

**People's Harvest/The North Coast Aggregation
and Marketing Center**

Business Plan

A Collaboration Between
The Community Alliance with Family Farmers
and
Buckelew Programs

Submitted to the USDA – Rural Development
September 29, 2011

Table of Contents

I. Executive Summary3

II. Market Analysis5

III. Marketing Strategy.....6

IV. Operational Plan8

V. Growth Strategy.....9

VI. Risk Management 10

VII.Financial 11

Appendices

- 1. Operating Statement Assumptions
- 2. People’s Harvest MOU
- 3. Distributor List

I. Executive Summary

Increased consumer demand for local produce has motivated food service operators, retailers and distributors to seek out new supply channels. The North Coast Aggregation and Marketing Center (AMC) will aim to make more local product available, efficiently and sustainably.

At its core, the AMC is a multi-functional produce handler that markets in-season local fruits and vegetables to food distributors operating in the North Coast region. The AMC centerpiece is a strategically located, 6,000 square foot warehouse facility with a temperature-controlled working area and truck height loading docks. The AMC will also provide services to small and mid-size family farmers, such as processing, packaging, storage and food safety training.

The AMC is a collaboration between the Community Alliance with Family Farmers (CAFF), a non-profit organization that advocates for California family farmers, and Buckelew Programs, a non-profit social enterprise that provides employment and training services to “at risk” individuals. CAFF and Buckelew Programs believe the AMC, in collaboration with Buckelew’s new start-up enterprise, People’s Harvest (PH), will build on shared values rooted in a belief in locally-based economic vitality, improved human and environmental health, and the creation of opportunities for the disadvantaged.

People’s Harvest, a division of Buckelew Programs, will manage the AMC operations on a day-to-day basis. People’s Harvest will establish a functional fresh cut processing in a facility with excess capacity. The AMC will make use of an underutilized portion of the People’s Harvest facility. Accordingly, the blending of People’s Harvest and AMC operations into a single unit will give both businesses an opportunity to reduce overhead costs and accelerate business revenue growth.

As a PH/AMC collaborator, CAFF will leverage its established community network, market expertise and “Buy Fresh Buy Local” brand campaign to provide technical and marketing assistance in support of the AMC.

The primary competitive advantages of the PH/AMC are a “Buy Fresh, Buy Local” brand affiliation, source identified processed products, and a convenient location.

Buy Fresh, Buy Local

“**Buy Fresh Buy Local**” (BFBL) is a marketing and educational program that aims to increase consumer demand for -- and access to -- fresh, local produce. The program has been an initiative of the Community Alliance with Family Farmers (CAFF) since 2003.

Today, BFBL is a powerful, compelling brand that is recognized throughout the state of California. BFBL is also synonymous with “quality and nutrition” and helps tell the story of fresh local food. BFBL will help our customers’ customers increase the amount of local food that they buy, while highlighting existing local sourcing practices and underscoring the integrity and credibility of participants’ “buy local” messaging.

Source identified and verified

Upon aggregation, all PH/AMC produce will be labeled with case labels that identify the farm name, location, item, box weight and lot number. By procuring source identified and verified produce from the PH/AMC, distributors serving the North Coast counties will be assuring local buyers that they are supporting local growers of fruit and vegetables, satisfying the demand for local products from their customers.

Location – Petaluma, CA

The AMC will be conveniently located in Petaluma, an agricultural center in the southern part of the North Coast counties.

Figure 1: AMC Location



II. Market Analysis

Overview

Buying “local” is now one of the top criteria that consumers look for when making produce-purchasing decisions¹. In fact, North Coast agriculture is a multi-million dollar industry, with annual sales of fruit and vegetables in excess of \$500M. The PH/AMC collaboration is predicated on the belief that a wholesale distribution channel with a first-mover advantage will be uniquely positioned to take advantage of this growing consumer demand and convert a higher percentage of the current \$500M fruit and vegetable business to local produce

Recently, many of the residents in the North Coast counties have advocated for a mechanism that will increase the supply of locally produced farm products. In the past, some argued that gaps in the supply chain were at the root of the problem. However, a 2010 CAFF feasibility study, sponsored by USDA Rural Development, evaluated factors affecting the distribution of locally owned produce. Study data revealed that numerous farmers are actively marketing local produce directly to retailers and food service operators. The CAFF study concluded these perceived gaps have less to do with the actual ability to deliver locally grown products than with distributors’ ability to procure source-identified local products conveniently and consistently.

