



NATIONAL
FARM *to* SCHOOL
NETWORK

Final Presentation

STAR Project Team: Joe Janeczko, Radhika Arora,
Yuki Honda, Patrick Jones, Jay Tiwari

Project leader: Jonathan Aronoff aronoffj@kenan-flagler.unc.edu

Advisor: Prof. Nicholas M. Didow Nick_Didow@kenan-flagler.unc.edu

STAR

STUDENT TEAMS ACHIEVING RESULTS

NFSN has asked the STAR team to help it explore an earned income strategy to support general operations and staffing.

Key Question

What strategies and activities should NFSN pursue to achieve financial sustainability?

Key Metrics

How much does the projected earned income from these activities cover budgeted expenses?

Other Considerations

Earned income strategy should:

- Align with and contribute to NFSN's mission
- Be possible to implement within NFSN's current capacity and in both conference and non-conference years
- Respect the cohesion of the network of Core & Supporting Partners

The team has addressed the key question by observing the F2S ecosystem, developing potential strategies with NFSN, and testing for feasibility and ROI.

In Scope

- High-level recommendations for earned income strategies
- Preliminary financial analysis and projections with sensitivity testing
- Mitigation strategies

Out of Scope

- Detailed implementation
- Government grants and fundraising

NFSN has advanced the F2S and Farm to ECE mission by promoting information, leading advocacy, and networking organizations and practitioners.

Mission

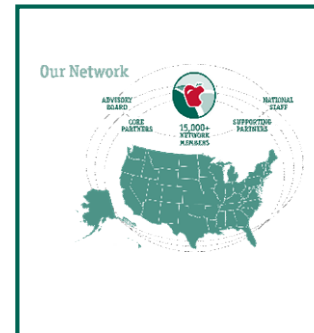
“Increase access to local food & nutrition education to improve children’s health, strengthen family farms, and cultivate vibrant communities”

Vision

“A nation in which F2S programs are essential component of strong and just local food systems, ensuring the health of all school children, farms, environment, economy and communities”



42-50K
Schools with F2S activities



200
Core and Supporting Partners

Source: FarmToSchool.org, USDA F2S Census, SNA Survey, Core Partner Interviews

NFSN faces considerable challenges to achieving financial sustainability.

