

# 2015 NATIONAL FOOD HUB SURVEY



MSU CENTER *for* REGIONAL FOOD SYSTEMS



The 2015 National Food Hub Survey is research being conducted by a collaborative group at Michigan State University's Center for Regional Food Systems and the Wallace Center at Winrock International. These groups are leading a collaborative national research effort to identify economic growth trends for food hubs across the nation and monitor changes in services offered and the variety of customers served. The 2015 survey is based on the successes of the 2013 National Food Hub Survey and will represent the first time national longitudinal data will be available about food hubs.

Your participation in the 2015 National Food Hub Survey may...

- > Help shape national understanding of food hubs and informing future policy and program initiatives
- > Gain greater exposure for food hubs nationally and
- > Inform new potential relationships between food hubs, investors and grant makers looking to find success

As we continue to grow our knowledge of food hubs, we hope to share with others the aggregated information from this survey. However, we will not disclose your answers or any information identifiable to you or your organization. Your participation in this research study is voluntary and your answers will be kept confidential to the extent of the law. If you completed the 2013 National Food Hub Survey, your answers from 2013 will be combined with your 2015 answers. Any contact information is being collected only for potential follow-up. You may choose not to participate and/or withdraw from the study at any time without penalty. The survey takes about 60 minutes to complete and you don't have to answer any questions you don't want to. Finally, you must be 18 years or older to participate in this survey.

If you have any questions, you may contact Jill Hardy, Graduate Affiliate with Michigan State University's Center for Regional Food Systems at [hardyjil@msu.edu](mailto:hardyjil@msu.edu) or 517-775-6507, Rich Pirog at [rspirog@msu.edu](mailto:rspirog@msu.edu) Senior Associate Director MSU Center for Regional Food Systems or you may write to Dr. Michael Hamm, 312B Natural Resources, MSU, East Lansing, MI 48824.

You will be entered into drawing for one of two \$100 Amazon gift cards upon completion of the survey.

The survey is optimized for completion via web. Be aware, depending on your answers, you may not see all the categories shown on the paper survey for the same question on the web. For example, on the web if you indicate your food hub does not sell to consumers directly, we will not ask you about SNAP benefits. This paper version is intended to assist you in filling out the online version and is not perfectly comparable to the web survey. However, if you prefer to complete the survey on paper, you may **fax your completed survey to Jill Hardy at (517)353-3834 or mail it to us at:**

**Jill Hardy**  
**Center for Regional Food Systems**  
**Michigan State University**  
**480 Wilson Road**  
**Natural Resources Building**  
**East Lansing, MI 48824**

## **Background Information**

### Q1\_1

First, we'd like to collect your contact information, some history on your food hub's establishment, time in operation and basic business structure.

Name of respondent: \_\_\_\_\_  
Position/title of respondent: \_\_\_\_\_  
Best phone number: \_\_\_\_\_  
Email for respondent: \_\_\_\_\_

### Q1\_2

Name of Food Hub: \_\_\_\_\_  
Street Address: \_\_\_\_\_  
City: \_\_\_\_\_  
State: \_\_\_\_\_  
Zip Code: \_\_\_\_\_

Q1\_3

What year was your food hub established? \_\_\_\_\_

Q1\_4

Which of the following best represents the current legal status of your food hub?

- Non-Profit
- Producer Cooperative
- Consumer Cooperative
- Producer-Consumer Cooperative
- S Corp
- C Corp
- B Corp
- LLC
- L3C
- Publicly Owned
- No Formal Legal Structure
- Other (specify) \_\_\_\_\_

Q1\_5

Which of the following business models best describes your food hub?

- farm-to-business or institution model
- farm-to-consumer model
- hybrid model: part farm-to-business or institution and part farm-to-consumer

Q1\_6

How accurately does the model you selected in Q1\_5 describe your food hub's business model?

- Extremely accurately → **Go to Q1\_8**
- Somewhat accurately
- Not very accurately
- Not accurately at all

Q1\_7

How would you better describe your food hub's business model and why do you think the model you suggest fits your hub better?

→ **If you indicated your food hub fits the farm to business or institution business model, answer Q1\_8.**

Q1\_8

Does your food hub sell directly to consumers at all?

- Yes
- No

Q1\_9

Does your food hub act as a broker, that is arranging or negotiating the sale of products for a fee or commission without taking physical possession of products, for some or all of your suppliers/producers or transactions?

- No, we do not broker products → **Go to Q1\_12**
- Yes, we broker all of our products
- Yes, we broker some of our products

Q1\_10

Thinking about the products you broker, which statement best reflects the way your food hub keeps financial records?

Our food hub's financial records...

- keep track of the value of the products we broker
- keep track of part of the value of the products we broker
- do not keep track of the value of the products we broker

Q1\_11

Your answers will help us tailor the survey for food hubs that act as brokers.

Since the way your food hub may keep track of the value of products sold differently than food hubs that take possession of product, we may have some additional instructions for you as you move through the survey.

We appreciate your extra effort in providing a more complete picture of the total impact of food hubs.

Q1\_12

Does your food hub aggregate and/or distribute food year-round?

- Yes → **Go to Mission & Community**
- No

Q1\_13

During what months did your food hub aggregate and distribute food during 2014?

- January
- February
- March
- April
- May
- June
- July
- August
- September
- October
- November
- December
- Not applicable (please explain) \_\_\_\_\_

## Mission & Community

Now, we've got a few questions about your food hub's mission and community outreach. Your candid answers are very important to this research. There are many models for food hubs and there are no right or wrong answers to any questions. Remember, we will never report answers about a specific food hub.

→ **If you did not complete the survey in 2013, go to Q2\_2**

Q2\_1

Has your food hub's mission been revised or changed since 2013?

- Yes
- No → **Go to Q2\_3**

Q2\_2

What is your food hub's mission?

Q2\_3

Thinking about your food hub's stated mission and your food hub's current day-to-day operations and programs, how intentionally related are they to...

	Our food hub's mission is intentionally related to...			Our food hub's day-to-day operations and programs are intentionally related to...		
	Not related	Somewhat related	Strongly related	Not related	Somewhat related	Strongly related
Improving human health in your community or region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing healthy or fresh food access to economically disadvantaged communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Addressing racial disparities through access to healthy food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing specifically small or medium sized farmers and ranchers access to markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing specifically minority producers or suppliers access to markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training producers or suppliers in business or marketing practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training farmers or ranchers in best production practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	Our food hub's mission is intentionally related to...			Our food hub's day-to-day operations and programs are intentionally related to...		
	Not related	Somewhat related	Strongly related	Not related	Somewhat related	Strongly related
Ensuring producers or suppliers receive a fair price for their product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring food hub employees receive a fair wage (leave blank if you do not have paid employees)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting environmentally sensitive production practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting good animal welfare practices (leave blank if you do not sell animal products)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2\_6 During the past two years, that is since 2013, which of the following services or activities has your hub offered to the community?