The PH/AMC will play an important role in ensuring that bottlenecks in the supply chain are significantly reduced. Furthermore, by offering large buyers a single point of purchase, an assurance of consistent quality, and a comparatively large volume of product, an aggregation point will encourage distributors to purchase more local produce overall.

Market Segmentation

The PH/AMC target market is the local distribution segment. Due to increased demand from food service and retail operators, stimulated by county governments and non-profits such as Sonoma County Food System Alliance, there is significant opportunity in this target category. As the PH/AMC provides a way to satisfy increased demand for locally grown food, local distributors will be able to leverage local procurement programs into positive publicity and differentiation strategies,

¹ Understanding Local from a Consumer Perspective”, 2008, Hartman Group

III. Marketing Strategy

PH/AMC produce is grown in a diverse biological region, in a real place by real farmers using good agricultural practices.

The North Coast region has long been recognized as a premier agricultural oasis, with a long, luxurious season and a bounty of unique and heirloom varieties; the North Coast's hot days and cool, fog washed nights make for truly delicious fruit and vegetables.

Our small family farmers harvest produce at the peak of perfection to protect its nutritional value and high quality taste.

Partial Product List

Arugula	Eggplant	Melons	Squash, Summer & Winter
Apples			
Beans, dry	Fennel	Okra	Sweet Corn
Broccoli	French Beans	Onions	Tomatoes
		Pears	
Cabbage	Garlic	Peas/snap	Tom, cherry
Carrots	Green Beans	Peppers	Turnips
Cauliflower	Kale (Collards)	Potatoes	Berries, various
Chard	Leeks	Pumpkins	
Cucumbers	Lettuce	Salad Greens	

Like all fresh food business entities the PH/AMC is deeply concerned about food safety. As part of its education/technical assistance services, CAFF will ensure food safety best practice techniques are communicated to suppliers of the aggregation operation.

Pricing

The AMC will aim to be a single margin, low-cost provider. Accordingly pricing will be very competitive, with profit margins between 12%-18%.

Packaging/Promotion

PH/AMC produce will be marketed to North Coast-based distributors. People's Harvest will launch a direct marketing campaign to target these customers.

CAFF will supplement the People's Harvest direct marketing campaign with a "**Buy Fresh, Buy Local**" brand strategy tailored to PH/AMC boxed produce. For instance, upon aggregation, all produce will be labeled with "Buy Fresh, Buy Local" brand identification. "Buy Fresh, Buy Local" point-of-purchase marketing materials, including grower profiles, shelf talkers and other signage will also be provided to distributors for use by their customers. CAFF and People's Harvest marketing staff will engage directly with produce buyers to educate about and promote the use of fresh local produce.

Additionally, all People's Harvest processed produce will be identified with source verified printed labels, which means buyers will know by whom and where the produce was grown.

Distribution

The PH/AMC plans to sell to numerous distributors operating in the North Coast region, including over 25 companies serving retail and/or food service operators (Appendix 3).

Order Processing: Each Thursday, an AMC/PH sales sheet will be sent to regional distributors. Incoming orders will be executed on a first come, first served basis; distributors can place orders by returning the sales sheet to the PH/AMC order department, either until the following Wednesday or until quantities run out, whichever occurs first. Order confirmation will be sent out immediately.

Credit Policies: The AMC will establish credit limits for all active customers that represent prudent risk. The Blue Book Services credit rating will be used to determine customer's creditworthiness. Sales limits will be based on trade information, or from financial statements when necessary. Terms have been established as Net 15 days; all credit worthy customers will be expected to pay within this period.