NFSN Issues



Primary funder is concluding series of multi-year grants



Needs a diversified funding base to sustainably support general operations



Brand primarily carries weight within a limited group of organizations

F2S and Farm to ECE Issues



Range of emphasis and priority on F2S and Farm to ECE among stakeholder network



F2S carried out in many different ways – No established standard practice

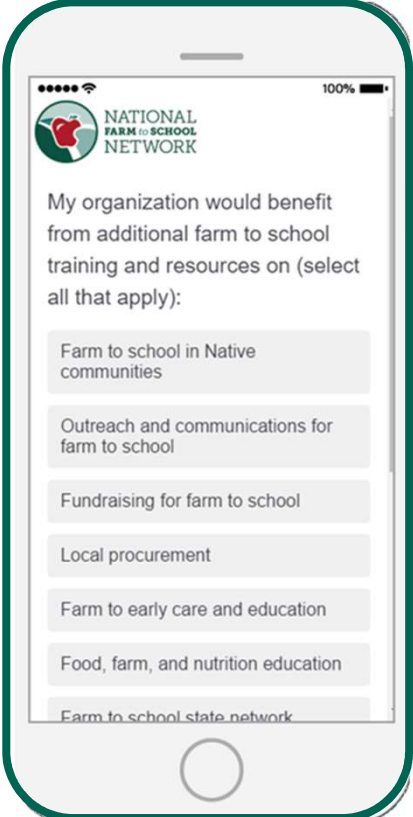
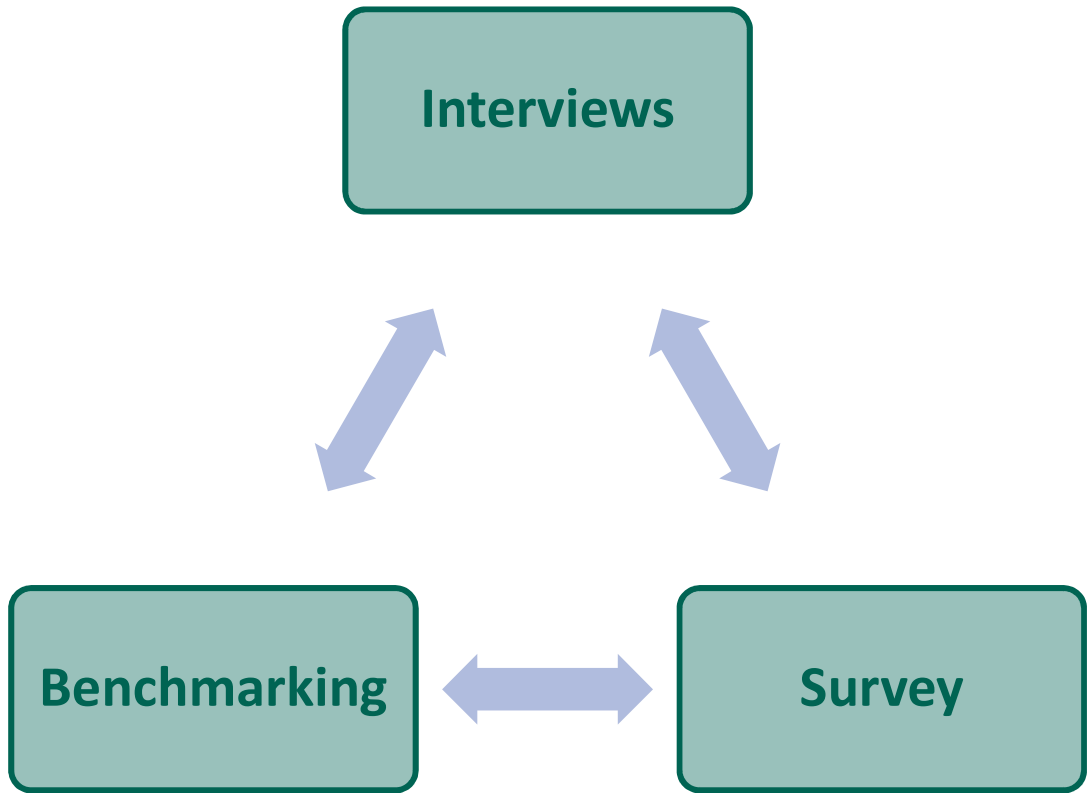


