same way.

### *Considerations:*

In other assessments, CAFF has not recommended the creation of ag centers or food hubs due to a lack of viable opportunity; however every region is unique, and more analysis would be needed to determine the viability of an ag center in San Mateo County.

A facility of this nature would be very costly to build, which would discourage such an investment because of the length of time it would take to get an acceptable return on investment. However, a building that formerly housed a large mushroom growing and packing operation and meets all of the requirements of a service facility is available in Pescadero.

While the number of producers surveyed that expressed interest in aggregation was fairly low, there was additional interest in refrigeration and freezer storage. Farmer participation would be needed from outside the county, as the volume of produce in San Mateo County is likely not enough to keep ag center operative. It would have to draw farmers from outside the county to be profitable.

In addition, subsidies such as grants, donated infrastructure, workforce development programs, or additional services that offset costs of aggregation are oftentimes needed for Food Hubs to operate.

> **Equipment Available in Existing Pescadero Facility**
>
> Receiving and shipping area
>
> Processing and packing area
>
> Refrigerated space
>
> Proper utilities (220 watt power, clean water, air compressor line)
>
> Floor drains and waste disposal
>
> Offices and lavatories

A study by the USDA reports that the average number of suppliers used by existing food hubs in the U.S. is 77, with a range from 4-450.[6] The USDA also found that hubs that stated they were economically viable reported a minimum of $1 million in gross sales and a median of $6 million.[7]

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[6] *Jim Barham, "Regional Food Hubs: Understanding the scope and scale of food hub operations" (presentation slides). April 2011*, <http://www.ams.usda.gov/AMSv1.0/getfile?dDocName=STELPRDC5090409>

Finally, one of the aspects of successful food hubs in other parts of the Country is collaborative planning, often with the help of a Market Facilitator. For example, *Local Food Hub* in Charlottesville, Virginia, *Tuscarora Organic Growers Cooperative* in Pennsylvania, and *Intervale Food Hub* in Burlington, Vermont work with buyers and growers to carry out crop planning to meet anticipated demand.

### *Recommended Next steps*

- Reconvene interested producers and buyers to solidify:
  - What crops buyers are willing to buy, are they willing to buy in season and are they willing to buy crops already grown in the County (e.g. leeks, sprouts, green beans, etc.).
  - Whether farmers are willing and able to try to grow different crops since there's concern about what is viable on the coast.
  - What services farmers and ranchers are willing to pay for, and for how much.
- Collect data from farmers in Santa Cruz and other nearby counties regarding their interest in utilizing an Ag Center and associated services in Pescadero.
- If there is adequate interest among farmers from other counties, consider these next steps:
  - Work with the investors to determine a breakeven point for the Ag Center to be financially viable.
  - Identify distribution constraints, sales gaps, and purchaser preferences for value-added products.
  - Determine potential relationship with Market Facilitator (see Strategic Direction number 1).

## *B. Non Profit Fishmonger*

### *What:*

Recently a new seafood distributor has started to purchase fish exclusively from Half Moon Bay fishermen and is dedicated to building a local-only distribution network. She is buying and carrying out same-day delivery of whole fish, rewarding the local fisherman with a premium price for the local catch, and identifying the boat and fisherman that caught the fish for her buyers.

This unique marketing feature could be greatly enhanced if the distributor were able to do some value-added processing to the product (i.e. process various species into marketable value-added products: whole clean fish, full and portion cut fillets, and portion cut steaks). This would require a facility from which she can process, store, and distribute her products.

The distributor is looking at a non-profit model and to incorporate an educational component to her enterprise.

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[7] Barham, James, Debra Tropp, Kathleen Enterline, Jeff Farbman, John Fisk, and Stacia Kiraly. "Regional Food Hub Resource Guide." US Dept. of Agriculture Agricultural Marketing Service. April 2012. <http://www.ams.usda.gov/AMSv1.0/getfile?dDocName=STELPRDC5097957>

### *Necessary Components:*

- Funding for construction of a refrigerated processing facility located close to the harbor
- Refrigerated delivery
- A strong local marketing program
- Buyers interested in local, source identified fish products

### *Why:*

At the current time the independent fisherman has limited options to sell his catch. He can sell to the seafood wholesaler at the buyers' negotiated price or he can sell off his boat at the dock price. In most cases, the independent fisherman is a price taker rather than a price maker.

The purpose of the local fishmonger model is to be able to give the independent fishermen a premium over the market price, and add value to the fish through local marketing and processing. The corporation would purchase, free on board (fob) dock, the catch at a price 5% to 10% higher than the dock sales price.[8] The fish would then be processed into products that are more easily purchased by and served in large institutions like corporations, hospitals, and schools.

### *Considerations:*

Currently a facility of this nature does not exist, however property is available in Princeton that is already zoned and approved for the construction of a seafood processing facility.

This distributor would need to build its business emphasizing local catch and obtaining a premium price from local food service and retail operators.

### *Recommended next steps:*

- Provide coordination of non-profit incorporation or fiscal sponsorship to initiate operations.
- Help secure funding for the non-profit fishmonger. Funding could come from government grants, low-interest guaranteed loans, private foundation funding and/or private investors.
- Help build community support for the business.
- Explore potential to integrate "As Fresh as it Gets" with fishmonger business and educational activities (see Strategic Direction number 2).

[8] FOB dock, or Free On Board dock, means the price at the loading dock, not at the delivered dock. The receiver pays for delivery.

# Options Not Recommended at This Time

Throughout the feasibility study many possible business opportunities were brought to our attention. Some of the opportunities were being developed in communities around the county, and elsewhere in the country, while others came from the business experience or knowledge of the project manager. However, when delving into these ideas we found that they were not practical.

## *Herb and Spice Packaging Operation*

Based on a conversation with one herb and spice supplier we found that the business is highly competitive. The cost of growing and harvesting herbs is high and requires specialized and expensive equipment. The competitiveness of the business would not provide a fair return on farmer investment.

## *Fresh Cut Processed Vegetables*

A fresh cut operation can only be sustainable if it operates at a high volume and with continuous flow. It must have a high production capacity and high sales volume to be profitable. San Mateo County farmers do not currently grow the popular products used in this type operation (carrots, celery, cabbage, onions) nor can they supply enough to make such an operation sustainable. More importantly the demand for fresh-cut produce is currently being satisfied. Two such operations currently exist in San Mateo County (JC Kitchen and Produce Company), both of which must source a majority of product from growers outside the County, and supply both the distributors and the food service operators in the area.

There could be an opportunity to perform some custom processing in a business that is supported with income from other services it can offer (such as the ag center). In this way the overhead costs of processing would be spread out over multiple services, rather than depend on a single, highly competitive activity.