PH/AMC credit goals are to limit bad debts to 1% of sales and receivable ageing to no more than 5% beyond 60 days. A PH/AMC staff person will visit customers whenever necessary and strive to resolve all deductions within 90 days. *This policy will be reviewed on an annual basis.*

IV. Operational Plan

Normal receiving and shipping hours will be 2AM to NOON

Each Wednesday, the PH/AMC will send a “request availability” list to participating farmers to be returned on Friday. The farmer will indicate type, quantity and unit pricing of product available for sale to the PH/AMC in the following week

The day-to-day internal function of aggregation will be fairly routine; receiving, packing and shipping of boxed produce will be daily functions in the warehouse. At the start of the business day, the operations manager will prepare receiving and shipping documents for the warehouse staff. Receiving will occur primarily in the early morning hours. A warehouse staff person will be responsible for interfacing with growers during this aggregation process; s (he) will also have responsibility for getting signed receiving receipts. In the mid-morning to mid-afternoon hours, warehouse staff will also be responsible for “fee for services” tasks, such as “packing”. After an operations manager administers case and pallet labels with farm identification information, warehouse staff will be responsible for applying the labels, along with “Buy Fresh, Buy Local” tags on each box. Additionally, customer and order size information will be affixed to the shrink-wrapped pallet. The staging of orders will be organized throughout the day, for next day pick-up.

Facility

As a stand-alone aggregation center with long-term goals, the operating space requirements would be approximately 6,000 sq. ft. The space allocations: 3,000 sq. ft. temperature controlled working area, 1600 sq. ft. receiving and shipping area, 600 sq. ft cooler, 600 sq. ft dry storage area, 120 sq. ft. locker room/latrines, 80 sq. ft office. As an integral part the People’s Harvest, operational space can be allocated on an “as needed basis”. The facility will meet licensing, permit and certification requirements.

Inventory

All aggregated inventory will be “boxed produce,” i.e. finished goods. The rate of turnover will be less than four days. Stored goods (i.e. produce reserved for future sale) will be held on a consignment basis on behalf of growers and will not be included in PH/AMC inventory. A fair, market-competitive storage rate will be established by People’s Harvest (PH). The farmer can make the sale of stored product directly to his buyer, to PH for use in their cut-up operation, or for aggregation.

Suppliers

The PH/AMC does not purchase produce based on speculation. The PH/AMC will develop relationships with North Coast region growers to purchase seasonal produce on a market demand basis. To manage fluctuating costs, PH/AMC management will keep growers apprised of market prices through regular communication updates. The PH/AMC will work with local family farmers in all four North Coast counties regardless of size.

V. Growth Strategy

The PH/AMC operation will launch with a slow, controlled start-up with progressive growth ramping up within a 3-5 year period.

PH/AMC 3-year key objectives are as follows:

YEAR 1

- Launch enterprise development training, food safety and technical assistance to increase grower capacity to meet wholesale buyer requirements
- Establish relationships with 40+ growers
- Meet \$365,000+ boxed produce sales targets in distribution market
- Launch People's Harvest direct marketing campaign
- Launch supplementary marketing and merchandising program

YEAR 2

- Meet \$ 650,000+ boxed produce sales targets
- Expand grower base
- Establish for-fee services available to farmers and distributors

YEAR 3

- Meet \$ 1,200,000+ boxed produce sales targets

YEAR 4-5

The PH/AMC will seek majority market share of the local produce distribution category. The PH/AMC believes that as farmers recognize the value of the AMC enterprise, most growers will turn to the PH/AMC as their primary sales and distribution outlet.

Upon success of the PH/AMC proof of concept, the program may also be replicated in other areas of the state or the country.