	Offered	Not offered
Paid employment opportunities for youth	<input type="radio"/>	<input type="radio"/>
Accepting SNAP benefits	<input type="radio"/>	<input type="radio"/>
Accepting WIC or FMNP benefits	<input type="radio"/>	<input type="radio"/>
Matching programs for SNAP benefits	<input type="radio"/>	<input type="radio"/>
Nutrition or cooking education	<input type="radio"/>	<input type="radio"/>
Health screenings	<input type="radio"/>	<input type="radio"/>
Transportation services for consumers to access your operation	<input type="radio"/>	<input type="radio"/>
Operating a mobile market	<input type="radio"/>	<input type="radio"/>
Subsidized farm shares	<input type="radio"/>	<input type="radio"/>
Education about community and food systems issues	<input type="radio"/>	<input type="radio"/>
Education for programs in community or school gardening	<input type="radio"/>	<input type="radio"/>
Food donation to local food pantries/banks	<input type="radio"/>	<input type="radio"/>
Other community services or activities	<input type="radio"/>	<input type="radio"/>

Q2\_7

What other community services or activities does your food hub offer?

## Employees & Volunteers

Next, we'll collect information about people who help the food hub function and on how your food hub trains and develops its employees.

→ **If you did not complete the survey in 2013, go to Q3\_2**

Q3\_1

In 2013, you gave us information about your food hub's senior manager. Is this person still your senior manager?

- Yes → **Go to Q3\_3**
- No

Q3\_2

What is the age of your food hub's most senior manager? \_\_\_\_\_

Q3\_3

What is your food hub's most senior manager's education level?

- Did not graduate from high school → **Go to Q3\_5**
- High school graduate or GED → **Go to Q3\_5**
- Technical or vocational school
- Some college
- 2 year college degree
- 4 year college degree
- Graduate or professional degree
- Do not know

Q3\_4

What was your most senior manager's major or area of study for the highest degree earned?

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Q3\_5

	How many years of experience does your most senior manager have in the following food hub functions?						Check this box if your senior manager had formal training such as classes, seminars or conferences in this area
	No experience	Less than one year	1 to less than 3 years	3 to less than 5 years	5 to less than 10 years	10 years or more	
Warehousing/distribution of food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Management, including financial planning and capital investments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Food processing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Food marketing and sales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Food retail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Production (either as a producer or providing professional services to producers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Utilizing other, food hub related skills (please specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>

Q3\_6

Next, we'd like to know about how your food hub is staffed.

Please indicate how many people are currently employed for pay in the following categories. If you do not have a particular category of employee, check 'No employees in this category'.

	Total Number of Employees	Number of Female Employees	Number of Employees Who are People of Color (non-Caucasian)	No employees in this category
Full, part-time or seasonal management				<input type="radio"/>
Full-time year round paid non-management employees				<input type="radio"/>
Part-time year round paid non-management employees				<input type="radio"/>
Seasonal paid non-management employees				<input type="radio"/>
Other paid staff (specify)				<input type="radio"/>

Q3\_7

Please indicate how many non-paid food hub staff are in the following categories. If you do not have a particular category of non-paid staff, check 'No employees in this category'.

	Total Number Non-paid Staff	No non-paid staff in this category
Unpaid interns/apprentices		<input type="radio"/>
Cooperative member volunteers		<input type="radio"/>
Regular volunteers		<input type="radio"/>
Occasional volunteers		<input type="radio"/>
Other (please specify)		<input type="radio"/>

Q3\_8

In 2014, did your food hub use consultants? Check all types of consultants that apply.

- Professional paid consultants
- Professional non-paid consultants from trade or business organizations, universities, state government, non-profits, etc.
- Informal consultations with other experts

Q3\_9

In the last two years, that is since 2013, other than on-the-job training, what kinds of training did your food hub offer to your staff? Please check the kinds of training offered to each type of staff.

	Formal training with written training manuals or materials at the time of hire/intake	Periodic or occasional on-site formal training	Periodic or occasional off-site formal training	Attend conferences
Senior management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower level management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paid non-management staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Infrastructure & Services

This section will ask about the type, size and ownership of infrastructure for your food hub and services that your food hub may provide to producers and suppliers.

### Q4\_1

Which the following types of physical assets does your food hub currently own, rent or lease from others and currently use? Check all that apply.

- Warehouse
- Office space for the hub
- Processing facilities
- Trucks, vans or other delivery vehicles
- On-line ordering system
- Rental space for other businesses
- Retail space for the hub
- Licensed shared use kitchen
- Other (specify) \_\_\_\_\_
- None of the above

→ **Answer Q4\_2 if your food hub has warehouse(s)**

### Q4\_2

What is the total square footage of warehouse space your food hub currently uses? We are only concerned with your food hub's total warehouse space. If your food hub uses more than one warehouse and if it is easier for you, you can enter the square footage for up to 4 warehouses separately. Do not include processing facilities, office space or shared use kitchen.

\_\_\_\_\_ Warehouse 1  
\_\_\_\_\_ Warehouse 2  
\_\_\_\_\_ Warehouse 3  
\_\_\_\_\_ Warehouse 4

→ **Answer Q4\_3 if your food hub has a shared use kitchen**

### Q4\_3

Who can use your food hub's licensed shared use kitchen? Check all that apply.

- Food hub's current producers or suppliers
- Mature food businesses who are not currently the food hub's producers or suppliers
- Potential, incubator or start up food businesses who are not currently the food hub's producers or suppliers
- Community organizations or public for parties, events, fundraisers, etc.

→ **Answer Q4\_4 if your food hub has processing facilities**

Q4\_4

Briefly list the types of equipment your food hub's processing facilities have.

→ Answer Q4\_5 if your food hub has trucks, vans or other delivery vehicles

Q4\_5

How many trucks, vans or other delivery vehicles does your food hub currently use?

\_\_\_\_\_ Trucks, vans or other delivery vehicles

Q4\_6

Does your food hub offer transportation services for producers such as picking up product from farms for distribution? Please include transport via contract transportation if your food hub arranges for the contractor.

- Yes
- No

Q4\_7

Which one of the following statements best represents the level of involvement that your food hub has in packing/boxing product by selecting the answer that most closely fits with your operation:

- Most of the products received or picked up by the food hub have already been packed/boxed on farm in accordance with buyer specifications
- Most of the products received or picked up by the food hub will require additional packing/boxing to occur at the food hub facility in order to meet buyer specifications
- The food hub facility handles roughly an equal share of products that are already packed/boxed and products that need additional packing/boxing to meet buyer specifications
- Other (specify) \_\_\_\_\_



Q4\_8

About what percentage of the products you received or picked up by your food hub from producers/suppliers require additional packing or boxing to meet buyer specifications?

