

2017 NATIONAL FOOD HUB SURVEY

The 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 2017 survey builds on the success of the 2013 and 2015 National Food Hub Survey and will add another year of important data to the only national longitudinal data source about food hubs.

Your participation in the 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
- Provide food hubs with national data to help drive decision making

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 or 2015 National Food Hub Survey, your answers from previous years will be combined with your 2017 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 will take 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 or 517-775-6507, Rich Pirog, Director, MSU Center for Regional Food Systems, at rspirog@msu.edu or you may write to Dr. Michael Hamm, 312B Natural Resources, MSU, East Lansing, MI 48824.

This paper version is to assist you in filling out the online version. However, if you would like 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:**

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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

In 2015, the USDA introduced new business model categories for food hubs. The options below reflect the new categorization. However, for comparability to the 2013 and 2015 National Food Hub Survey, the older categories are provided in parentheses below. Which of the following business models best describes your food hub?

- wholesale (farm-to-business or institution model)
- direct to consumer (farm-to-consumer model)
- hybrid model: part wholesale and part direct to consumer

→ If you indicated your food hub fits the wholesale (farm to business or institution) business model, answer Q1_8. Otherwise, go to Q1_9.

Q1_8

Does your food hub sell directly to consumers at all?

- Yes
- No

Q1_9

Which one of the following statements best reflects your food hub's purchasing or procuring arrangement with its producers/suppliers?

- We take ownership of the products by buying from suppliers and then reselling the products to our customers → **Go to Q1_12**
 - We sell on a consignment basis, i.e., we do not take ownership of the product - we sell the supplier's products to our customers and take a commission on products sold.
 - We do both – in some cases we take ownership and resell the product and, in other cases we sell on a consignment basis
 - Other purchasing/procurement arrangements (please specify) → **Go to Q1_12**
-

Q1_10

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

Our food hub's financial records...

- keep track of the value (supplier price + commission) of consignment products
- keep track of part of the value (supplier price + commission) of consignment products
- do not keep track of the value (supplier price + commission) of the consignment products

Q1_11

Your answers will help us tailor the survey for food hubs that sell on consignment.

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.

Throughout the survey, when we ask for values/quantities associated with products that a food hub "purchased or procured" from various sources, unless otherwise stated, please assume we want hubs that sell on consignment to provide the supplier's price plus your commission. If that information is not available, please make an estimate of the supplier's price plus your commission.

We appreciate your extra effort in providing a more complete picture of the total economic 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 2016?

- 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 2015, go to Q2_2**

Q2_1

Has your food hub's mission been revised or changed since 2015?

- 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, how intentionally related is your mission to...

	Our food hub's mission is intentionally related to...		
	Not related	Somewhat related	Strongly related
Improving human health in your community or region	<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"/>
Addressing racial disparities through access to healthy food	<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"/>
Increasing specifically minority producers' or suppliers' access to markets	<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"/>
Training farmers or ranchers in best production practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring producers or suppliers receive a fair price for their product	<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"/>
Promoting environmentally sensitive production practices	<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"/>

Q2_4

Which one of the following best describes your food hub?

- Profit or income driven enterprise
- Triple bottom line enterprise
- Social enterprise

Q2_5 Does your food hub record metrics on or make some other accounting of its non-financial mission goals?

- Yes
- No
- Our hub does not have non-financial mission goals

Q2_6 During the past two years, that is since 2015, 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"/>

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 2015, go to Q3_2**

Q3_1

In 2015, you gave us information about your food hub's senior manager. Is this person still your senior manager?

- Yes → **Go to Q3_5**
- 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
- High school graduate or GED
- Technical or vocational school
- Some college
- 2 year college degree
- 4 year college degree
- Graduate or professional degree
- Do not know

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_7a

In 2016, did your food hub have any non-paid food hub staff, such as interns or volunteers?

- Yes
- No → **Go to Q3_8**

Q3_7

Please indicate how many non-paid food hub staff are in the following categories.

	Total Number Non-paid Staff
Unpaid interns/apprentices	
Cooperative member volunteers	
Regular volunteers	
Occasional volunteers	
Other (please specify)	

Q3_8

In 2016, 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

Infrastructure & Services

This section will ask about the type, size and details 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 or rent/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

Please provide the total square footage of warehouse space your food hub currently uses and, if you have them, the height of the warehouse racking system in terms of number of racks.