Most stakeholder groups are financially constrained

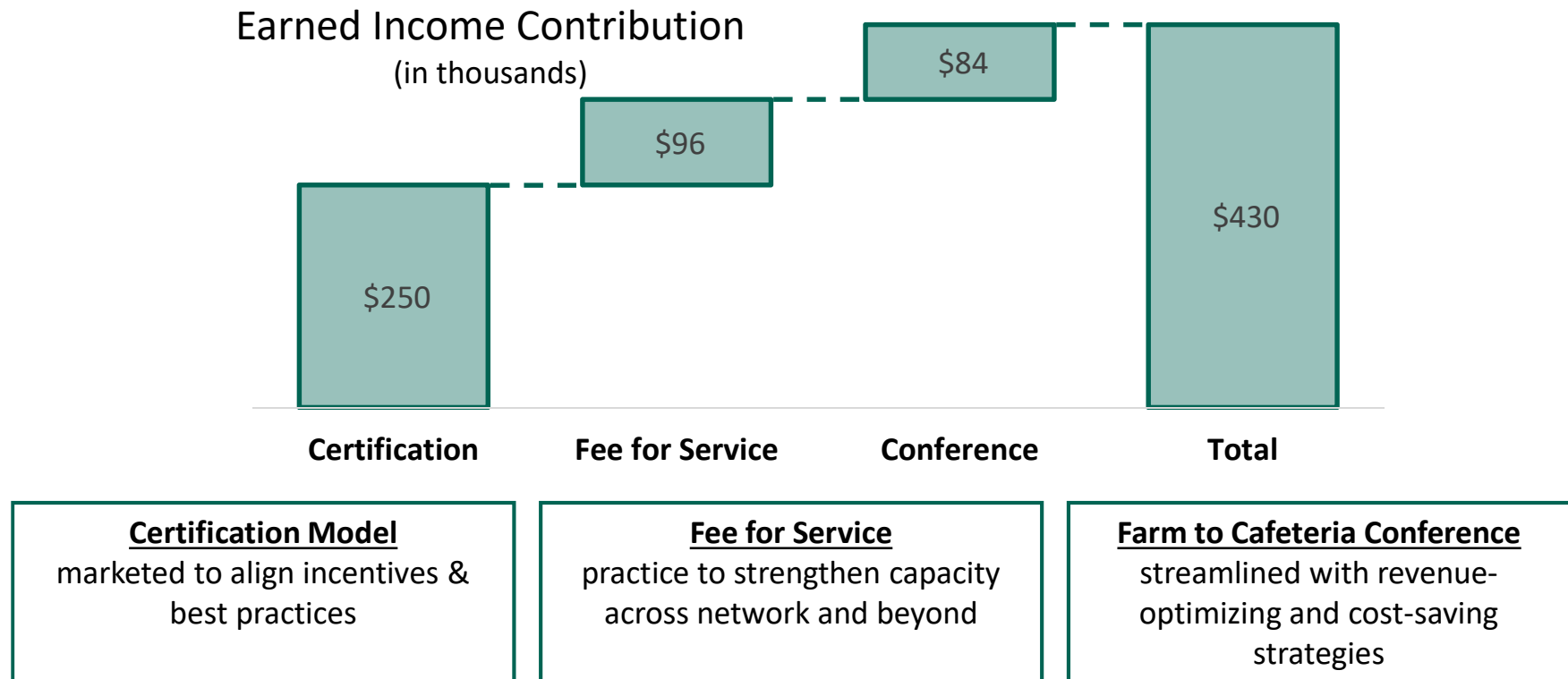
Income strategy must extend existing activity and relationships, while creating added value sufficient to convert beneficiaries into initial customer base.

Source: NFSN Kick Off Interview, Core Partner Interviews, Team Analysis

Engaged in new research to ground analysis and recommendations in real terms.

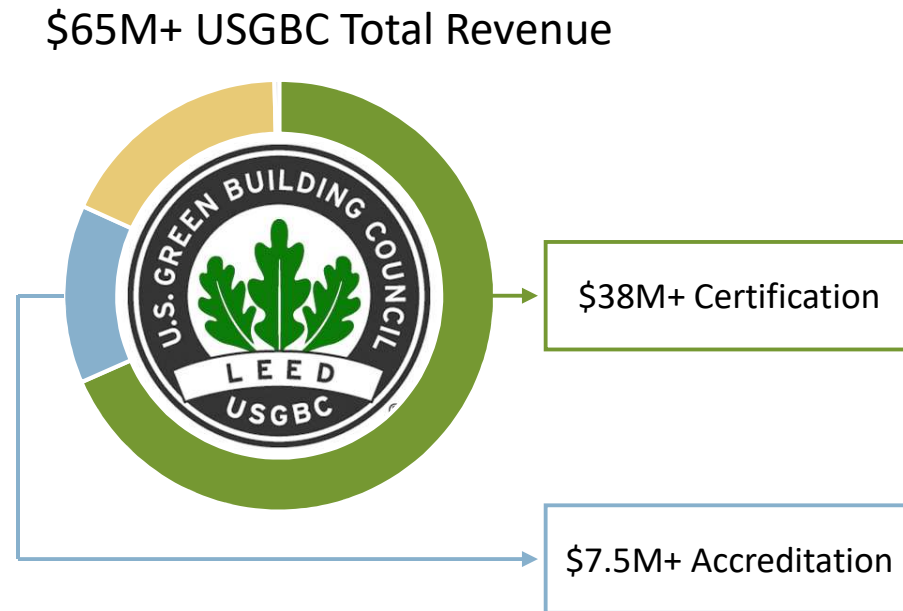


A combination of mission-enhancing strategies and conference planning can add earned income necessary to support financial sustainability.