\_\_\_\_\_ % products that require additional packaging

Q4\_9

Which of the following services or activities does your hub offer?

	Offered	Not Offered
Aggregation	<input type="radio"/>	<input type="radio"/>
Distribution services	<input type="radio"/>	<input type="radio"/>
Packaging/Repackaging	<input type="radio"/>	<input type="radio"/>
Product storage	<input type="radio"/>	<input type="radio"/>
Canning	<input type="radio"/>	<input type="radio"/>
Freezing	<input type="radio"/>	<input type="radio"/>
Cutting	<input type="radio"/>	<input type="radio"/>
Other processing (specify)		
_____	<input type="radio"/>	<input type="radio"/>
_____		

## 2014 Financial Information

Next, we'll ask about your food hub's revenue, including gross sales by category and customer type. Then we'll ask about expenses and funding.

We recognize that this section of the survey is the longest section and takes some time to complete. Your answers to this section are extremely important to continue benchmarking food hub activities nationally and to provide food hubs with accurate business information. It is our hope that the data collected from this survey will be to the benefit of all food hubs.

It may be useful to have financial records available to complete this part of the survey. As a reminder, all information you give us will be kept confidential and will only be reported in aggregate.

Q5\_1

Does your food hub currently have a/an...

Check all that apply.

- Monthly cash flow analysis
- Balance sheets for up to the past three years or all the years of operation; whichever is less
- Income statement for up to the past three years or all the years of operation; whichever is less
- Written business plan updated within the last 12 months
- Written marketing plan updated within the last 2 years

Q5\_2

Do the financial records you are using to complete this survey...

- Reflect only the food hub's finances → **Go to Q5\_5**
- Reflect a larger organization, but I can separate out the food hub's finances
- Reflect a larger organization, and I can't separate out the food hub's finances
- Reflect something else (specify) \_\_\_\_\_

Q5\_3

Please explain the relationship between your food hub and the larger organization.

→ Read Q5\_4 if you can't separate your food hub's finances from the larger organization or if your financial records reflect something else in Q5\_2.

Q5\_4

It's O.K. if your food hub's finances can't be separated from the larger organization's or if your food hub's finances reflect some other structure. Your answers are still important. If you can't separate out the food hub's finances, you can estimate the food hub's expenses or provide information about the larger organization.

If you still have questions please contact Jill Hardy, graduate research associate at 517-775-6507 or email [hardyjil@msu.edu](mailto:hardyjil@msu.edu).

To complete the financial section will you be...

- Making an estimate of the food hub's finances
- Reporting financials for the entire organization

Q5\_5

Please answer all financial questions with 2014 calendar year financial information unless otherwise specified.

First, what was your food hub's total revenue, in dollars, for the 2014 calendar year? Total revenue or gross receipts can include income from all sources including gross sales, grants, donations and loans.

\$ \_\_\_\_\_

***NOTE: In the web survey, some values you provide will be used to make later questions easier to answer by using sums or differences to total things up automatically. Be aware that we can't replicate that very well on paper and, on the web, if you skip some answers, follow up questions may not display correctly.***

***More importantly, the financial questions are critical to the creation of business ratios that can tell us how food hubs are doing financially, so your answers are very important. A good estimate is preferable to no answer.***

→ If you do not act as a broker go to Q5\_10.

Q5\_7

Just to double check, does your food hub's total revenue from Q5\_5 include the value of the products you brokered for a fee or commission?

- Yes → **Go to Q5\_10**
- It includes part of the value of the brokered products
- No

Q5\_8

Since your food hub's total revenue from Q5\_5 does not include the value of or includes only part of the value of the products you brokered for a fee or commission, we'll need a proxy for all or part of gross product sales.

Please estimate the amount, in dollars, all your producers and suppliers received from all their customers for all the products you assisted them in selling that is not included in your food hub's total revenue from Q5\_5.

\$ \_\_\_\_\_

→ If you answered 'No' to Q5\_7 meaning your hub acts as a broker and your total revenue from Q5\_5 does not include the value of the products you brokered for a fee or commission go to Q5\_12.

Q5\_10

Of your food hub's total 2014 revenue from Q5\_5, what amount, in dollars, accounted for total gross product sales?

\$ \_\_\_\_\_

→ **Instruction 1**

**Add the values in Q5\_8 and Q5\_10.**

\$ \_\_\_\_\_

**As a reminder, for upcoming questions Q5\_12 to Q5\_17, the totals in dollars should add up to this number. On the web, these will sum automatically and tell you when you have the correct amount.**

Q5\_12

Next, let's divide up your food hub's total gross product sales by various product categories.

Would you like to answer this question using...

- Dollar amounts
- Percentage of total gross product sales → **Go to Q5\_14**

Q5\_13

What was your food hub's gross product sales, in dollars, in the 2014 calendar year for the following categories?

If your food hub acts as a broker for some or all products, please include the value of the sales of those products. If you don't know the exact amount, please make an estimate.

- \$\_\_\_\_\_ Fresh produce and herbs
- \$\_\_\_\_\_ Processed produce (e.g., canned, frozen, dried)
- \$\_\_\_\_\_ Meat and poultry
- \$\_\_\_\_\_ Fish
- \$\_\_\_\_\_ Milk and other dairy products
- \$\_\_\_\_\_ Eggs
- \$\_\_\_\_\_ Grains, beans and/or flours
- \$\_\_\_\_\_ Baked goods/bread
- \$\_\_\_\_\_ Coffee/tea
- \$\_\_\_\_\_ Other processed or value-added food products (e.g., tomato sauces, honey, jams, etc.)
- \$\_\_\_\_\_ Non-food items (e.g., pet food, cleaning supplies, flowers, etc.)
- \$\_\_\_\_\_ Other (specify) \_\_\_\_\_
- \$\_\_\_\_\_ Other (specify) \_\_\_\_\_
- \$\_\_\_\_\_ Other (specify) \_\_\_\_\_

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- \$\_\_\_\_\_ **Total is value you calculated in Instruction 1 above**

Q5\_14

What was your food hub's gross product sales, as a percentage of total gross product sales, in the 2014 calendar year in the following categories?

If your food hub acts as a broker for some or all products, please include the value of the sales of those products. If you don't know the exact percentage, please make an estimate.

Please make the column add to 100%.