## *Smoked Fish*

With one of the largest seafood receiving centers located in San Mateo County it seemed natural to suggest a smoked fish operation as a potential business that would provide another opportunity for local fishermen. However, we found that three smoke house operations existed in San Mateo County, and two had failed. The one remaining has capacity to increase production, but does not buy from San Mateo County operators.

# Further Research Needed

## *Production and Consumption Data*

In general, there is a need for more data on agricultural production and consumption. USDA ag census data is not very reliable, and County crop reports are limited in the type of information collected. Centralized data on consumption is also not available.

### Permanent Year-round Farmers Market Facility

Seven producers expressed interest in a year round farmers market facility. Such markets have been developed in many parts of California and other states, and increase access to fresh, local produce beyond the main growing season. Typically they offer protection from winter weather. Although a suitable space for a permanent market in San Mateo County was not identified during this study, further investigation of such a facility (and actual demand for one) is warranted.

### Drying and Packaging

The popularity of dried snack products has been increasing steadily. The investment in equipment for this operation would be fairly high, as would the cost of marketing. The success of a snack food business depends on very high volume. This study did not allow the time for the type of market research necessary to make any kind of recommendation.

### Processing/Commercial Kitchens

There was some interest, from 43% of the producers, in additional processing. This was particularly strong amongst ranchers who have limited or no access to nearby animal processing, which is an issue across the state.

# Conclusion

Increasing demand for local food, regulatory changes concerning direct sales of produce, and local food producers' growing interest in institutional markets present an opportune time to consider alternatives to strengthen San Mateo County's food system. In CAFF's experience, there is no single solution to address the challenges of local food distribution and access. However, by working with multiple entities and pulling multiple levers, San Mateo County stakeholders can improve and build upon existing infrastructure to create a stronger, more inclusive regional food system, and increase access to local food in county schools and institutions.

To identify next steps, it will be important to reconvene producers and buyers to solidify and better assess the economic and logistical feasibility of the strategies outlined in this report. While it may not be possible to implement all four strategic directions at once, a phased approach that allows for integration of strategies over time could provide stakeholders with a more realistic road map that can also be responsive to changing needs and circumstances. Given that funding already exists to enhance "As Fresh As It Gets," this seems a solid and logical place from which to begin, as well as an opportunity to identify how development and recognition of the County's AFAIG brand can promote and tie together different elements of San Mateo County's food system.

Ultimately, CAFF hopes that these findings and recommendations will help advance conversations about San Mateo County's food system development. There is a high level of interest among multiple stakeholders to enhance the local food economy, which, if directed properly, may lead to viable solutions concerning the challenges of production, processing, marketing and distribution of local food into San Mateo County schools and institutions. Stakeholders must now decide which strategies and processes to direct local agricultural and financial resources to in order to develop a cohesive system with balanced and coordinated supply and demand.

# Appendix A: Data Tables Referenced in Report

**TABLE I. SAN MATEO COUNTY: 1990-2010 LAND USE SUMMARY**

| LAND USE CATEGORY | ACREAGE | | | 1992-2010 NET ACRE CHANGE | 1992-2010 PERCENT CHANGE | AVERAGE ANNUAL ACRE CHANGE |
|---|---|---|---|---|---|---|
| | 1992 | 2000 | 2010 | | | |
| Prime Farmland | 2,416 | 2,667 | 2,180 | -236 | -10% | -12 |
| Farmland of Statewide Importance | 198 | 177 | 146 | -52 | -26% | -3 |
| Unique Farmland | 2,645 | 3,066 | 2,271 | -374 | -14% | -19 |
| Farmland of Local Importance | 4,094 | 3,969 | 695 | -3,399 | -83% | -170 |
| **Important Farmland Subtotal** | **9,353** | **9,879** | **5,292** | **-4,061** | **-43%** | **-203** |
| Grazing Land | 45,810 | 45,716 | 48,797 | 2,987 | 7% | 149 |
| **Agricultural Land Subtotal** | **55,163** | **55,595** | **54,089** | **-1,074** | **-19%** | **-54** |
| Urban and Built-Up Land | 69,696 | 71,133 | 72,510 | 2,814 | 4% | 141 |
| Other Land | 162,907 | 160,986 | 161,119 | -1,788 | 1% | -89 |

Source: California Department of Conservation, Farmland Mapping and Monitoring Program (2010).

**TABLE II. PERMITTING REQUIREMENTS AND ESTIMATED ANNUAL COSTS FOR FISHERMEN**

| **Annual Commercial Fish Business Licenses** | **Fee** | **Description** |
|---|---|---|
| Multifunction Fish Business | $1,876.50 | Any person to conduct the activities of a fish receiver, fish processor, fish wholesaler, and fish importer. If the licensee is also a commercial fisherman, this license also authorizes a person to conduct the activities of a fisherman retailer. |
| Fish Importer's License | $755.00 | Any person who, for the purpose of resale to persons other than ultimate consumers, receives or purchases fish taken outside of this state, which are not landed in this state by a licensed commercial fisherman, must obtain a Fish Importer's License. Any person who purchases or receives fish that are taken outside of this state and brought into this state by a person who is not a licensed commercial fisherman, consumer, shall obtain a fish importer's license. |
| Fish Receiver's License | $755.00 | Any person who purchases or receives fish for commercial purposes from a commercial fisherman not licensed as a fish receiver must obtain a Fish Receiver's License. |
| Fisherman's Retail License | $96.56 | A commercial fisherman is required to have this license only if he/she sells all or a portion of his/her catch to ultimate consumers. |
| Fish Wholesaler's | $512.50 | Any person who, for the purpose of resale to persons other than the |

| | | |
|---|---|---|
| License | | ultimate consumer, purchases or obtains fish from a person licensed to engage in the activities of a fish receiver, fish processor, fish importer or fish wholesaler, is required to obtain a Fish Wholesaler's License. |
| Fish Processor's License | $755.00 | Any person who processes fish for profit and who sells to other than the ultimate consumer must obtain a Fish Processor's License. |
| **Annual Licenses, Registrations and Stamps** | **Fee** | **Description** |
| Resident Commercial Fishing License | $130.03 | Required for any resident 16 years of age or older who uses or operates or assists in using or operating any boat, aircraft, net, trap, line, or other appliance to take fish for commercial purposes, or who contributes materially to the activities on board a commercial fishing vessel. |
| Nonresident Commercial Fishing License | $385.75 | Required for any nonresident 16 years of age or older who uses or operates or assists in using or operating any boat, aircraft, net, trap, line, or other appliance to take fish for commercial purposes, or who contributes materially to the activities on board a commercial fishing vessel. |
| Commercial Fishing Salmon Stamp | $87.55 | Required for any person 18 years of age or older who: (1) renews a salmon vessel permit; (2) takes salmon for commercial purposes; or (3) is on board a vessel on which salmon are being taken or transported for commercial purposes. |
| "John Doe" Commercial Fishing Salmon Stamp | $87.55 | For use on a particular vessel and cannot be transferred from vessel to vessel. The person whose name is listed last on the "John Doe" Commercial Fishing Salmon Stamp application is the designated crewmember and exempt from having a commercial fishing salmon stamp. Only one licensed commercial fisherman can be designated as a crewmember for each fishing trip. |
| Commercial Ocean Enhancement Stamp | $47.90 | Required for commercial passenger fishing vessels operating south of Point Arguello (Santa Barbara County). Any commercial fisherman who takes, possesses aboard a commercial fishing vessel, or lands any white sea bass south of Point Arguello. |
| Commercial Boat Registration (Resident) | $338.75 | Required for any resident owner or operator for any vessel operated in public waters in connection with fishing operations for profit in this State; or which, for profit, permits persons to sport fish. |

Source: California Department of Fish and Wildlife.