VI. Risk Management

Enterprise Area	Risk & Description	Mitigation and Controls
Operations	Food safety incidence	The PH/AMC will develop an operational food safety program.
Operations	Produce supply shortages	The PH/AMC will partner with suppliers in outlying geographic areas, as close to the North Coast Region as possible.
Operations	Produce supply	The PH/AMC will bring together farmer and buyers to help coordinate that supply meets demand.
Strategic	New regulations that result from the 2010 Food Safety Modernization Act	The PH/AMC will provide growers with educational materials that will help small and mid-size family farmers comply with new food safety regulations
Strategic	Suppliers with pre-existing distributor relationship and cooperation	The PH/AMC will work with farmers to solidify pre-existing relationships and ensure there is no violation of agreements
Financial	High supplier pricing	The PH/AMC will disseminate accurate and timely market rate information

VII. Financial

Pro Forma Month	\$	units	Spring sales	%
Sales (Avg sale price/cs)	23.00	1,172	26,950.00	97.29%
Fee for service (per cs avg)	1.25	600	750.00	2.71%
Total Income			27,700.00	100.00%
Cost of Goods	18.83	1,172	22,068.76	79.67%
Gross Profit			5,631.24	20.33%
Direct Costs	<u>\$/hr.</u>			
rec/ship Labor w/fringr	17.50	40	700.00	2.53%
Part time w/fringe	10.63	40	425.20	1.54%
Labels / Shrink wrap			100.00	0.36%
Total Direct Cost			1,225.20	4.42%
Indirect Cost				
Accounting w/fringe	28.80	30	864.00	3.12%
Mgr/Sales w/fringe	28.80	50	1,440.00	5.20%
Phome/internet	est		50.00	0.18%
Rent/ per sq /mo	0.50	2,000	3,000.00	10.83%
Utilities	est		450.00	1.62%
Equipment(fork/pallet)	est		210.00	0.76%
Postage	est		30.00	0.11%
Office Supplies	est		60.00	0.22%
Insurance	est		250.00	0.90%
Losses/shrink	\$18.83	23	433.09	1.56%
Marketing	est		150.00	0.54%
Total Costs			8,162.29	29.47%
Contribution to overhead			(2,531.05)	-9.14%

Pro Forma Month	\$	units	Summer sales	%	avg mo.sales	est sales yr1
Sales	23.00	5,859	134,750.00	98.54%	\$33,687.50	\$385,000
Fee for service	1.25	1,600	2,000.00	1.46%		
Total Income			136,750.00	100.00%		
Cost of Goods	18.83	5,859	110,324.97	18.13%		
Gross Profit			26,425.03	19.32%		
Direct Costs	\$/hr.					
rec/ship Labor w/fringr	17.50	200	3,500.00	2.56%		
Part time w/fringe	10.63	200	2,126.00	1.55%		
Labels / Shrink wrap			150.00	0.11%		
Total			5,776.00	4.22%		
Indirect Cost						
Accounting w/fringe	28.80	150	4,320.00	3.16%		
Mgr/Sales w/fringe	28.80	200	5,760.00	4.21%		
Phome/internet	est		60.00	0.04%		
Rent/sq ft/mo	0.50	3,000	4,500.00	3.29%		
Utilities			400.00	0.29%		
Equipment(fork/pallet)			250.00	0.18%		
Postage			30.00	0.02%		
Office Supplies			60.00	0.04%		
Insurance			250.00	0.18%		
Losses/shrink	18.83	120	2,259.60	1.65%		
Marketing			250.00	0.18%		
Total Costs			23,915.60	17.49%		
Contribution to overhead			2,509.43			