- \_\_\_\_\_ % Fresh Produce and herbs
- \_\_\_\_\_ % Processed produce (e.g., canned, frozen, dried)
- \_\_\_\_\_ % Meat and poultry
- \_\_\_\_\_ % Fish
- \_\_\_\_\_ % Milk and other dairy products
- \_\_\_\_\_ % Eggs
- \_\_\_\_\_ % Grains, beans and/or flours
- \_\_\_\_\_ % Baked goods/bread
- \_\_\_\_\_ % Coffee/tea
- \_\_\_\_\_ % Other processed or value-added food products (e.g., tomato sauces, honey, jams, etc.)
- \_\_\_\_\_ % Non-food items (e.g., pet food, cleaning supplies, flowers, etc.)
- \_\_\_\_\_ % Other (specify) \_\_\_\_\_
- \_\_\_\_\_ % Other (specify) \_\_\_\_\_
- \_\_\_\_\_ % Other (specify) \_\_\_\_\_

\_\_\_\_\_ **100% TOTAL**

Q5\_15

Now, let's divide up your food hub's total gross product sales by various types of customers.

Would you like to answer this question using...

- Dollar amounts
- Percentages of total gross product sales → **Go to Q5\_17**

Q5\_16

In the 2014 calendar year, what was your food hub's gross product sales, in dollars, to the following types of customers?

If your food hub acts as a broker for some or all products, please include the value of the sales of those products. If you don't know the exact amount please make an estimate.

- \$ \_\_\_\_\_ Large supermarkets or supercenters
  - \$ \_\_\_\_\_ Small local or regional supermarket chains
  - \$ \_\_\_\_\_ Corner stores, bodegas or small independent grocery stores
  - \$ \_\_\_\_\_ Food cooperatives
  - \$ \_\_\_\_\_ Buying clubs
  - \$ \_\_\_\_\_ On-line store
  - \$ \_\_\_\_\_ Your own storefront retail
  - \$ \_\_\_\_\_ CSA
  - \$ \_\_\_\_\_ Farmers markets
  - \$ \_\_\_\_\_ Mobile retail units
  - \$ \_\_\_\_\_ Restaurants, caterers, bakeries or corporate caterers
  - \$ \_\_\_\_\_ Distributors
  - \$ \_\_\_\_\_ Food processors
  - \$ \_\_\_\_\_ Pre-K food service
  - \$ \_\_\_\_\_ K - 12 school food service
  - \$ \_\_\_\_\_ Colleges/Universities
  - \$ \_\_\_\_\_ Hospitals
  - \$ \_\_\_\_\_ Nursing homes, retirement facilities or adult care
  - \$ \_\_\_\_\_ Other (specify) \_\_\_\_\_
  - \$ \_\_\_\_\_ Other (specify) \_\_\_\_\_
  - \$ \_\_\_\_\_ Other (specify) \_\_\_\_\_
- 
- \$ \_\_\_\_\_ Total is value you calculated in Instruction 1 above**

Q5\_17

In the 2014 calendar year, what was your food hub's gross product sales as a percentage of total gross product sales, to the following types of customers?

If your food hub acts as a broker for some or all products, please include the value of the sales of those products. If you don't know the exact percentage, please make an estimate.

Please make the column add to 100%.

- \_\_\_\_\_ % Large supermarkets or supercenters
- \_\_\_\_\_ % Small local or regional supermarket chains
- \_\_\_\_\_ % Corner Stores, bodegas or small independent grocery stores
- \_\_\_\_\_ % Food cooperatives
- \_\_\_\_\_ % Buying clubs
- \_\_\_\_\_ % On-line store
- \_\_\_\_\_ % Your own storefront retail
- \_\_\_\_\_ % CSA
- \_\_\_\_\_ % Farmers markets
- \_\_\_\_\_ % Mobile retail units
- \_\_\_\_\_ % Restaurants, caterers, bakeries or corporate caterers
- \_\_\_\_\_ % Distributors
- \_\_\_\_\_ % Food processors
- \_\_\_\_\_ % Pre-K food service
- \_\_\_\_\_ % K - 12 school food service
- \_\_\_\_\_ % Colleges/Universities
- \_\_\_\_\_ % Hospitals
- \_\_\_\_\_ % Nursing homes, retirement facilities or adult care
- \_\_\_\_\_ % Other (specify) \_\_\_\_\_
- \_\_\_\_\_ % Other (specify) \_\_\_\_\_
- \_\_\_\_\_ % Other (specify) \_\_\_\_\_

**100% TOTAL**

→ If you answered 'No' to Q5\_7, meaning you are a broker and you total revenue did not include gross product sales, go to Q5\_20

→ Instruction 2.

Subtract the value calculated in Instruction 1 from Q5\_5 (your food hub's total revenue)

\$ \_\_\_\_\_

As a reminder, for question Q5\_19, the total in dollars should add up to this number. On the web, these will sum automatically and tell you when you have the correct amount.

→ If the value calculated in Instruction 2 is 0, meaning your total gross product sales = total revenue, go to Q5\_22.



Q5\_18

From the calculation in Instruction 2, it looks like there is some revenue remaining. Let's account for that.

Was the additional 2014 revenue from...

Check all that apply.

- Commissions or broker fees not accounted for in product sales
- Other services and/or operations provided by the food hub
- Foundation grants
- Federal government funding
- State government funding
- Local government funding
- Renting space to other businesses
- Membership fees
- Income from other programs of the organization
- In-kind support
- Donations from businesses or organizations
- Donations from individuals
- Other (specify) \_\_\_\_\_

Q5\_19

What amount of revenue, in dollars, did you receive from each source in 2014?

If you don't know the exact amount please make an estimate.

- . \_\_\_\_\_
- \$ \_\_\_\_\_ Commissions or broker fees not accounted for in product sales
- \$ \_\_\_\_\_ Other services and/or operations provided by the food hub
- \$ \_\_\_\_\_ Foundation grants
- \$ \_\_\_\_\_ Federal government funding
- \$ \_\_\_\_\_ State government funding
- \$ \_\_\_\_\_ Local government funding
- \$ \_\_\_\_\_ Renting space to other businesses
- \$ \_\_\_\_\_ Membership fees
- \$ \_\_\_\_\_ Income from other programs of the organization
- \$ \_\_\_\_\_ In-kind support
- \$ \_\_\_\_\_ Donations from businesses/organizations
- \$ \_\_\_\_\_ Donations from individuals
- \$ \_\_\_\_\_ Other (specify) \_\_\_\_\_

\_\_\_\_\_

\$ \_\_\_\_\_ TOTAL is value from Instruction 2 above

→ Go to Q5\_22

Q5\_20

You indicated your food hub's total revenue did not include product sales. Was your food hub's 2014 revenue from...

Check all that apply.

- Commissions or broker fees not accounted for in product sales
- Other services and/or operations provided by the food hub
- Foundation grants
- Federal government funding
- State government funding
- Local government funding
- Renting space to other businesses
- Membership fees
- Income from other programs of the organization
- In-kind support
- Donations from businesses or organizations
- Donations from individuals
- Other (specify) \_\_\_\_\_

Q5\_21

What amount of revenue, in dollars, did you receive from each source in 2014?