# Appendix B. Survey Protocol

## Farmer Survey Protocol

***The San Mateo County Food System Alliance (SMFSA) hired Community Alliance with Family Farmers (CAFF) to prepare a comprehensive report on public and private institution's food procurement and agricultural activities in San Mateo County. Your participation in this survey will help provide information that will lead to a better understanding of local produce, seafood, meat, dairy and poultry business in the county and could help buyers improve access to San Mateo County agricultural products.***

***ALL INFORMATION PROVIDED WILL BE KEPT CONFIDENTIAL! All information will be aggregated and no individual information will be shared.***

***This survey can be completed online at [http://www.surveymonkey.com/s/FarmSurvey](http://www.surveymonkey.com/s/FarmSurvey)***

Name of Farm: ______________________________

Contact Person: ______________________________

Email: ______________________________

Phone: ______________________________

County: ______________________________

Website: ______________________________

**About the Farm**

How many acres of tillable land do you have available? ______________________

How many acres are currently in production? ______________________________

Farming Practice × Conventional × Certified Organic × Sustainable

What are your primary agricultural products?

______________________________________________________________

______________________________________________________________

What marketing channels do you currently use to sell your product? *(Check all that apply.)*

| | | |
|---|---|---|
| × Farm Stand | × Farmers Market | × CSA |
| × On-line sales | × Direct Sales to Restaurants | × Direct Sales to Schools |
| × Direct Sales to Hospitals/Institutions | × Produce Distributors | × GG Terminal Market Wholesalers |
| × Packing House | × Brokers | |

× Other:______________________________________________

Do you have any unharvested product due to labor shortages? × Yes × No

**Processing, Delivery and Facilities**

Do you have refrigerated storage space? × Yes × No Size: _______________sq. feet

Do you share a product delivery system with other farmers or growers? × Yes × No

Do you use a third party provider for delivery? × Yes × No
Do you deliver your own products? × Yes × No
Do you participate in any form of group sales? × Yes × No
If yes, please explain: ________________________________
Do you perform additional processing or packaging? × Yes × No
Do you have the capacity to do additional processing? ×Yes × No
Are you interested in processing your products for value added products? × Yes × No
Do you sell to a distribution company, multi unit retailer or processing company? × Yes × No

What are your barriers to reaching new markets/retail outlets? *(Check all that apply)*

| | | |
|---|---|---|
| × Increased operating costs | × Operating credit | × Acquiring land |
| × Water | × Labor | × Access to Markets |
| × Transportation to markets | × Environmental regulations | × Other government regulations |
| × Unsold production | | |

× Other:______________________________________________________________________

Would you use any of the following type of fee for service facilities? *(Check all that apply)*

| | | |
|---|---|---|
| × Aggregation Center | × Refrigerated Storage | × Freezer storage |
| × Commercial kitchen | × Drying facility | × Smoke House |
| × Produce washing & packing | × Poultry/Meat Wrapping | × Indoor/outdoor year-round farmers market |

× Other ideas or suggestions:___________________________________________________________

Would you contract grow? × Yes × No
Would you participate in a cooperative production planning system? × Yes × No
Is it important to you to sell your products to San Mateo County buyers? × Yes × No

**Marketing**
The San Mateo County Farm Bureau, the County Visitors and Convention Bureau, the Agricultural Commissioner, the Harbor District, the Health System, and UC Cooperative Extension created the "As Fresh As It Gets" marketing campaign, to promote locally-grown and produced farm and seafood products in San Mateo County.
Are you aware of this campaign? × Yes × No
Do you think a local marketing campaign can impact your sales? × Yes × No
Do you currently use the "As Fresh As It Gets" logo on your sales materials? × Yes × No
Do you have any other comments? ______________________________________________

## Food Service Survey Protocol

***The San Mateo County Food System Alliance hired Community Alliance with Family Farmers (CAFF) to prepare a comprehensive report on public and private institution's food procurement and agricultural activities in San Mateo County. Your participation in this survey will help to provide the information that will lead to a better understanding of local produce, seafood, meat, dairy and poultry business in the county and could help buyers improve access to San Mateo County agricultural products.***

***All information provided will be kept confidential. Team members conducting this survey have signed a legally binding non-disclosure agreement. All information will be aggregated and no individual information will be cited.***

***This survey can be completed online at http://www.surveymonkey.com/s/SMFSAFoodService***

***The project period is from October 2012 to June 2013 culminating in a report to the San Mateo County Food System Alliance for their distribution. A report will be made available to all stakeholders and will be posted online at the CAFF and San Mateo County Food System Alliance websites.***

Contact Name: ______________________________

Business Name: ______________________________

Date: ______________________________

Address: ______________________________

Telephone Number: ______________________________

Email Address: ______________________________

Website: ______________________________

**Business Information**

Type of Business (*Please check one or describe in Other*)

× Hospital × Restaurant × College/University
× Caterer × Retail Market
× Other: ______________________________

Your buying decisions are made at the: × corporate level × local level

Your purchasing is done by: × Contract × Bid × Order to order

How many total meals do you serve daily, including staff meals? __________

How many days per year are you open? __________

Who are your primary distributors for each of the following:
Produce
1.

2.

3.

Seafood
1.

2.

Meat products
1.

2.

Dairy
1.

2.

Eggs
1.

2.

*(The following questions pertain to the products listed above)*
Do you care about the source/location of the products you purchase? × Yes × No
Do you want your suppliers to identify the source and location of products you purchase?
× Yes × No
Do your customers ask if the product is local? × Yes × No
Would you give preference to the supplier that gives the source & location of products you purchase? × Yes × No
Would you give preference to the supplier that source identifies products from San Mateo County producers? × Yes × No
Do you promote the use of local products to your customers? × Yes × No
Are you purchasing vegetable, eggs, meat or fish direct from any San Mateo County producers? (e.g. farmer/rancher/fishermen) × Yes × No

What percent of your annual purchases come from local San Mateo County producers? (*Please note that this includes purchases from your distributors.)*

Box produce _________%
Cut / processed produce _________%
Dairy products _________%
Fresh Fish _________%
Frozen Fish _________%
Meat products _________%
Frozen meat _________%
Fresh eggs _________%
Processed eggs _________%

Do you shop at a Local Farmers Market for your operation? × Yes × No
Do you shop at a Local Farmers Market for your home use? × Yes × No

What are the barriers to purchasing direct from local producers? (*Please select all that apply*.)