Pro Forma Month	\$	units	Fall sales	%	avg mo.sales	Est 1st yr.Sales
Sales	23.00	7533	173,259.00		43,314.75	\$385,000
Fee for service	1.25	4000	5,000.00			
Total Income			178,259.00	100.00%		
Cost of Goods	18.83	7533	141,846.39			
Gross Profit			36,412.61	20.43%		
Direct Costs	\$/hr					
rec/ship Labor w/fringr	17.50	240	4,200.00	2.36%		
Part time w/fringe	10.63	240	2,551.20	1.43%		
Labels / Shrink wrap			200.00	0.11%		
Total			6,951.20	3.90%		
Indirect Cost						
Accounting	28.80	200	5,760.00	3.23%		
Mgr/Sales	28.80	250	7,200.00	4.04%		
Phome/internet	est		60.00	0.03%		
Rent	0.50	3,000	4,500.00	2.52%		
Utilities	est		450.00	0.25%		
Equipment(fork/pallet)	est		210.00	0.12%		
Postage	est		30.00	0.02%		
Office Supplies	est		60.00	0.03%		
Insurance	est		250.00	0.14%		
Losses/shrink	18.83	150	2,824.50	1.58%		
Marketing	est		250.00	0.14%		
Total Costs			28,545.70	16.01%		
Contribution to overhead			7,866.91			

Pro Forma Month	\$	units	Winter sales	%	avg mo.sales	Est. 1st yr.Sales
Box sales	23.00	2176	50,048.00		12,512.00	385,000.00
Fee for service	1.25	4000	5,000.00			
Total Income			55,048.00	100.00%		
Cost of Goods	18.83	2176	40,974.08			
Gross Profit			14,073.92	25.57%		
Direct Costs	\$/hr.					
rec/ship Labor w/fringe	17.50	60	1,050.00	1.91%		
Part time w/fringe	10.63	60	637.80	1.16%		
Labels / Shrink wrap			150.00	0.27%		
Total			1,837.80	3.34%		
Indirect Cost						
Accounting w/Fringe	28.80	150	4,320.00	7.85%		
Mgr/Sales W/fringe	28.80	200	5,760.00	10.46%		
Phone/internet			60.00	0.11%		
Rent	0.50	3000	4,500.00	8.17%		
Utilities			400.00	0.73%		
Equipment(fork/pallet)			250.00	0.45%		
Postage			30.00	0.05%		
Office Supplies			60.00	0.11%		
Insurance			250.00	0.45%		
Losses/shrink	18.83	44	828.52	1.51%		
Marketing			150.00	0.27%		
Total Costs			18,446.32	33.51%		
Contribution to overhead			(4,372.40)			
Contribution to overhead						
					1st Year Summary	
					Spring	(2,531.05)
					Summer	2,509.42
					Fall	7,866.91
					Winter	-4,372.40
					Total	3,472.88

Pro Forma Month	\$	units	Yr 2	units	Yr 3
Sales (Avg sale price/cs)	23.00	29,565	680,000.00	52,174	1,200,000.00
Fee for service (per cs avg)	1.25	8,000	10,000.00	10,000	12,500.00
Total Income			690,000.00		1,212,500.00
Cost of Goods	18.83	29,565	556,708.95	52,174	982,436.42
Gross Profit			133,291.05		230,063.58
Direct Costs	<u>\$/hr.</u>				
rec/ship Labor w/fringr	17.50	950	16,625.00	2,000	35,000.00
Part time w/fringe	10.63	1,425	15,147.75	3,000	31,890.00
Labels / Shrink wrap			700.00		1,400.00
Total Direct Cost			32,472.75		68,290.00
Indirect Cost					
Accounting w/fringe	17.50	624	10,920.00	800	14,000.00
Mgr/Sales w/fringe	10.63	2000	21,260.00	2,000	21,260.00
Phome/internet			60.00		60.00
Rent/ per sq /mo	0.50	3000	1,500.00	3,000	1,500.00
Utilities			450.00		450.00
Equipment(fork/pallet)			210.00		210.00
Postage			30.00		30.00
Office Supplies			60.00		60.00
Insurance			250.00		250.00
Losses/shrink	18.83	591	11,128.53	1,045	19,677.35
Marketing			700.00		700.00
CAFF Box Tax	0.15	29565	4,434.75	52,174	7,826.10
Total Costs			79,041.28		126,487.35
Contribution to overhead			54,249.77		103,576.23