With these recommended strategies, NFSN can achieve \$430,000 of annual earned income by 2022

The LEED Certification is a proven revenue model of standardization that NFSN has the capabilities to follow



Benefits of Certification

Standardization – increases overall efficiency by aligning various groups and coordinating efforts

Education – increases adoption of F2S and Farm to ECE best practices in schools

Network – provides revenue opportunity for both NFSN and CPs while aligning the mission of F2S and Farm to ECE

Notable Accomplishments

2000 – 250 members provide consensus-driven LEED standard

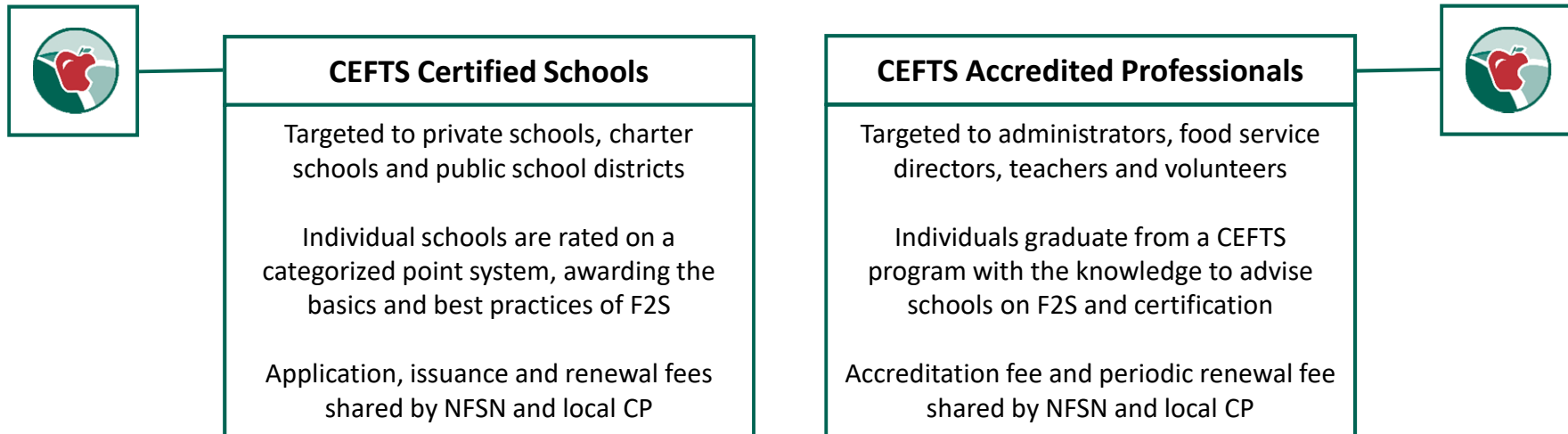
2005 – Federal, State and Local governments provide financial incentives for LEED