× Inconsistent quality × Too much effort × Unreliable delivery × Cost × Lack of a food safety plan × Products not available during certain time of the year × Do not meet pack specifications × Do not meet grading specifications × Other (please specify): ___________________________________________

Would any of the following be helpful for you in making local food purchasing decisions? (*Check all that apply.*)

× Lists of suppliers and products from local farmer/ranchers/fishermen

× More information about Health and safety information for purchasing local foods

× Regulatory information: (clarification/more information on rules about buying directly from farmers, ranchers. fishermen)

× Assistance in developing a system for buying from local sources

× Being able to buy from multiple local produces on one purchase order

How important is buying products in season?
× Very important × Important × Somewhat important × Not important

If your institution doesn't currently buy local products, are you open to sourcing locally produced products? × Yes × No

Please fill out the following chart

| Most used vegetable products | % Fresh Boxed | % Fresh Processed | %Frozen Packaged |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| Most used Fruit Products | % Fresh Boxed | % Fresh Processed | % Frozen Packaged |
| | | | |
| | | | |
| | | | |
| | | | |

**Marketing**

The San Mateo County Farm Bureau, the County Visitors and Convention Bureau, the Agricultural Commissioner, the Harbor District, the Health System, and UC Cooperative Extension created the "As Fresh As It Gets" marketing campaign, to promote locally-grown and produced farm and seafood products in San Mateo County.

Are you aware of this campaign? × Yes × No
Do you think a local marketing campaign can impact your sales? × Yes × No
Do you currently use the "As Fresh As It Gets" logo on your sales materials?
× Yes × No
Do you think the "As Fresh As It Gets" label on your marketing materials would help increase your sales? × Yes × No
Do you participate in any other marketing campaign? × Yes × No
If yes, which one? ______________________________________________________

Do you have any additional comments?

## School District Protocol

***The San Mateo County Food System Alliance hired Community Alliance with Family Farmers (CAFF) to prepare a comprehensive report on public and private institution's food procurement and agricultural activities in San Mateo County. Your participation in this survey will help to provide the information that will lead to a better understanding of local produce, seafood, meat, dairy and poultry business in the county and could help buyers improve access to San Mateo County agricultural products.***

***All information provided will be kept confidential. Team members conducting this survey have signed a legally binding non-disclosure agreement. All information will be aggregated and no individual information will be cited.***

***This survey can also be completed online at* http://www.surveymonkey.com/s/SMFSASchoolSurvey.**

***The project period is from January to June 2013 culminating in a report to the San Mateo County Food System Alliance for their distribution. A report will be made available to all stakeholders and will be posted online at the CAFF and San Mateo County Food System Alliance websites.***

****Please answer all questions based on the 2011-2012 school year****

Name: ______________________________

Title: ______________________________

School District: ______________________________

Address: ______________________________

Telephone Number: ______________________________

Email Address: ______________________________

Website: ______________________________

**About Your School Lunch Program**

1. How many student meals do you prepare per day in your school district? ______

2. How many schools in the district have full kitchens?__________

3. In your district, how many schools prepare all, none, or part of school meals on site?
   Number of schools that prepare ALL meals on site: ________________
   Number of schools that prepare PART of the meals on site: __________
   Number of schools that prepare NONE of the meals on site: ___________

4. Do you operate a central kitchen? ___Yes ___No

5. How is your school food service operation managed?
___Self-managed
___Contract-managed. Name of management company:_____________

6. What is your Average Daily Participation (ADP) for:
Breakfast: _______________________
Lunch: _________________________
Dinner: _________________________
After school snack: ________________

**Buying Practices**
7. Are you required to submit competitive bids to purchase a product? ___Yes ___No

8. What was your annual purchase for the 2011/2012 school year for

| | | | |
|---|---|---|---|
| Vegetables | ______lbs. | % Fresh_____ | %Frozen____ |
| Fruit | ______lbs. | % Fresh_____ | %Frozen____ |
| Meat Products | ______lbs. | % Fresh_____ | %Frozen____ |
| Seafood | ______lbs. | % Fresh_____ | %Frozen____ |
| Dairy (not milk) | ______lbs. | % Fresh_____ | %Frozen____ |
| Eggs | ______lbs. | % Fresh_____ | %Cracked____ |

9. How much of your 2011/2012 budget did you spend on food? $ ___________

10. What % of your fresh produce purchase is pre cut? ________%

11. What are the 6 top produce and 3 top fruit products the schools purchased in 2012?

12. What are the top pre-cut vegetables and fruits the schools purchased in 2012?

13. Do you have a Salad Bar in your cafeteria? ____Yes _____No

14. Who are your primary vendors for each of the following:
Produce
1. ______________________________
2. ______________________________
3. ______________________________

Seafood
1. ______________________________
2. ______________________________
3. ______________________________

Meat products
1. ______________________________
2. ______________________________
3. ______________________________

Dairy
1. ______________________________
2. ______________________________

Eggs
1. ______________________________
2. ______________________________

15. Do you buy directly from San Mateo County Farmers? ____Yes _____No

16. Do your vendors identify the farm/ranch/seafood source on their invoice?
____Yes _____No

17. What % of your total food dollars were used to purchase direct from or from identified as San Mateo County farmers, ranches, and/or fisherman?
______% produce ______% seafood ______% meats _____% dairy _____ %eggs

18. If you are not likely to give preference to San Mateo County grown produce please indicate the reason. (*Please select all that apply*.)

___Inconsistent quality ____Too much effort ____Unreliable delivery ___Cost ___Lack of a food safety plan ___ Products not available during certain time of the year ___Do not meet pack specifications ____ Do not meet grading specifications. ____Other (please specify): ________________________________________

**Marketing**

The San Mateo County Farm Bureau, the County Visitors and Convention Bureau, the Agricultural Commissioner, the Harbor District, the Health System, and UC Cooperative Extension created the "As Fresh As It Gets" marketing campaign, to promote locally-grown and produced farm and seafood products in San Mateo County.

Are you aware of this campaign? ____Yes _____No

Do you think a local marketing campaign can impact your student/parent interest in your school lunch program? ____Yes _____No

Do you currently use the "As Fresh As It Gets" logo in cafeteria signage? __Yes ___No

Do you think the "Fresh as it Gets" logo displayed in your school rooms would help increase students' participation? ____Yes _____No

Does your school participate in Farm2School program? ____Yes _____No

If yes, which one? ____________________________________________________

Any other questions or comments?