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 and racking information for up to 4 warehouses separately. Do not include processing facilities, office space or shared use kitchen.

	Square footage of warehouse(s)	Do you have a racking system in this warehouse?		If YES, how many racks high is the system?
		No	Yes	
	ft ²			
Warehouse 1		<input type="radio"/>	<input type="radio"/>	
Warehouse 2		<input type="radio"/>	<input type="radio"/>	
Warehouse 3		<input type="radio"/>	<input type="radio"/>	
Warehouse 4		<input type="radio"/>	<input type="radio"/>	

→ 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?
Please include all vehicles you own, rent or borrow to make deliveries.

_____ Trucks, vans or other delivery vehicles

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"/>
On farm pick up of product for distribution	<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"/>
Shared use kitchen	<input type="radio"/>	<input type="radio"/>
Bulk purchasing on behalf of producer (e.g. boxes, fertilizer, etc.)	<input type="radio"/>	<input type="radio"/>
Other processing (specify) _____	<input type="radio"/>	<input type="radio"/>

Q4_9a

Does your food hub have a process in place so customers know from which specific farm, ranch or supplier product originates?

- Yes
- No

Q4_9b

For how many of your food hub's products is the name of or identifying information for the farm, ranch or supplier...

	All products	Some products	No products
On the product itself or the product's individual packaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On the packaging or box containing multiple units of product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On the invoice or other paperwork given to the customer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Only obtained by contacting the food hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (specify) _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4_10

Which the following services or activities does your hub offers to its producers and suppliers?

- Actively help suppliers and producers find new markets
- Marketing and promotional services
- Branding or labeling products to indicate origin of product or other attributes
- Production and post-harvest handling training
- Business management services or guidance
- Liability insurance for producers
- Product planning/Crop scheduling
- Connecting producers with grants or loans
- Other (specify) _____
- None of these

2016 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.

→ **Answer 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.

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 2016 calendar year financial information unless otherwise specified.

First, what was your food hub's total revenue, in dollars, for the 2016 calendar year? Total revenue or gross receipts includes 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 your hub does not sell any products on commission, go to Q5_10

Q5_7

Just to double check, does your food hub's total revenue from Q5_5 include the value (supplier price + commission) of the products you sold on commission?

- Yes → **Go to Q5_10**
- It includes part of the value of the products sold on commission
- 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 sold on 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 on commission that is not included in your food hub's total revenue from Q5_5.

\$ _____

Q5_10

Of your food hub's total 2016 revenue from Q5_5, what amount, in dollars, accounted for total gross product sales?

\$ _____

→ **Instruction 1**

Add the values in Q5_8 (if any) and Q5_10 and enter it below.

\$ _____

This is your total gross product sales adjusted for any commission sales. As a reminder, for 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 were your food hub's gross product sales, in dollars, in the 2016 calendar year for the following categories?

If your food hub sells some or all products on commission, 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)
- \$ _____ Alcohol
- \$ _____ Non-food items (e.g., pet food, cleaning supplies, flowers, etc.)
- \$ _____ Other (specify) _____
- \$ _____ Other (specify) _____
- \$ _____ Other (specify) _____

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

Q5_14

What were your food hub's gross product sales, as a percentage of total gross product sales, in the 2016 calendar year in the following categories?

If your food hub sells some or all products on commission, 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)
- _____ % Alcohol
- _____ % 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 2016 calendar year, what were your food hub's gross product sales, in dollars, to the following types of customers?

If your food hub sells some or all products on commission, please include the value of the sales of those products. If you don't know the exact amount please make an estimate.

\$_____ Direct to consumer (e.g. online grocery, buying club, or co-op; multi-producer CSA, mobile markets, etc.)

\$_____ Large supermarkets or supercenters

\$_____ Small local or regional supermarket chains

\$_____ Corner stores, bodegas or small independent grocery stores

\$_____ 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 2016 calendar year, what were 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 sells some or all products on commission, 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%.