If you don't know the exact amount please make an estimate.

- \$ \_\_\_\_\_ Commissions or broker fees not accounted for in product sales
- \$ \_\_\_\_\_ Other services and/or operations provided by the food hub
- \$ \_\_\_\_\_ Foundation grants
- \$ \_\_\_\_\_ Federal government funding
- \$ \_\_\_\_\_ State government funding
- \$ \_\_\_\_\_ Local government funding
- \$ \_\_\_\_\_ Renting space to other businesses
- \$ \_\_\_\_\_ Membership fees
- \$ \_\_\_\_\_ Income from other programs of the organization
- \$ \_\_\_\_\_ In-kind support
- \$ \_\_\_\_\_ Donations from businesses/organizations
- \$ \_\_\_\_\_ Donations from individuals
- \$ \_\_\_\_\_ Other (specify) \_\_\_\_\_

\_\_\_\_\_

\$ \_\_\_\_\_ TOTAL should equal total revenue from Q5\_5

Q5\_22

Now, we'll switch gears and account for expenses.

In the 2014 calendar year, what were your food hub's expenses in the following categories?

- \$ \_\_\_\_\_ Food and/or product purchases from producers/suppliers
- \$ \_\_\_\_\_ Packaging equipment and supplies
- \$ \_\_\_\_\_ Payments towards warehouse, processing, office and/or other facility space
- \$ \_\_\_\_\_ Payments toward trucks or other automotive equipment
- \$ \_\_\_\_\_ Gasoline and tolls
- \$ \_\_\_\_\_ Repair/maintenance
- \$ \_\_\_\_\_ Utilities
- \$ \_\_\_\_\_ Advertising and promotional materials
- \$ \_\_\_\_\_ Credit card and bank service charges
- \$ \_\_\_\_\_ Employee salary and benefits
- \$ \_\_\_\_\_ Other Administrative expenses (e.g., office supplies)
- \$ \_\_\_\_\_ Data and computer services
- \$ \_\_\_\_\_ All types of insurance including trucks, facilities, liability and workers compensation
- \$ \_\_\_\_\_ Consulting services (e.g., legal, business, marketing, accounting)
- \$ \_\_\_\_\_ Telecommunications
- \$ \_\_\_\_\_ Other (specify) \_\_\_\_\_
- \$ \_\_\_\_\_ Other (specify) \_\_\_\_\_
- \$ \_\_\_\_\_ Other (specify) \_\_\_\_\_

Q5\_23

Does the total of the above expenses represent your hub's total expenses for 2014?

- Yes
- No

Q5\_24

Please use this space to tell us about your hub's other expenses for 2014 including type and amount of expense.

→ If you completed the survey in 2013, go to Q5\_27

Q5\_26

The last few financial questions are about external funding, including loans.

How were funds secured to begin the operation of your food hub?

Select all that apply.

- Income from other programs of the organization
- Business loans
- Federal government funding
- State government funding
- Local government funding
- Foundation grants
- In-kind support
- Donations from organizations
- Donations from individuals
- Infrastructure provided by a government entity
- Membership fees
- Bank loans
- Private investors
- Organization's and/or founder's own capital
- Other (specify) \_\_\_\_\_

Q5\_27

Thinking about core food hub functions: aggregation, distribution and marketing of local foods, how dependent is your food hub on grant funding from public and/or private sources to carry out these core functions?

- Highly dependent – We could not carry out these core functions without considerable grant funding
- Somewhat dependent – We could carry out these core functions without grant funding but would need to scale back certain aspects of our operation (e.g., not working with certain producers or not service a particular market/customer base)
- Not at all dependent – We do not require any grant funding to carry out these core functions

Q5\_28

Please use this space to tell us more about your hub's level of reliance on grant funding from public and/or private sources.

Q5\_29

Has your food hub applied for debt capital or a loan within the last 2 years?

- Yes → **Go to Q5\_31**
- No

Q5\_30

Within the last 2 years, did your food hub meet with a lender to discuss debt capital or a loan?

- Yes → **Go to Producers and Suppliers**
- No → **Go to Producers and Suppliers**

Q5\_31

Regardless if you actually finalized the loan, was your food hub approved for some or all of the debt capital or loan for which you applied?

- No
- Yes, some of it
- Yes, all of it

## Producers and Suppliers

Thank you so much for your answers about finances. We understand the financial questions may have been difficult or time consuming to answer, so we appreciate your effort.

The remaining sections are less detailed.

This next section asks about the size, demographics and specific practices of your food hub's producers/suppliers.

First we have to make an important distinction. Most food hubs deal with product from producers, that is farms or ranches, or suppliers, that is enterprises that provide all other value added products. These producers and suppliers are not directly owned or managed by the food hub.

Some food hubs deal with product that comes from farms or ranches the food hub owns or manages, like incubator or demonstration farms. Still, other food hubs do both.

For purposes of the survey, please assume when we say producers/suppliers or farms/ranches, we are asking only about enterprises that are not directly owned or managed by the food hub unless otherwise stated.

Q6\_1

Please indicate the kinds of enterprises from which your food hub purchased or procured products in 2014.

Check all that apply.

- Farms or ranches not owned or managed by the food hub
- Food processors not owned or managed by the food hub
- A different food distributor
- The food hub's own farms, ranches and/or other enterprises such as processing facilities
- Non-food related businesses
- Other (specify) \_\_\_\_\_

**→ If you checked 'The food hub's own farms, ranches and/or other enterprises such as processing facilities' in Q6\_1 go to Q6\_2.**

**→ If you ONLY checked 'Farms or ranches not owned or managed by the food hub' in Q6\_1 go to Q6\_5, otherwise go to Q6\_4.**

Q6\_2

Do any of the following apply to your food hub's own farms or ranches? Check all that apply.

- At least some of the acreage is incubator or teaching farms or ranches
- At least some of the acreage is leased or rented to producers

Q6\_3

In 2014, how many distinct farming or ranching enterprises were renting, leasing or involved in the incubator or teaching farm at your food hub's own farms or ranches?

\_\_\_\_\_ Enterprises

**→ If you ONLY checked 'The food hub's own farms, ranches and/or other enterprises such as processing facilities' in Q6\_1, meaning your food hub only procured or purchased product from its own farms or ranches, go to Q6\_6**

Q6\_4

In 2014, from how many enterprises not owned or managed by the food hub did your food hub purchase or procure products?

By enterprises we mean farms, ranches, food processors, different food distributors, non-food related businesses, etc.

\_\_\_\_\_ Enterprises

Q6\_5

What percentage of the enterprises your food hub purchased or procured products from in 2014 would you say are owned or operated by:

\_\_\_\_\_ % Females

\_\_\_\_\_ % People of color (non-Caucasian)

Q6\_6

What percentage of the enterprises your food hub purchased or procured product from in 2014 would you say have been in operation for less than 10 years?