______________________________________________________________________

______________________________________________________________________

______________________________________________________________________

# Appendix C. CAFF San Mateo County Food System Survey Responses

## Producers Survey

### Farmers

**n = 20**

| About the Farm | n | Sum | Average | Median | Range |
|---|---|---|---|---|---|
| How many acres of tillable land do you have available? | 20 | 1192.75 | 46.82 | 9 | 0-360 |
| How many acres are currently in production? | 20 | 1035.6 | 47.39 | 8.5 | .1-320 |

| Farming Practices | n | Yes | Percent of total |
|---|---|---|---|
| Conventional | 20 | 4 | 20% |
| Certified Organic | 20 | 7 | 35% |
| Sustainable | 20 | 9 | 45% |
| What are your primary agricultural products? | Mixed veg (15); fruit/orchard (3); eggs (3); and honey (2); mushroom (1) | | |

| Marketing Channels | n | Yes | Percent of total |
|---|---|---|---|
| Farm Stand | 20 | 4 | 20% |
| Farmers Market | 20 | 13 | 65% |
| CSA | 20 | 8 | 40% |
| On-line sales | 20 | 3 | 15% |
| Direct Sales to Restaurants | 20 | 9 | 45% |
| Direct Sales to Schools | 20 | 1 | 5% |
| Direct Sales to Retail | 20 | 3 | 15% |
| Produce Distributors | 20 | 8 | 40% |
| GG Terminal Market Wholesalers | 20 | 4 | 20% |
| Packing House | 20 | 3 | 15% |
| Brokers | 20 | 2 | 10% |

| Product and Delivery | n | Yes | Percent of total |
|---|---|---|---|
| Do you have any unharvested product due to labor shortages? | 20 | 4 | 20% |
| Do you have refrigerated storage space? | 20 | 14 | 70% |
| Do you share a product delivery system with other farmers or growers? | 16 | 5 | 31% |
| Do you use a third party provider for delivery? | 15 | 2 | 13% |
| Do you deliver your own products? | 20 | 18 | 90% |
| Do you participate in any form of group sales? | 20 | 5 | 25% |
| Do you perform additional processing or packaging? | 19 | 9 | 47% |
| Do you have the capacity to do additional processing? | 18 | 4 | 22% |
| Are you interested in processing your products for value added products? | 20 | 10 | 50% |
| Do you sell to a distribution company, multi-unit retailer, or a processing company? | 19 | 8 | 42% |
| Would you participate in a cooperative production planning system? | 18 | 13 | 72% |
| Is it important to get your products to San Mateo County buyers? | 19 | 17 | 89% |
| Would you contract grow? | 18 | 12 | 67% |

| Barriers to New Markets | n | Yes | Percent of total |
|---|---|---|---|
| Increased operating costs | 18 | 11 | 61% |
| Operating credit | 18 | 3 | 17% |
| Acquiring land | 18 | 0 | 0 |
| Water | 18 | 4 | 22% |
| Labor | 18 | 14 | 78% |
| Access to markets | 18 | 4 | 22% |
| Transportation to markets | 18 | 6 | 33% |
| Environmental regulations | 18 | 1 | 6% |
| Other government regulations | 18 | 2 | 11% |
| Unsold production | 18 | 3 | 17% |

| Interest in Fee for Service Facilities | n | Yes | Percent of total |
|---|---|---|---|
| Aggregation Center | 13 | 3 | 23% |
| Refrigerated Storage | 13 | 4 | 31% |
| Freezer storage | 13 | 2 | 15% |
| Commercial kitchen | 13 | 8 | 62% |
| Drying facility | 13 | 0 | 0 |
| Smoke House | 13 | 1 | 8% |
| Produce washing & packing | 13 | 0 | 0 |
| Poultry/Meat Wrapping | 13 | 1 | 8% |
| Indoor/outdoor year-round farmers market | 13 | 5 | 38% |
| Other ideas or suggestions: | 13 | Bottling facility | |

| "As Fresh As It Gets" | n | Yes | Percent of total |
|---|---|---|---|
| Are you aware of this campaign? | 20 | 16 | 80% |
| Do you think a local marketing campaign can impact your sales? | 19 | 13 | 68% |
| Do you currently use the "As Fresh As It Gets" logo on your sales materials? | 20 | 2 | 10% |
| Do you have any other comments? | The "As Fresh as it Gets" program has been great; would use "As Fresh as it Gets" stickers if they were available | | |

## Ranchers

**n = 8**

| About the Farm | n | Sum | Average | Median | Range |
|---|---|---|---|---|---|
| How many acres of tillable land do you have available? | 7 | 5220 | 745.74 | 120 | 0-3000 |
| How many acres are currently in production? | 7 | 5155 | 736.43 | 100 | 0-3000 |

| Farming Practices | n | Yes | Percent of total |
|---|---|---|---|
| Conventional | 7 | 2 | **29%** |
| Certified Organic | 7 | 2 | 14% |
| Sustainable | 7 | 5 | 71% |
| What are your primary agricultural products? | Cattle (5); pork (2); commodity feed crops (1); alpaca (1); chicken (1); egg (1); turkey (1); rabbit (1) | | |

| Market Channels | n | Yes | Percent of total |
|---|---|---|---|
| Farm Stand | 6 | 1 | 17% |
| Farmers Market | 6 | 4 | 67% |
| CSA | 6 | 2 | 30% |
| On-line sales | 6 | 1 | 17% |
| Direct Sales to Restaurants | 6 | 1 | 17% |
| Direct Sales to Schools | 6 | 0 | 0 |
| Direct Sales to Retail | 6 | 3 | 50% |
| Produce Distributors | 6 | 0 | 0 |
| GG Terminal Market Wholesalers | 6 | 0 | 0 |
| Packing House | 6 | 0 | 0 |
| Auction House | 6 | 1 | 17% |

| Product and Delivery | n | Yes | Percent of total |
|---|---|---|---|
| Do you have any unharvested product due to labor shortages? | 7 | 0 | 0 |
| Do you have refrigerated storage space? | 8 | 3 | 38% |
| Do you share a product delivery system with other farmers or growers? | 6 | 1 | 17% |
| Do you use a third party provider for delivery? | 6 | 1 | 17% |
| Do you deliver your own products? | 8 | 5 | 63% |
| Do you participate in any form of group sales? | 8 | 1 | 13% |
| Do you perform additional processing or packaging? | 8 | 1 | 13% |
| Do you have the capacity to do additional processing? | 8 | 1 | 13% |
| Are you interested in processing your products for value added products? | 8 | 4 | 50% |
| Do you sell to a distribution company, multi-unit retailer, or a processing company? | 8 | 1 | 13% |
| Would you contract grow? | 7 | 3 | 43% |
| Would you participate in a cooperative production planning system? | 6 | 3 | 50% |
| Is it important to you get your products to San Mateo County buyers? | 7 | 5 | 71% |