_____ % Direct to consumer (e.g. online grocery, buying club, or co-op; multi-producer CSA, mobile markets, etc.)

_____ % Large supermarkets or supercenters

_____ % Small local or regional supermarket chains

_____ % Corner Stores, bodegas or small independent grocery stores

_____ % 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 did not sell any product direct to consumer, go to next instruction arrow

Q5_17a

Which of the following hub operated outlets does your hub use to sell product direct to consumer? Check all that apply.

Hub operated...

- Brick & mortar grocery or co-op
- On-line grocery or co-op
- CSA
- Farmer's markets
- Mobile retail units
- Buying clubs

→ If you answered 'No' to Q5_7, meaning you are a broker and your total revenue did not include gross product sales, go to Q5_20.

→ Instruction 2.

Subtract the value calculated in instruction 1 (total gross product sales adjusted for any commission sales) from Q5_5 (your food hub's total revenue)

\$ _____

This is your revenue not accounted for by product sales. 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 2016 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 2016?

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_22a**

Q5_20

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

Was your food hub's 2016 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 2016?

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_22a

Now we'll switch gears and account for expenses.

In the 2016 calendar year, what were your total expenses?

\$ _____

Q5_22

In the 2016 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) _____

\$ _____ TOTAL should equal total expenses from Q5_22a

→ If you completed the survey in 2015, 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_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 Q_32**
- No → **Go to Q_32**

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

Q5_32

Next are a few questions specifically about USDA grant and loan programs.

Below is a list of USDA grant and loan programs. Please indicate if you are aware of the grant or loan and if your hub applied for and were awarded the grant or loan in the last two years.

	I'm aware of this grant/loan (check all that apply)	Our food hub applied for this grant/loan (check all that apply)	Our food hub was awarded this grant/loan (check all that apply)
Business and Industry Guaranteed Loans (Rural Development)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Facilities Grants and Loans (Rural Development)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Food Projects Grants (National Institute of Food and Ag)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Farm to School Grant Program (Food and Nutrition Service)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Farmers Market Promotion Program (Agricultural Marketing Service)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local Food Promotion Program (Agricultural Marketing Service)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rural Business Development Grants (Rural Development)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specialty Crop Block Grants (Agricultural Marketing Service)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Added Producer Grant Program (Rural Development)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

→ If you did not apply for any of the listed USDA grants or loans in Q5_32, go to Producers and Suppliers

Q5_33

Do you use a fiscal sponsor to manage grant operations?

- Yes
- No
- Other (specify) _____

**→ If you applied for LFPP and...
you did not receive an award, go to Q5_35
you received an award, go to Q5_36**

Q5_34

What were the reasons you did not apply for the Local Food Promotion Program (LFPP)?
Check all that apply.

- We did not need the financial assistance
- The award transaction costs were too high
- We were better equipped to utilize other financial assistance grant/loan programs
- Other (specify) _____

→ Go to Producers and Suppliers

Q5_35

You indicated you applied for but did not receive a Local Food Promotion Program (LFPP) award.

How important do you think the LFPP funds would have been to supporting your food hubs?

- Very important
- Somewhat important
- Not important

→ Go to Producers and Suppliers

Q5_36

How important are/were the awarded Local Food Promotion Program (LFPP) funds to supporting your food hub?

- Very important
- Somewhat important
- Not important

Q5_37

What did/will you use the awarded Local Food Promotion Program (LFPP) funds for?

Check all that apply.

- Expand your food hub's operations beyond existing levels
 - Support your food hub's preexisting business plans
 - Undertake other activities awarded by LFPP "planning" grants (specify)
-

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 2016.

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) _____

→ Answer Q6_2 if you checked 'The food hub's own farms, ranches and/or other enterprises such as processing facilities' in Q6_1.

→ 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 2016, 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 2016, 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 2016 would you say are owned or operated by:

_____ % Females

_____ % People of color (non-Caucasian)

→ 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_7

Q6_6

What percentage of the enterprises your food hub purchased or procured product from in 2016 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"/>

Q6_7a

Thinking about third party certification only, how has your food hub changed the types of third party certifications that are required of producers/suppliers in the last two years, that is since 2015?

- We require more types of third party certification(s)
- We require fewer types of third party certification(s)
- We have not changed the types of required third party certification(s)

Q6_7b

Thinking about third party certification only, how has your food hub changed the percentage of producers/suppliers that are required to have third party certification in the last two years, that is since 2015?