Operating Statement Assumptions

1. Unit price is an average price based on an historical calculation of wholesalers' total dollars sales of mixed variety of boxed produce divided by case sales.
2. Estimates of box sales are based on the amount of produce farmers estimated they could offer for sale to the AMC. (See table number 6 survey in the USDA feasibility study "Establishing an Aggregation Center for California North Coast")
3. Volume of sales by season is based on the crops grown in the area as reported in the USDA feasibility study "Establishing an Aggregation Center for California North Coast" and the harvest calendar published in the Buy Fresh Buy Local" Eaters Guide to Local Food (Bay Area).
4. Fee-for-service rate is based on the average of competitive rates for various services, such as repacking, custom packing, storage. The cost of materials is not included.

Memorandum of Understanding (MOU)
September 27, 2011

People's Harvest Fresh Produce Marketing & Aggregation Center
Michael Paik
And
CAFF, Community Alliance with Family Farmers
Bob Corshen

This agreement is between Community Alliance with Family Farmers (CAFF), and People's Harvest Fresh Produce Marketing & Aggregation Center, outlines the scope of work to be performed by CAFF as it pertains to the operation of a "Fresh Produce Marketing & Aggregation Center" doing business in the City of Petaluma, Sonoma County. People's Harvest will build a Fresh Produce Marketing & Aggregation Center, for local farmers an important part of its operation, and will be responsible for its business.

The primary function of this Fresh Produce Marketing & Aggregation Center is to purchase fresh produce from local family farmers in neighboring counties, maintain the farmers identification, post a region map of California to note where People's Harvest growers are growing their product, sell and market to schools, hospitals, retailers and distributors that service California. Upon request, an additional for fee services such as, standard grading and packing, custom packing, order staging and storage, will be available to the produce product suppliers and customers of the business. CAFF and People's Harvest Fresh Produce Marketing and Aggregation Center both agree to start with a 2,000 Sq. Ft. aggregation facility and as the business grows the size of the aggregation facility is subject to change with written agreements from both People's Harvest and CAFF.

CAFF will consult with People's Harvest in all of the following, but not limited to:

- Connecting farmers with People's Harvest Fresh Produce Marketing & Aggregation Center.

CAFF has been working with farmers in the No. Coast Counties for over 20 years. CAFF has a well-established chapter made up of farmer/ranchers and community food activists. A list of growers that have indicated they are interested in working with an fresh produce marketing & aggregation center and noted the variety and volume of crops they can supply to this center will be provided to People's Harvest.

- Provide People's Harvest food safety manual to farmers

Delivering product to People's Harvest.

A People's Harvest food safety manual will be provided by People's Harvest and CAFF to all growers that want to provide produce to People's Harvest Fresh Produce Marketing & Aggregation Center. Non-Organic farmers would be requested to issue an affidavit that they are complying with the recommendation of the People's Harvest food safety manual, provided by People's Harvest and CAFF.

- Provide standard pack information to suppliers.

The USDA developed standards packs for produce in the 1920's these standards are well recognized in the distribution community, but not always familiar to family farmers who have been engaged in direct marketing. People's Harvest will provide farmers sales opportunities if they pack to standards. CAFF will provide standard pack information for all People's Harvest growers. CAFF provides farmers with pack information sheets in English and Spanish.

It is recommended that People's Harvest obtain the manual "Wholesale Success" produced by FamilyFarmed.org. This manual will be a valuable tool for the management of the People's Harvest operation.

- Connecting schools, hospitals, retail and distributors with

People's Harvest Fresh Produce Marketing & Aggregation Center.

CAFF has established strong, longstanding relationships with regional retail markets and wholesale distributors. To name a few, CAFF has relationships with retailers such as Whole Foods, Oliver's Markets, New Leaf and Mollie Stones.

Additionally, CAFF has worked with produce distributors such as Fresh Point S.F, Fresh Point Turlock, S.F Specialty and others to connect them to food service operators such as Bon Appetit Management Company, Kaiser Hospitals, and UC Davis to whom they have sold "Buy Fresh Buy Local"(BFBL) branded boxed produce.