| Barriers to New Markets | n | Yes | Percent of total |
|---|---|---|---|
| Increased operating costs | 5 | 3 | 60% |
| Operating credit | 5 | 1 | 20% |
| Acquiring land | 5 | 0 | 0 |
| Water | 5 | 0 | 0 |
| Labor | 5 | 0 | 0 |
| Access to markets | 5 | 1 | 20% |
| Transportation to markets | 5 | 3 | 60% |
| Environmental regulations | 5 | 1 | 20% |
| Other government regulations | 5 | 3 | 60% |
| Unsold production | 5 | 0 | 0 |
| Other | Lack of USDA Slaughter and cut-and-wrap facilities and a slaughter that is Animal Welfare Approved (1) | | |

| Interest in Fee For Service Facilities | n | Yes | Percent of total |
|---|---|---|---|
| Aggregation Center | 5 | 1 | 20% |
| Refrigerated Storage | 5 | 0 | 0 |
| Freezer storage | 5 | 1 | 20% |
| Commercial kitchen | 5 | 3 | 60% |
| Drying facility | 5 | 0 | 0 |
| Smoke House | 5 | 1 | 20% |
| Produce washing & packing | 5 | 0 | 0 |
| Poultry/Meat Wrapping | 5 | 3 | 60% |
| Indoor/outdoor year-round farmers market | 5 | 0 | 0 |
| Other ideas or suggestions: | Mobile slaughter unit (1); slaughter cut-and wrap facility (1); refrig/freezer truck(1) | | |

| "As Fresh As It Gets" | n | Yes | Percent of total |
|---|---|---|---|
| Are you aware of this campaign? | 7 | 4 | 57% |
| Do you think a local marketing campaign can impact your sales? | 7 | 4 | 57% |
| Do you currently use the "As Fresh As It Gets" logo on your sales materials? | 7 | 0 | 0 |
| Do you have any other comments? | Need restaurants that buy whole carcasses; collaborative buying for farmers and ranchers to set the price and not compete with large distributors | | |

## Nurseries

**n = 8**

| About the Farm | n | Sum | Average | Median | Range |
|---|---|---|---|---|---|
| How many acres of tillable land do you have available? | 7 | 135.29 | 17.79 | 10 | .3-135 |
| How many acres are currently in production? | 8 | 87.29 | 10.81 | 4.5 | .3-50 |

| Farming Practices | n | Yes | Percent of total |
|---|---|---|---|
| Conventional | 5 | 4 | **80%** |
| Certified Organic | 5 | 2 | 40% |
| Sustainable | 5 | 1 | 20% |
| What are your primary agricultural products? | Trees (2); cut flowers (3); potted plants (3) | | |

| Market Channels | n | Yes | Percent of total |
|---|---|---|---|
| Farm Stand | 8 | 2 | 25% |
| Farmers Market | 8 | 4 | 50% |
| CSA | 8 | 0 | 0 |
| On-line sales | 8 | 2 | 25% |
| Direct Sales to Restaurants | 8 | 1 | 13% |
| Direct Sales to Schools | 8 | 0 | 0 |
| Direct Sales to Retail | 8 | 1 | 13% |

| | | | |
|---|---|---|---|
| Produce Distributors | 8 | 0 | 0 |
| GG Terminal Market Wholesalers | 8 | 3 | 38% |
| Packing House | 8 | 0 | 0 |
| Broker | 8 | 3 | 38% |

| **Product and Delivery** | **n** | **Yes** | **Percent of total** |
|---|---|---|---|
| Do you have any unharvested product due to labor shortages? | 7 | 1 | 14% |
| Do you have refrigerated storage space? | 7 | 3 | 43% |
| Do you share a product delivery system with other farmers or growers? | 7 | 0 | 0 |
| Do you use a third party provider for delivery? | 8 | 1 | 13% |
| Do you deliver your own products? | 8 | 5 | 63% |
| Do you participate in any form of group sales? | 8 | 1 | 13% |
| Do you perform additional processing or packaging? | 8 | 3 | 38% |
| Do you have the capacity to do additional processing? | 8 | 2 | 25% |
| Are you interested in processing your products for value added products? | 6 | 1 | 17% |
| Do you sell to a distribution company, multi-unit retailer, or a processing company? | 7 | 3 | 43% |
| Would you contract grow? | 7 | 3 | 43% |
| Would you participate in a cooperative production planning system? | 7 | 3 | 43% |
| Is it important to you get your products to San Mateo County buyers? | 7 | 4 | 57% |

| **Barriers to New Markets** | **n** | **Yes** | **Percent of total** |
|---|---|---|---|
| Increased operating costs | 5 | 3 | 60% |
| Operating credit | 5 | 0 | 0 |
| Acquiring land | 5 | 0 | 0 |
| Water | 5 | 2 | 40% |
| Labor | 5 | 2 | 40% |
| Access to markets | 5 | 1 | 20% |
| Transportation to markets | 5 | 1 | 20% |
| Environmental regulations | 5 | 1 | 20% |
| Other government regulations | 5 | 1 | 20% |
| Unsold production | 5 | 1 | 20% |

| **Interest in Fee For Service Facilities** | **n** | **Yes** | **Percent of total** |
|---|---|---|---|
| Aggregation Center | 2 | 1 | 50% |
| Refrigerated Storage | 2 | 0 | 0 |
| Freezer storage | 2 | 0 | 0 |
| Commercial kitchen | 2 | 0 | 0 |
| Drying facility | 2 | 0 | 0 |
| Smoke House | 2 | 0 | 0 |
| Produce washing & packing | 2 | 0 | 0 |
| Poultry/Meat Wrapping | 2 | 0 | 0 |
| Indoor/outdoor year-round farmers market | 2 | 1 | 50% |

| “As Fresh As It Gets” | n | Yes | Percent of total |
|---|---|---|---|
| Are you aware of this campaign? | 7 | 6 | 86% |
| Do you think a local marketing campaign can impact your sales? | 7 | 4 | 57% |
| Do you currently use the “As Fresh As It Gets” logo on your sales materials? | 7 | 2 | 29% |