- We require a larger percentage of our producers/suppliers to have third party certification(s)
- We require a smaller percentage of our producers/suppliers to have third party certifications(s)
- We have not changed the percentage of producers/suppliers required to have third party certification(s) → **in addition, if you did not change types of third party certification, go to next instruction marked by an arrow**

Q6_7c Please tell us the reasons why your food hub changed the required types of third party certification or the percentage of producers/suppliers required to have third party certification in the last two years?

→ **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 2016.

Q6_9

In 2016, 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 which your food hub directly purchases or procures products, are small or mid-sized?

- All
- Most
- Some
- Few
- None

→ If you completed the survey in 2015, 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 2015.

- 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 2016?

\$ _____ → 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 total sales of food/product your food hub took possession of or sold on commission that came from small or mid-sized farms or ranches.

_____ Percentage of total sales from small or mid-sized producers

→ If you completed the survey in 2015, 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 2015, 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_18

What percentage of the farms or ranches your food hub aggregated and distributed product from in 2016 have been in operation for less than 10 years?

_____ Percent in farms/ranches in operation less than 10 years

Q6_18a

Please briefly tell us what kinds of services or programs your hub provides either exclusively for or focused on new or beginning farmers and ranches, that is farms and ranches that have been 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'.

Q7_1a

We want to know about the geographic area of the farms and ranches from which your food hub purchases or procures products.

Thinking about the farms and ranches your food hub purchased or procured products from in 2016, what percent are located in areas that are...

	Percentage
Within the borders of a large metropolitan city	%
Other urban	%
Suburban	%
Rural	%
Can't classify/don't know	%
TOTAL	100%

→ If all your product came from “the food hub's own farms, ranches and/or other enterprises such as processing facilities” answer Q7_1 otherwise, go to Q7_2

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_5**
- No → **Go to Q7_5**

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 2016 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 2016...

	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?		

Q7_5 → If you did not complete the survey in 2015, go to Q7_8

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

Q8_1a

Which of the following does your food hub use to provide information about or training on food safety for your food hub or your hub's producers and suppliers? Check all that apply.

	Provides information	Provides training	Do not use
State government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
USDA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
University extension	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private paid consultants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community based organizations or advocacy groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other non-profit organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Buyers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Certification bodies (specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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 percentages of your wholesale, that is 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

Under the Food Safety and Modernization Act (FSMA) Produce Safety Rules farms that grow, harvest, pack or hold produce are classified as fully covered by the rule, qualified exempt or exempt.

Thinking about the farms that provide fresh produce and herbs to your food hub, what percentage of farms fall into each of the following categories:

_____ % Fully covered

_____ % Qualified exempt

_____ % Exempt

_____ % Don't know farm's category

Challenges and Opportunities

This is the final section. We will ask about specific challenges and opportunities 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 organizations 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 is 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

What are the specific challenges your food hub is experiencing with respect to your top ranked challenge from Q9_2?

Q9_4

In your opinion, since 2015, 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"/>

→ If you indicated in Q9_5 that competition for current and existing customers will stay the same or shrink, go to Q9_9a.

Q9_6a

From the list below, rank your food hub's competitors by the threat you expect they will pose. A rank of 1 is the greatest threat. Only pick and rank those you think will pose a risk.

Competitors	
_____	Traditional wholesale distributors developing local programs
_____	Other food hubs
_____	Farmers selling wholesale directly
_____	CSA programs
_____	On-line delivery or subscription services
_____	Other (specify) _____

Q9_9a

For the customer/market types below, please indicate if your hub intends to enter, increase or decrease their market share or exit the market. Please indicate if your hub does not currently serve nor does it intend to serve a particular customer/market in the next two years.

	In the next two years, does your hub intend to...				Not serving this market now or in the next 2 years
	Enter this market	Increase share in this market	Decrease share in this market	Exit this market	
Large retail grocery stores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corner stores, bodegas or small grocery stores	<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"/>
Direct-to-consumer	<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"/>
Food processors	<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"/>
K-12 school food service	<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"/>
Hospitals	<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"/>

Q9_11

That was the last survey question! Is there anything you'd like to tell us about your food hub or the survey?



Follow_up

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