\_\_\_\_\_ % Percent in producers/suppliers in operation less than 10 years

Q6\_7 Does your food hub require, prefer or have no preference that the enterprises from which it purchases or procures products use each of the following practices? Include your food hub's own enterprises, if applicable. If your food hub does not deal with products that would be covered by a practice, please indicate 'not applicable'.

	Prefer	Require	No Preference	Not applicable
USDA Certified Organic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Certified Naturally Grown	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrated pest management (IPM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-Certified, but Practicing Organic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Free Range/Pasture Raised	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grass Fed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Antibiotic Free	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marine Stewardship Council Certified	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chemical Free	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good Agricultural Practices (GAP) or group GAP certified	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good Handling Practices (GHP) certified	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Certified Humane	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Animal Welfare Approved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fair Trade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other certification (specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



**→ If you did not check 'Farms or ranches not owned or managed by the food hub' in Q6\_1, meaning your food hub did not procure or purchase product farms or ranches not owned or managed by the food hub, go to Local & Regional Aspects**

Next, we'd like focus on only the farms and ranches your food hub directly purchased or procured products from during 2014.

Q6\_9

In 2014, from how many farms and ranches did you food hub directly purchase or procure products?

\_\_\_\_\_ Farms or ranches

Q6\_10

Generally speaking, small or mid-sized farms and ranches have gross annual sales less than \$500,000. Given that definition, how many of the farms or ranches, from whom your food hub directly purchases or procures products, are small or mid-sized?

- All
- Most
- Some
- Few
- None

**→ If you completed the survey in 2013, go to Q6\_12**

Q6\_11

Has the number of small and mid-sized farms and ranches from which your food hub purchases or procures increased, decreased or stayed basically the same over the life of the food hub?

- Increased a lot
- Increased a little
- Stayed basically the same
- Decreased a little
- Decreased a lot

Q6\_12

Has the number of small and mid-sized farms and ranches from which your food hub purchases or procures increased, decreased or stayed basically the same in the past two years, that is since 2013.

- Increased a lot
- Increased a little
- Stayed basically the same
- Decreased a little
- Decreased a lot

Q6\_13

What was the approximate total amount your food hub spent on purchases from small and mid-sized farms and ranches in 2014?

\$ \_\_\_\_\_ → If you entered a value here, go to Q6\_15

Q6\_14

It's OK if you don't know the dollar amount or you do not purchase product directly. It is helpful if you would estimate what percentage of the amount your food hub spent on or brokered in purchases of food and/or product that came from small or mid-sized farms or ranches.

\_\_\_\_\_ % from small or mid-sized producers

→ If you completed the survey in 2013, go to Q6\_16

Q6\_15

Over the life of your food hub, has the total amount your food hub spent each year on purchases from small and mid-sized farms and ranches...

- Increased a lot
- Increased a little
- Stayed basically the same
- Decreased a little
- Decreased a lot

Q6\_16

In the last two years, that is since 2013, has the total amount your food hub spent each year on purchases from small and mid-sized farms and ranches...

- Increased a lot
- Increased a little
- Stayed basically the same
- Decreased a little
- Decreased a lot

Q6\_17

Now, thinking about all the farms and ranches from which your food hub purchases or procures products...

Please indicate how many of the farms and ranches from which your food hub purchases or procures products have changed their enterprises in the following ways since working with your food hub:

	All farms/ ranches	Most farms/ ranches	Some farms/ ranches	Few farms/ ranches	No farms/ ranches	Unsure
Diversified their product offerings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adopted more sustainable production methods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hired additional people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased their financial literacy and/or business acumen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased acreage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Became GAP or group GAP certified	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Extended their growing season	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6\_18

What percentage of the farms or ranches your food hub aggregated and distributed product from in 2014 have been in operation for less than 10 years?

\_\_\_\_\_ Percent in farms/ranches in operation less than 10 years

### **Local & Regional Aspects**

You're almost done. This section asks where your producers, suppliers and customers are located geographically and how your food hub defines 'local'.

**→ Answer Q7\_1 if you ONLY checked 'The food hub's own farms, ranches and/or other enterprises such as processing facilities' in Q6\_1, meaning your food hub only procured or purchased product from its own farms or ranches.**

Q7\_1

You stated that all of the products your food hub distributes come from farms or ranches your food hub owns or operates.

Would you say that all of your food hub's farms and ranches are located within a 400 mile radius of the hub's main facility?

- Yes → **Go to Q7\_8 if you did not complete the survey in 2013. Go to Q7\_5 if you did complete the survey in 2013.**
- No

Q7\_2

Using a 400 mile radius from the hub as a definition of 'local', please indicate if your food hub carried exclusively local; only local when available; both local and non-local; exclusively non-local versions of the following product categories during 2014 or you do not carry the category.

	Exclusively local	Only local when available	Both local and non-local	Exclusively non-local	Do Not Carry
Fresh produce and herbs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Processed produce (e.g., canned, frozen, dried)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meat and poultry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fish	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Milk and other dairy products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eggs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grains, beans and/or flours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Baked goods/Bread	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coffee/Tea	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Processed or value added food products (e.g. tomato sauces, honey, jams, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-food items (e.g. pet food, cleaning supplies, flowers, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q7\_3 Next. We want to know about the geographic range of your producers and suppliers.

You can answer the next question(s) in numbers or percentages, whichever you prefer. Also, if you don't have a main facility, please measure from the geographic center of the area you serve.

Thinking about the producers and suppliers your food hub purchased or procured products from in 2014...

	Number	Percentage
Of your hub's suppliers and producers that are farms or ranches, how many are located 400 miles or less from your food hub's main facility?		
Of your hub's non-farm/ranch producers/suppliers, how many are located 400 miles or less from your food hub's main facility?		

→ If you did not complete the survey in 2013, go to Q7\_8

Q7\_5

How has your food hub's definition of local changed since you last completed this survey?

- It hasn't changed → Go to Q7\_9
- Geographically, we have widened our definition of 'local' or 'regional'
- Geographically, we have narrowed our definition of 'local' or 'regional'
- We've changed our definition of 'local' or 'regional' in some other way

Q7\_8

What is the specific definition your food hub has for 'local' or 'regional'?

Q7\_9

Thinking about your food hub's customers, that is the businesses, organizations and individuals who purchase products through your food hub.

Would you say that 75% or more of your food hub's customers are located...

- Under 50 miles away
- Under 100 miles away
- Under 150 miles away
- Under 200 miles away
- Under 250 miles away
- Under 300 miles away
- Under 350 miles away
- Under 400 miles away
- 400 miles away or more

## Food Safety

This short section asks about your food hub's and supplier's food safety training and certification and the Food Safety Modernization Act (FSMA).