## Vineyards

**n = 4**

| About the Farm | n | Sum | Average | Median | Range |
|---|---|---|---|---|---|
| How many acres of tillable land do you have available? | **4** | **184** | **43** | **18** | **1-150** |
| How many acres are currently in production? | 4 | 101.72 | 25.43 | 13.5 | .72-75 |

| Farming Practices | n | Yes | Percent of total |
|---|---|---|---|
| Conventional | 4 | 1 | **25%** |
| Certified Organic | 4 | 0 | 0% |
| Sustainable | 4 | 3 | 75% |
| What are your primary agricultural products? | Wine grapes (4) | | |

| Marketing Channels | n | Yes | Percent of total |
|---|---|---|---|
| Farm Stand | 3 | 0 | 0% |
| Farmers Market | 3 | 0 | 0% |
| CSA | 3 | 0 | 0% |
| On-line sales | 3 | 2 | 33% |
| Direct Sales to Restaurants | 3 | 2 | 67% |
| Direct Sales to Schools | 3 | 0 | 0% |
| Direct Sales to Retail | 3 | 0 | 0% |
| Produce Distributors | 3 | 0 | 0% |
| GG Terminal Market Wholesalers | 3 | 0 | 0% |
| Packing House | 3 | 0 | 0% |
| Brokers | 3 | 1 | 33% |

| Product and Delivery | n | Yes | Percent of total |
|---|---|---|---|
| Do you have any unharvested product due to labor shortages? | 4 | 0 | 0% |
| Do you have refrigerated storage space? | 4 | 1 | 25% |
| Do you share a product delivery system with other farmers or growers? | 4 | 0 | 0% |
| Do you use a third party provider for delivery? | 4 | 2 | 50% |
| Do you deliver your own products? | 4 | 2 | 50% |
| Do you participate in any form of group sales? | 4 | 0 | 0% |
| Do you perform additional processing or packaging? | 3 | 0 | 0% |
| Do you have the capacity to do additional processing? | 4 | 0 | 0% |
| Are you interested in processing your products for value added products? | 3 | 1 | 33% |
| Do you sell to a distribution company, multi-unit retailer, or a processing company? | 3 | 0 | 0% |
| Would you participate in a cooperative production planning system? | 4 | 1 | 25% |
| Is it important to get your products to San Mateo County buyers? | 4 | 3 | 75% |
| Would you contract grow? | 4 | 1 | 25% |

| Barriers to New Markets | n | Yes | Percent of total |
|---|---|---|---|
| Increased operating costs | 4 | 1 | 25% |
| Operating credit | 4 | 0 | 0% |
| Acquiring land | 4 | 0 | 0% |
| Water | 4 | 0 | 0% |
| Labor | 4 | 1 | 25% |
| Access to markets | 4 | 3 | 75% |
| Transportation to markets | 4 | 2 | 50% |
| Environmental regulations | 4 | 2 | 50% |
| Other government regulations | 4 | 1 | 25% |
| Unsold production | 4 | 0 | 0% |

| Interest in Fee for Service Facilities | n | Yes | Percent of total |
|---|---|---|---|
| Aggregation Center | 3 | 0 | 0% |
| Refrigerated Storage | 3 | 1 | 33% |
| Freezer storage | 3 | 1 | 33% |
| Commercial kitchen | 3 | 0 | 0% |
| Drying facility | 3 | 0 | 0% |
| Smoke House | 3 | 0 | 0% |
| Produce washing & packing | 3 | 0 | 0% |
| Poultry/Meat Wrapping | 3 | 0 | 0% |
| Indoor/outdoor year-round farmers market | 3 | 1 | 33% |
| Other ideas or suggestions: | 3 | None | |

| "As Fresh As It Gets" | n | Yes | Percent of total |
|---|---|---|---|
| Are you aware of this campaign? | 4 | 2 | 50% |
| Do you think a local marketing campaign can impact your sales? | 4 | 1 | 25% |
| Do you currently use the "As Fresh As It Gets" logo on your sales materials? | 4 | 0 | 0% |
| Do you have any other comments? | None | | |

# Buyers Survey

## School Food Service

N=7

| About the School District | n | Sum |
|---|---|---|
| How many students are enrolled in your school district? | 4 | 24,946 |
| What percent of students are eligible for free/reduced meals? | 4 | |
| How many student meals do you prepare per day in your school district? | 3 | 7,600 |
| How many schools in the district have full kitchens? | 3 | 16 |
| How many schools in your district prepare all meals on site? | 7 | 35 |
| How many schools in your district prepare some meals on site? | 7 | 9 |
| How many schools in your district prepare no meals on site? | 7 | 4 |
| What is your ADP for breakfast? | 6 | 9,103 |
| What is your ADP for lunch? | 7 | 172,212 |

| | | |
|---|---|---|
| What is your ADP for dinner? | 1 | 50 |
| What is your ADP for snack? | 3 | 2,664 |

| **Capacity and Management** | **n** | **Yes** | **Percent of total** |
|---|---|---|---|
| Do you operate a central kitchen? | 7 | 3 | 43% |
| Is your school food service self-managed? | 7 | 4 | 57% |
| Is your school food service contract managed? | 7 | 3 | 43% |
| Are you required to submit competitive bids to purchase a product? | 7 | 5 | 71% |
| Do you have a Salad Bar in your cafeteria? | 6 | 3 | 50% |
| Do you buy directly from San Mateo County Farmers? | 7 | 0 | 0 |
| Do your vendors identify the farm/ranch/seafood source on their invoice? | 5 | 0 | 0 |
| Would you give preference to purchasing San Mateo County grown produce? | 4 | 3 | 75% |

| Produce distributors used (n=7) | **Yes** | **Percent of total** |
|---|---|---|
| Freshpoint | 3 | 43% |
| Rhoerer Brothers | 2 | 29% |
| Bella Fresca | 1 | 14% |
| Day Light Foods | 1 | 14% |
| Food 4 Thought | 1 | 14% |
| LA Specialty | 1 | 14% |
| Parkview Produce | 1 | 14% |
| Sysco | 1 | 14% |

| **Annual purchases** | **n** | **Sum** |
|---|---|---|
| Vegetables? | 1 | 53,000 |
| Fruit? | 0 | |
| Meat Products? | 0 | |
| Seafood? | 0 | |
| Dairy (not milk)? | 1 | 78,000 |
| Eggs? | 0 | |

| **Percentage breakdown** | **n** | **Average** | **Median** |
|---|---|---|---|
| Vegetables? - %fresh | 6 | 78% | 90% |
| Vegetables? - %Frozen | 5 | 9% | 8% |
| Fruit? - %fresh | 5 | 92% | 95% |

| | | | |
|---|---|---|---|
| Fruit? - %Frozen | 4 | 8% | 5% |
| Meat Products? - %fresh | 4 | 5% | 5% |
| Meat Products? - %Frozen | 5 | 95% | 95% |
| Seafood? - %fresh | 5 | 2% | 0% |
| Seafood? - %Frozen | 4 | 25% | 3% |
| Dairy? - %fresh | 5 | 89% | 95% |
| Dairy? - %Frozen | 2 | 28% | 28% |
| Eggs? - %fresh | 3 | 40% | 25% |
| Eggs? - %Frozen or Cracked | 4 | 68% | 85% |
| What % of your fresh produce purchase is pre-cut? | 6 | 42% | 35% |