Today – Continue to recalibrate & push global

Source: USGBC Annual Report, DBP – LEED, LEED Interviews

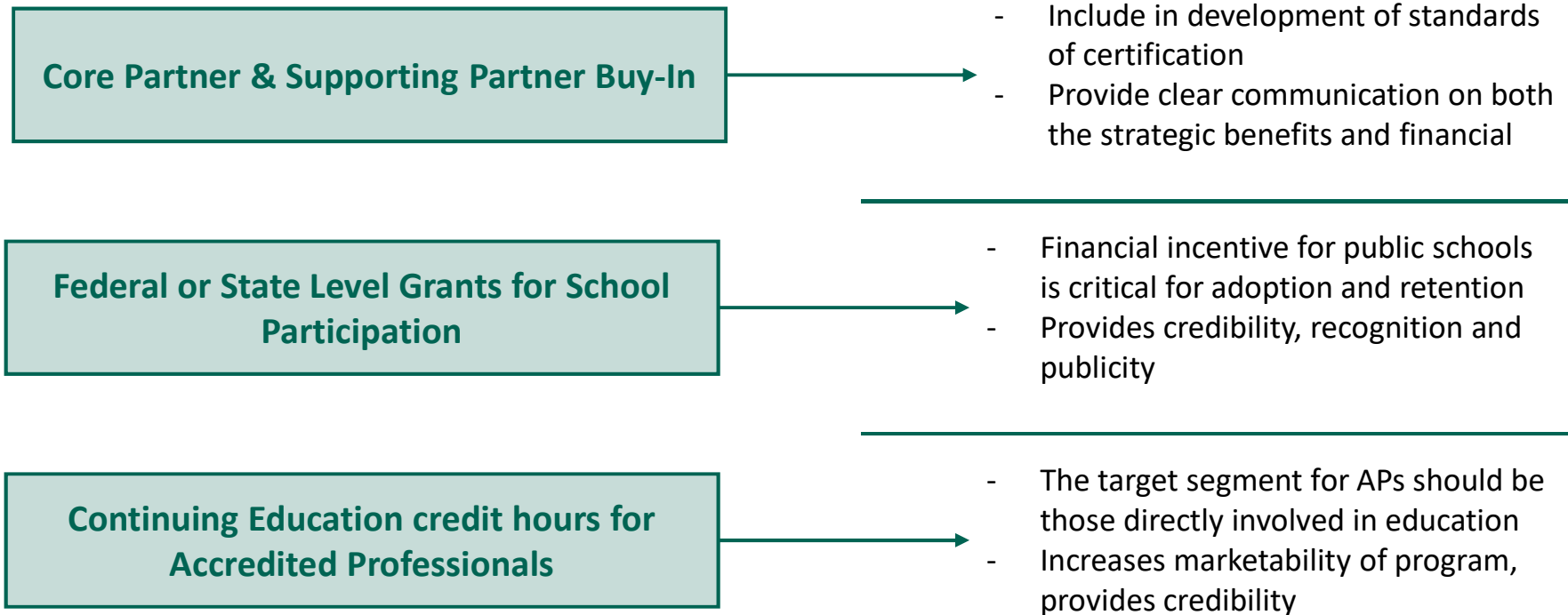
NFSN will certify schools and accredit professionals to create an ecosystem around the standardization of F2S and Farm to ECE

CORE ELEMENTS OF FARM TO SCHOOL CERTIFICATION



Source: NFSN/STAR Survey, LEED Interviews, Team Analysis

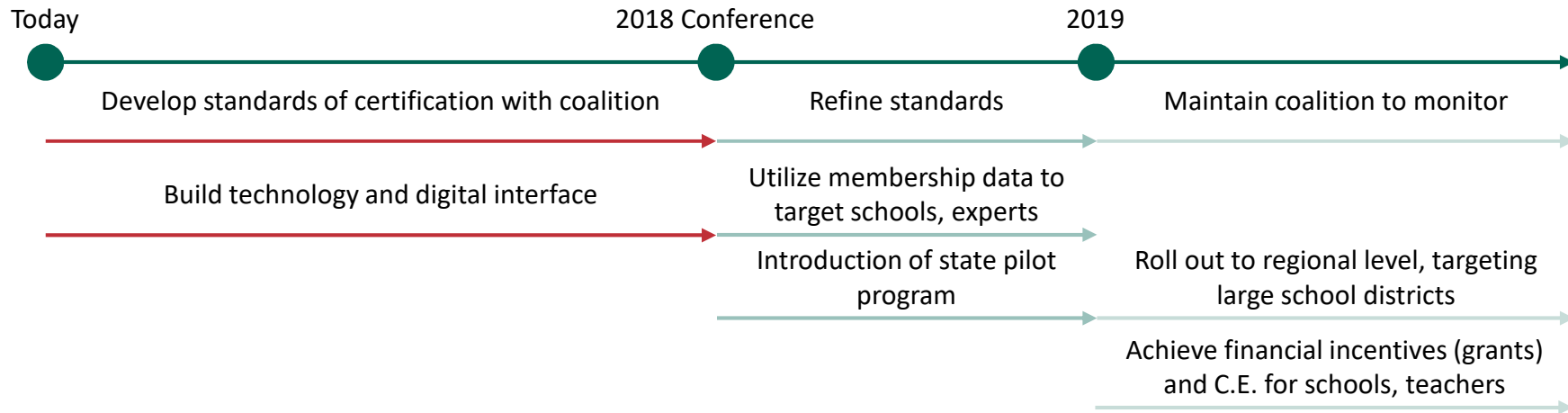
To succeed, NFSN needs to gain buy-in from Core Partners, create coalition-driven standards, and identify tangible incentives for stakeholders