Q8\_1

For each category below, please tell us if your food hub requires food safety training and, regardless if food safety training is required, who provides the training.

	Is food safety training...			Is food safety training...			
	Required	Required for some	Not required	Provided by your food hub	Provided by outside sources	Provided by both food hub and outside sources	Not provided at all
Non-farmer producers and suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Farmers and ranchers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enterprises renting, leasing or involved in the incubator or teaching farm at your food hub's own farms or ranches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Q8\_2

Thinking about your suppliers and producers that handle food products, please check the statement that most accurately reflects your food hub's policies. Does your food hub...

	Yes, everyone is required	Yes, but only farmers and ranchers are required	No, no one is required
Require a food safety plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Require a copy of a yearly food safety self-audit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Require proof of compliance with applicable food safety regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8\_3

Thinking about your suppliers and producers that handle food products, does your food hub require or recommend applicable third party audits?

- Our food hub recommends third party audits
- Our food hub requires third party audits
- Our food hub neither requires or recommends third party audits
- Other (specify) \_\_\_\_\_

Q8\_4

Do the following practices around food safety apply to your food hub?

	Yes	No
Our food hub will assist an enterprise with developing or reviewing a food safety plan	<input type="radio"/>	<input type="radio"/>
Our food hub takes a clear position regarding the importance/value of voluntary food safety programs	<input type="radio"/>	<input type="radio"/>
Our food hub incentivizes producer engagement with food safety	<input type="radio"/>	<input type="radio"/>
Our food hub has a staff person responsible for food safety training and compliance for our food hub	<input type="radio"/>	<input type="radio"/>
Our food hub has a staff person responsible for food safety training and compliance for our producers and suppliers	<input type="radio"/>	<input type="radio"/>
Our food hub assists with GAP or provides group GAP training or certification	<input type="radio"/>	<input type="radio"/>

Q8\_5

What percentage of your farm to business or institution customers require the following certifications?

\_\_\_\_\_ Good Agricultural Practices (GAP) or equivalent certification

\_\_\_\_\_ Good Handling Practices (GHP) or equivalent certification

\_\_\_\_\_ Other food safety certification (specify) \_\_\_\_\_

Q8\_6

How concerned are your food hub's senior management about the ability of your food hub's producers and suppliers to comply with the Food Safety Modernization Act (FSMA)?

- Extremely concerned
- Very Concerned
- Somewhat concerned
- Not concerned at all

Q8\_7

Thinking about any possible implications for your food hub if compliance is not met, how important is it that your food hub's producers and suppliers are able to comply with the Food Safety Modernization Act (FSMA)?

- Extremely important
- Very Important
- Somewhat important
- Not important at all

Q8\_8

How concerned are your food hub's senior management about the ability of your food hub to comply with the Food Safety Modernization Act (FSMA)?

- Extremely concerned
- Very Concerned
- Somewhat concerned
- Not concerned at all

Q8\_9

Thinking about any possible implications for your food hub if compliance is not met, how important is it that your food hub is able to comply with the Food Safety Modernization Act (FSMA)?

- Extremely important
- Very Important
- Somewhat important
- Not important at all

Q8\_10

Please use this space to tell us anything else you want us to know about food safety or the Food Safety Modernization Act (FSMA).

A large, empty rectangular box with a thin black border, intended for the respondent to provide additional information or comments related to food safety or the Food Safety Modernization Act (FSMA).

## Challenges and Opportunities

This is the final section. We will ask about specific challenges and opportunities facing your food hub and ask for your feedback and comments.

Q9\_1

Below is a list of several ways food hubs may gain information helpful to their hub. Rank the categories that are important to your food hub where 1 is the most important. Do not assign a rank if the category is unimportant. Please use the blank following the category to tell us who the resources are.

Information Sources	
_____ A formal community of practice like a food hub network	_____
_____ Informal networking with other food hubs	_____
_____ A university's educational resources	_____
_____ A non-profit's educational resources	_____
_____ Local government educational resources	_____
_____ State government educational resources	_____
_____ The USDA or other federal department's educational resources	_____
_____ Annual meetings or conferences	_____
_____ Food policy councils	_____
_____ Other	_____
_____ Other	_____

Q9\_2

Rank the top five challenges facing your food hub. Assign 1 to the biggest challenge and 5 to the smallest challenge in your top five.

Top five challenges	
_____	Balancing supply and demand
_____	Negotiating prices with producers and/or customers
_____	Managing growth
_____	Access to capital
_____	Availability of processing services
_____	Meeting GAP and/or other food safety requirements
_____	Meeting other buyer specifications
_____	Dependence on volunteer labor
_____	Finding reliable seasonal and/or part time staff
_____	Inventory management
_____	Maintaining product source identification
_____	Meeting regulatory requirements
_____	Issues resulting from the lack of ownership of infrastructure
_____	Finding appropriate technology to manage operations
_____	Other (specify) _____
_____	Other (specify) _____

Q9\_3

Please use this space to provide any further information about your food hub's challenges.

Q9\_4

In your opinion, since 2013, how much has the demand for your food hub's products and services grown or shrank?

- Grown a lot
- Grown a little
- Stayed basically the same
- Shrank a little
- Shrank a lot

Q9\_5

In your opinion, in the next two years, how much do you expect the following to grow or shrink?

	Grow a lot	Grow a little	Stay basically the same	Shrink a little	Shrink a lot
Overall demand for your food hub's products and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competition to provide similar local products and services to your current customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competition to provide similar local products and services to new customers in your defined local area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9\_6

From where do you expect this growing competition to come?

Q9\_7

What are your food hub's main barriers to growth? Select all that apply.

- Increasing warehouse/storage space
- Securing more product supply
- Increasing truck/delivery capacity
- Increase availability of processing infrastructure
- Securing capital
- Business development assistance
- Increasing staff
- Consumer education
- Other (specify) \_\_\_\_\_
- No Barriers



Q9\_8 When do you expect your food hub will have the capital and/or resources to address the barriers you identified? You can leave any barrier blank if you did not indicate it was a barrier for your hub.

	Within the next 12 months	1 to less than 2 years	2 to less than 4 years	4 years or more	Too costly to address anytime in the future	No current plans to address the barrier
Increasing warehouse/storage space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Securing more product supply	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing truck/delivery capacity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing availability of processing infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Securing capital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business development assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consumer education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (specified in above question)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9\_9

How many opportunities do you perceive for expansion of your food hub's business with the following categories of customers? If a particular type of customer does not fit within your food hub's business model and you would not service them even if opportunities existed, choose "Not this type".