| **Top product purchase** | **n** | **Response** |
|---|---|---|
| What are the 6 top produce and 3 top fruit products the schools purchased in 2012? | 7 | Lettuce/salad greens (8); oranges (8); apples (7); carrot (6); cherry tomato and banana (4); broccoli and pepper (2); celery, jicama, potatoes, onions, strawberries, pears, cucumbers, grapes (1) |
| What are the top pre-cut vegetables and fruits the schools purchased in 2012? | 6 | Carrot (8); salad greens (7); apple (3); jicama (2); cucumber, celery, broccoli, banana, tomato, orange, and mushroom (1) |

| **Barriers to purchasing local product** | **n** | **Yes** | **Percent of total** |
|---|---|---|---|
| Inconsistent quality | 6 | 1 | 17% |
| Too much effort | 6 | 2 | 33% |
| Unreliable delivery | 6 | 2 | 33% |
| Cost | 6 | 3 | 50% |
| Lack of a food safety plan | 6 | 2 | 33% |
| Products not available during certain time of the year | 6 | 2 | 33% |
| Do not meet pack specifications | 6 | 1 | 17% |
| Do not meet grading specifications. | 6 | 1 | 17% |

| **"As Fresh As It Gets"** | **n** | **Yes** | **Percent of total** |
|---|---|---|---|
| Are you aware of this campaign? | 7 | 2 | 29% |
| Do you think a local marketing campaign can impact your student/parent interest in your school lunch program? | 7 | 5 | 71% |
| Do you currently use the "As Fresh As It Gets" logo in cafeteria signage? | 7 | 0 | 0% |
| Do you think the "Fresh as it Gets" logo displayed in your school rooms | 7 | 3 | 43% |

| | | | |
|---|---|---|---|
| would help increase students' participation? | | | |
| Does your school participate in Farm2School program? | 6 | 2 | 33% |
| Any other questions or comments? | Cannot get produce in the area | | |

## Other Food Service

n=15

| About the Food Service | n | |
|---|---|---|
| Type of Business | 15 | Restaurant (6); hospital (4); food service management (2); corporate cafeteria (1); college (1); hotel (1) |

| About the Food Service | n | Sum | Average | Range |
|---|---|---|---|---|
| How many total meals do you serve daily, including staff meals? | 10 | 15,570 | 1,557 | 50-10,000 |
| How many days per year are you open? | 13 | 4,557 | 328 | 200-365 |

| Capacity and Management | n | Yes | Percent of total |
|---|---|---|---|
| Buying decisions are made at the corporate level? | 14 | 8 | 57% |
| Buying decisions are made at the local level? | 14 | 6 | 42% |
| Purchasing is done order to order? | 14 | 10 | 71% |
| Purchasing is done contract? | 14 | 6 | 42% |
| Do you shop at a Local Farmers Market for your operation? | 13 | 5 | 38% |
| Do you shop at a Local Farmers Market for your home use? | 13 | 11 | 85% |
| If your institution doesn't currently buy local products, are you open to sourcing locally produced products? | 11 | 11 | 100% |

| Distributors Used by Food Service (n=13) | | | | | |
|---|---|---|---|---|---|
| **Produce** | **Yes** | **Percent of total** | **Seafood** | **Yes** | **Percent of total** |
| Greenleaf Produce | 4 | 31% | Direct From Ports | 3 | 23% |
| FreshPoint | 3 | 23% | US Foodservice | 3 | 23% |
| San Francisco Specialty | 3 | 23% | Exclusive Fresh Fish | 2 | 15% |
| Bay Cities, BiRite, Chef Choice, Earl's Organics, Sysco, Veritable Vegetable, UU Foodservice | 1 | 8% | LusAmerica Seafood | 2 | 15% |
| | | | Aloha Seafood, DelMonte, Newport Fish Company, Sysco,Vince's Shellfish, Water2Table | 1 | 8% |

| Top product purchase | n | Response |
|---|---|---|
| What are most used vegetable products? (Please list up to nine.) | 14 | Greens (22); tomato (14); carrot, onion, potato, and squash (8); broccoli (5); herbs (4); celery, mushroom and pepper (3); artichoke, avocado, beets, corn and garlic (2) |
| What are most used fruit products? (Please list up to four.) | 14 | Citrus (13); pom fruit (9); berries and melon (8); banana (5); pineapple (4); stone fruit (3); tomato (2); date (1) |

| Purchasing local product | n | Yes | Percent of total |
|---|---|---|---|
| Do you care about the source/location of the products you purchase? | 14 | 14 | 100% |
| Do you want your suppliers to identify the source and location of products you purchase? | 14 | 14 | 100% |
| Do your customers ask if the product is local? | 15 | 14 | 93% |
| Would you give preference to the supplier that gives the source & location of products you purchase? | 14 | 13 | 94% |
| Would you give preference to the supplier that source identifies products from San Mateo County producers? | 14 | 12 | 86% |
| Do you promote the use of local products to your customers? | 15 | 14 | 93% |
| Are you purchasing vegetable, eggs, meat or fish direct from any San Mateo County producers? (e.g. farmer/rancher/fishermen) | 15 | 8 | 53% |

| Barriers to purchasing local product | n | Yes | Percent of total |
|---|---|---|---|
| Inconsistent quality | 10 | 5 | 50% |
| Too much effort | 10 | 4 | 40% |
| Unreliable delivery | 10 | 6 | 60% |
| Cost | 10 | 6 | 60% |
| Lack of a food safety plan | 10 | 6 | 60% |
| Products not available during certain time of the year | 10 | 7 | 70% |
| Do not meet pack specifications | 10 | 1 | 10% |
| Do not meet grading specifications | 10 | 2 | 20% |

| Strategies to address barriers | n | Yes | Percent of total |
|---|---|---|---|
| Lists of suppliers and products from local farmer/ranchers/fishermen | 12 | 10 | 83% |
| More information about Health and safety information for purchasing local foods | 12 | 6 | 50% |
| Regulatory information: (clarification/more information on rules about buying directly from farmers, ranchers. fishermen) | 12 | 7 | 58% |
| Assistance in developing a system for buying from local sources | 12 | 8 | 67% |
| Being able to buy from multiple local produces on one purchase order | 12 | 6 | 50% |

| **“As Fresh As It Gets”** | **n** | **Yes** | **Percent of total** |
|---|---|---|---|
| Are you aware of this campaign? | 13 | 10 | 77% |
| Do you think a local marketing campaign can impact your sales? | 10 | 7 | 70% |
| Do you currently use the “As Fresh As It Gets” logo on your sales materials? | 13 | 2 | 15% |
| Do you think the “As Fresh as it Gets” label on your marketing materials would help increase your sales? | 11 | 5 | 45% |
| Do you participate in any other marketing campaign? | 12 | 4 | 33% |