Source: DBP – LEED, LEED Interviews, Core Partner Interviews, NFSN/Star Survey, Team Analysis

The certification should be introduced at the Farm to Cafeteria Conference, following the consensus-driven development of standards

CEFTS Implementation Timeline



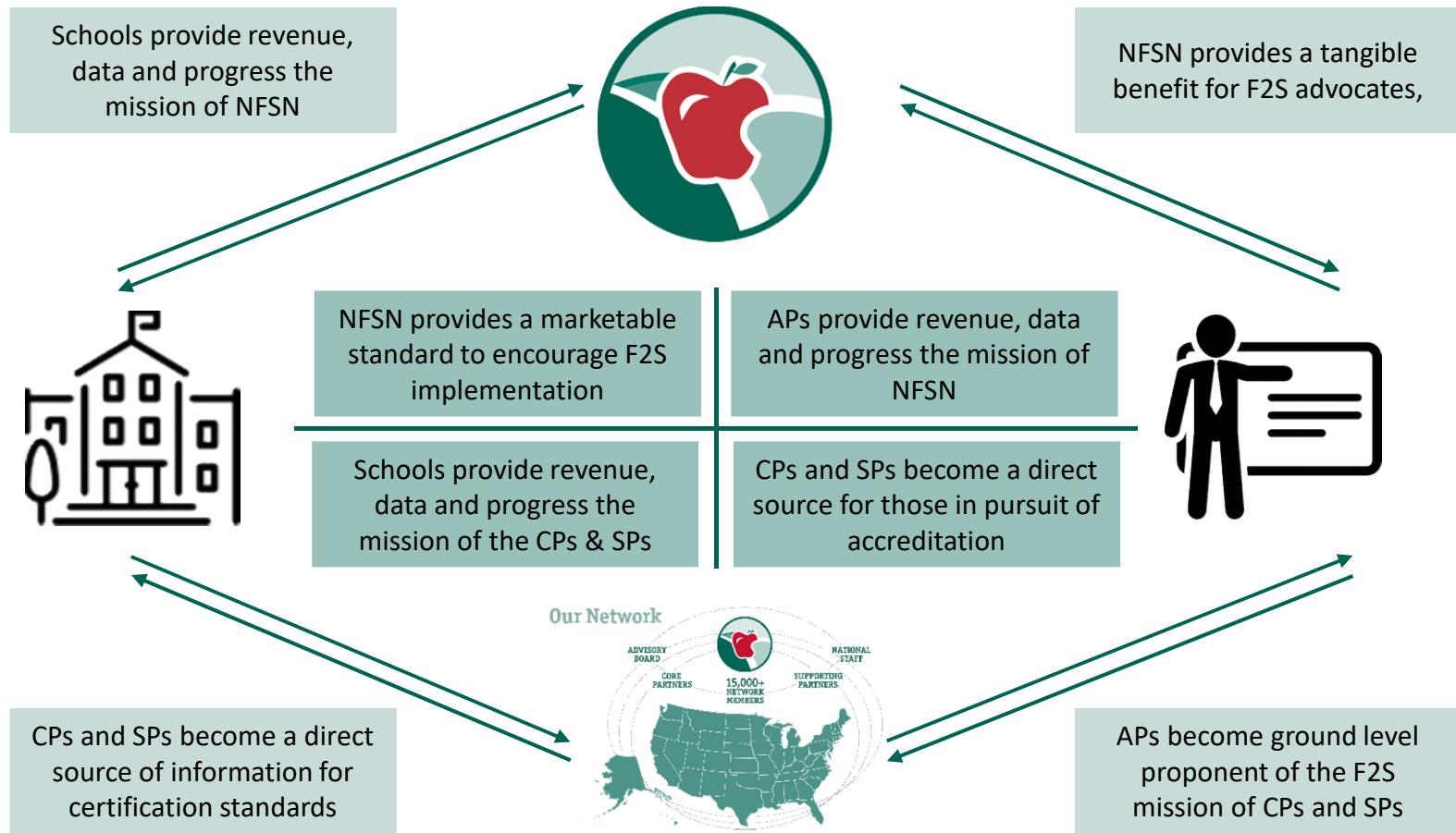
Source: NFSN/STAR Survey, LEED Interviews, Team Analysis