	Many opportunities	Some opportunities	Few opportunities	No opportunities	Unsure	Not this type
Large retail grocery stores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corner stores, bodegas or small independent grocery stores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Convenience stores or gas stations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food cooperatives or buying clubs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-line store	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your own storefront retail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Farmers markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobile retail units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restaurants, caterers or bakeries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distributors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food processors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pre-K food service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Many opportunities	Some opportunities	Few opportunities	No opportunities	Unsure	Not this type
K - 12 school food service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Colleges/Universities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hospitals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nursing homes, retirement facilities or adult care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (specify) _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9\_10

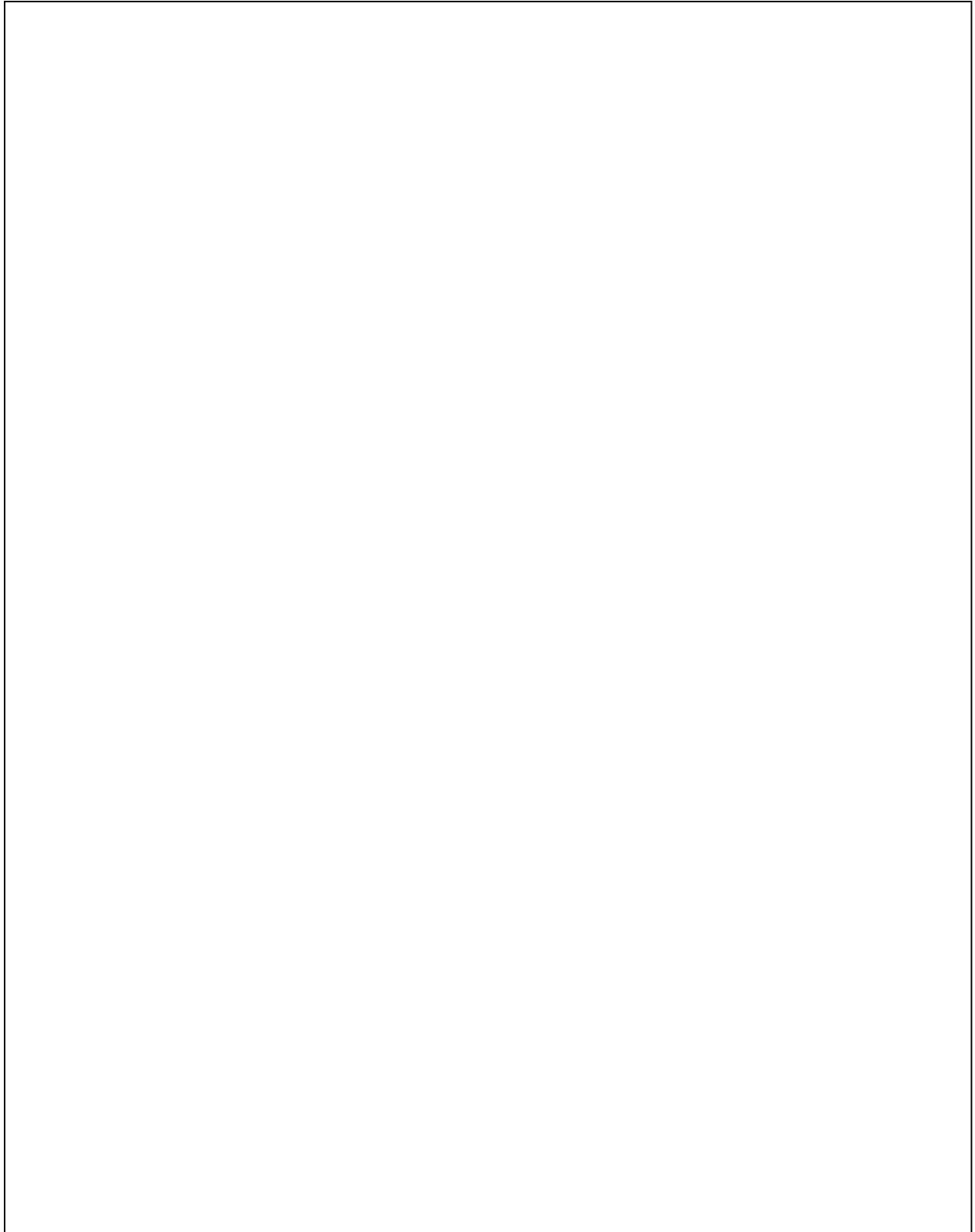
Research from the 2013 National Food Hub Survey suggests that for an average food hub to have a positive net income, that is more revenue than expenses, the food hub must have an annual gross revenue of about \$600,000.

We're curious what you think. For an average food hub to have a positive net income, would you say \$600,000 in annual gross revenue seems...

- Too high. I think it would be around: \_\_\_\_\_
- About right
- Too low. I think it would be around: \_\_\_\_\_
- It depends. I think: \_\_\_\_\_

Q9\_11

That was the last survey question! Is there anything you'd like to tell us about your food hub, food hubs in general or the survey before we wrap up and enter you in the drawing for a \$100 Amazon gift card?



GC1

Would you like to be entered in the drawing for a \$100 Amazon gift card as a thank you for completing the survey?

- Yes
- No → **Go to ComPrac1**

GC2

We'll use the name and email we sent the survey to you if your name is picked to receive the gift card. If you'd like us to use different contact information, please enter it below:

Name \_\_\_\_\_  
 Email \_\_\_\_\_

ComPrac1

We'd like to invite you to receive more information about two organizations:

The MSU Center for Regional Food Systems is the university research partner in this study. The Center's mission is to help the people of Michigan, the United States, and the world develop regionally integrated and sustainable food systems. MSU CRFS maintains the Michigan Food Hub Network.

The NGFN Food Hub Collaboration Community of Practice consists of food hub practitioners and supporters committed to sharing and learning to build the strength of all.

	Have you/ Do you...			Want to know more?
	Heard of them	Get their newsletter	Attend their webinars	Add me to the email distribution list
MSU's Center for Regional Food System's Food Hub Network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
National Good Food Network's (NGFN's) Food Hub Collaboration Community of Practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

### ComPrac3

A recent study indicated that the list we used to identify food hubs for this survey may not be 100% complete. We recognize that we may not be aware of all food hubs. If there are organizations in your region that aggregate and distribute local food and that you feel like could contribute to our knowledge of food hubs by completing this survey, please provide us the names of those organizations. If the organizations you identify are not already on our list, we will contact them to see if they should participate.

### ComPrac4

We know it is not possible for food hub's to answer questions on behalf of their producers and suppliers. In the future, we may be interested in interviewing producers and suppliers directly.

Would your food hub consider sharing a list of contact information for your producers and suppliers?

Answering 'yes' does not mean you agree to share the list, but that we could contact you in the future to see if it is a possibility.

- Yes
- No

### ComPrac5

If we have any questions or would like clarification about your answers may we follow-up with you via phone interview to further discuss your food hub operations?

- Yes
- No