- Assist People's Harvest in setting up procurement and sales

Procedures for the fresh produce marketing & aggregation center.

Funded by the USDA, AMS, CAFF, was one of the early developers of the aggregation/distribution center. Two years ago it worked with Thumbs up Produce, an independent produce purveyor, to establish Growers Collaborative Bay Area

(GCBA). GCBA services retailers and produce distributors with Buy Fresh Buy Local branded produce. Procedures for procurement, receiving, labeling, storing, and shipping were developed and implemented.

- Provide assistance in setting up “For Fee Services”

People’s Harvest is designed to procure, cut, & ready produce. However, there are many other additional for fee services that can be provided to both farmers and distributors. CAFF will work with People’s Harvest management to assist in identifying these services (such as storage, custom packing, etc.) and help establish a competitive fee schedule.

- Develop and assist in executing a comprehensive marketing plan

For box produce.

There is no doubt that People’s Harvest should develop a marketing plan that helps to promote its brand on cut and ready produce. To complement this effort, CAFF would supplement the People’s Harvest marketing plan with the use of the “Buy Fresh Buy Local” label on farmer identified boxed produce and would make available to People’s Harvest the use of the recognizable and very popular “Buy Fresh Buy Local” logo. Additionally, CAFF has incorporated the “Know Your Farmer Your Food” slogan into its program. Two key elements of the CAFF marketing plan will be the use of the “Buy Fresh Buy Local” and the CAFF version of “Know Your Farmer Know Your Food” campaigns. CAFF’s marketing efforts will be supported by the payment of \$0.15 per box of “Buy Fresh Buy Local” labeled produce this will be known as a box tax and paid quarterly to CAFF.

CAFF’s consulting activities, shown in the above bullet points, are partially funded by a USDA Rural Business Development Grant. Effective from Sept. 2011 to Sept 2012.

For the use of the “Buy Fresh Buy Local” logo on the farmer identification label for boxed produce, People’s Harvest will pay to CAFF a boxed tax of \$0.15 per boxed. Any customer (schools, hospitals, distributor, retailer, food service operator) who receives boxed produce with the “Buy Fresh Buy Local” identification label on the box will be authorized to use the “Buy Fresh Buy Local” promotional materials.

CAFF will provide consulting services to the People’s Harvest Fresh Produce Marketing & Aggregation Center at no cost from October 2011 to October 2012. Direct consulting to People’s Harvest by CAFF after period stated above will be at a cost to be negotiated in September of 2012.

Signed:_____ Date:_____
Michael Paik, People’s Harvest Fresh Produce Marketing & Aggregation Center

Signed:  Date: 9/28/11
Diane Del Signore, CAFF, Community Alliance with Family Farmers

Distributors currently servicing food service and/or retail operations in the North Coast counties

Distributor Name	Location
A1 Produce Wholesale	Petaluma
Aliterra Produce	Hopland
Andy's Produce	Sebastopol
Carcione Fresh Produce	San Francisco
Earls Organics	San Francisco
Fresh Point	San Francisco
Paul's Produce	Sonoma
General Produce	Sacramento
Green Leaf	San Francisco
Inwalle Produce	Santa Rosa
Jacks Produce	Santa Rosa
Lake County Guy	Upper Lake
Marin Produce	San Rafael
Mendocino Coast Produce	Fort Bragg
Mendocino Sea Vegetable Co.	Philo
Moitozo Brothers	Upper Lake
NorCal Produce	Sacramento
Northbay Produce	San Francisco
Pro Pacific	Sacramento
Rincon Valley	Santa Rosa
Romanini Jo Ann Distributing	Sonoma
Scully Packing	Finley
Sonoma Growers Exchange	Santa Rosa
Sysco Foodservice	Hayward
U.S. Foodservice	Livermore
Veritable Vegetable	San Francisco
Watsonville Coast Produce	Watsonville
Western Pacific Produce	Fall River Mills