Certification • FFS • Conference



By certifying schools and accrediting professionals, NFSN will deepen the connections between F2S stakeholders



Source: Core Partner Interviews, Team Analysis

The survey reveals strong proponents as well as those that would need convincing

Survey Question	Somewhat Strong – Strong %
Improve F2S activities	70%
Source of motivation	58%
Org. would pursue certification	72%
Ind. would pursue accreditation	80%

	Proponents	Needs Convincing
<i>By F2S category</i>	- Teachers/Educators, Foodservice Staff/Directors, Non-Profits, and those unspecified	- Government agencies, Universities/Extensions
<i>By NFSN relationship</i>	- NFSN Members, and those that did not mention	- Core partners, supporting partners

Source: NFSN/STAR Survey Results



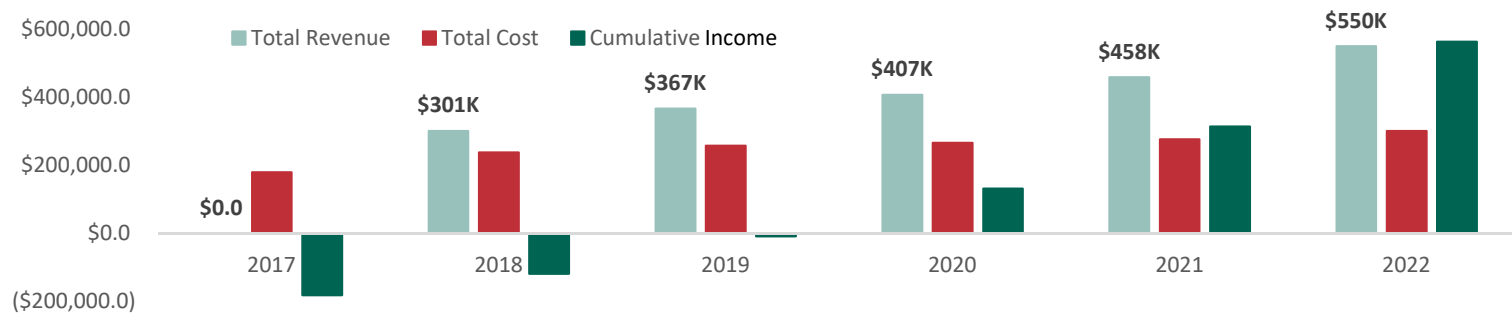
Certification • FFS • Conference



Our financials projections include a target revenue of \$550K by 2022

Measurement	2022 Target
Schools Certified in 2022	485
Accredited Professionals in 2022	1,500
Total Schools Certified	1,852
Total Accredited Professionals	6,719

Annual Revenue, Costs & Cumulative Income for Certification & Accreditation Through 2022



Breakeven in 3.05 Years

Source: USDA F2S Census, LEED Annual Report, Team Analysis, Appendix 18-20

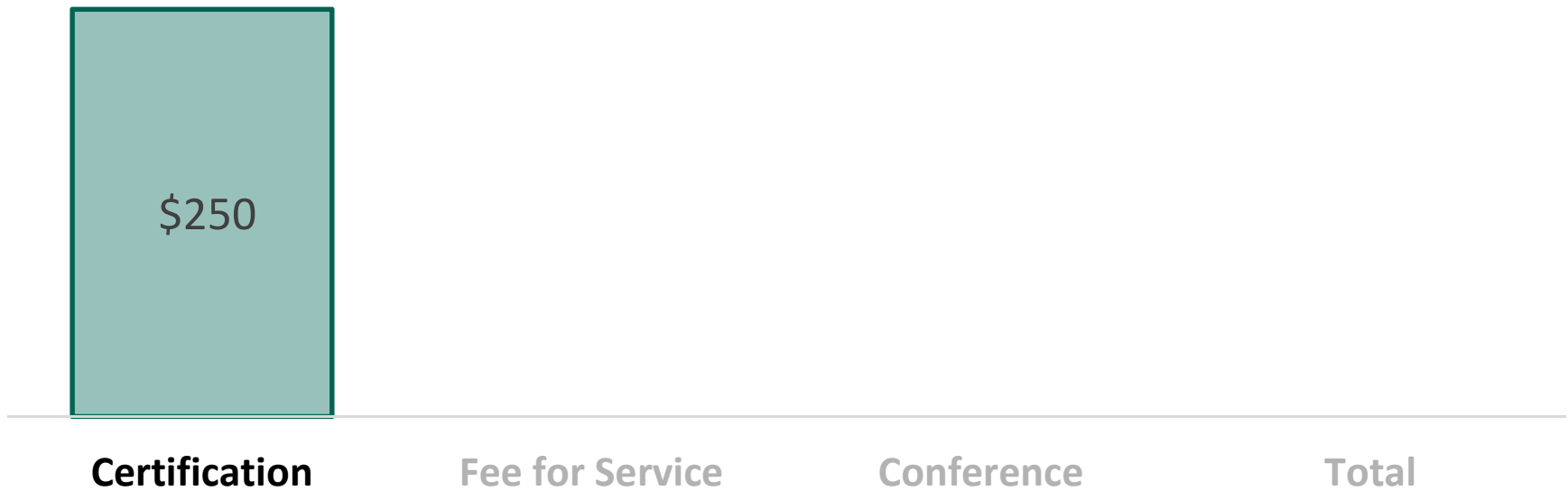


Certification • FFS • Conference



5-year outlook for impact of earned income strategies

Earned Income Contribution
(in thousands)



NFSN currently provides value to its members and Core and Supporting Partners

Infrastructure	NFSN's information, advocacy, and networking infrastructure delivers value to its membership.
Current Offerings	NFSN's Core Partners currently receive a diverse range of services through the network.
Room for Expansion	There is potential room for growth in Policy and Advocacy, Education, and Evaluation.

Source: NFSN Internal Data, Team Analysis



Certification • FFS • Conference



NFSN does not charge for the services they provide, but similar non-profits have had success in generating custom service revenue streams

FARMER FOODSHARE



National organization based out of Durham (with international reach)



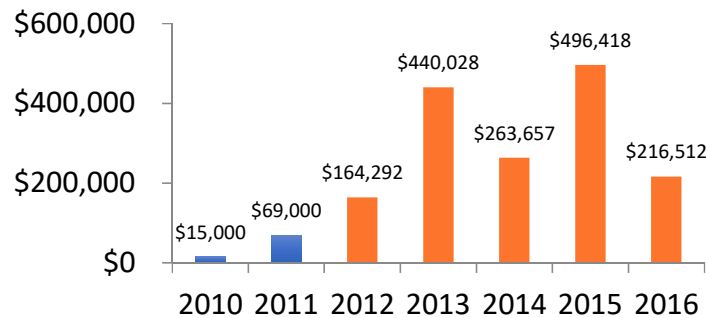
152,000 in ancillary sales in 2015 (82% went to farmers)

- Donation Stations**
 - Volunteer-operated booths collect produce from farmers markets and distribute to hunger-relief organizations
- Wholesale Market**
 - Uses Wholesale Partners to connect agencies that are stretching their budget to buy more local fresh food with farmers
- Food Ambassadors**
 - Cooking demonstrations, recipes, and fact sheets to help recipients get the most out of their produce



Custom Service Revenue

70/30 Mix of grant funding and custom service revenue



Tie the target offering to fit opportunities with funding.

Source: Youth Empowered Solutions, Farmer Foodshare



Certification • FFS • Conference

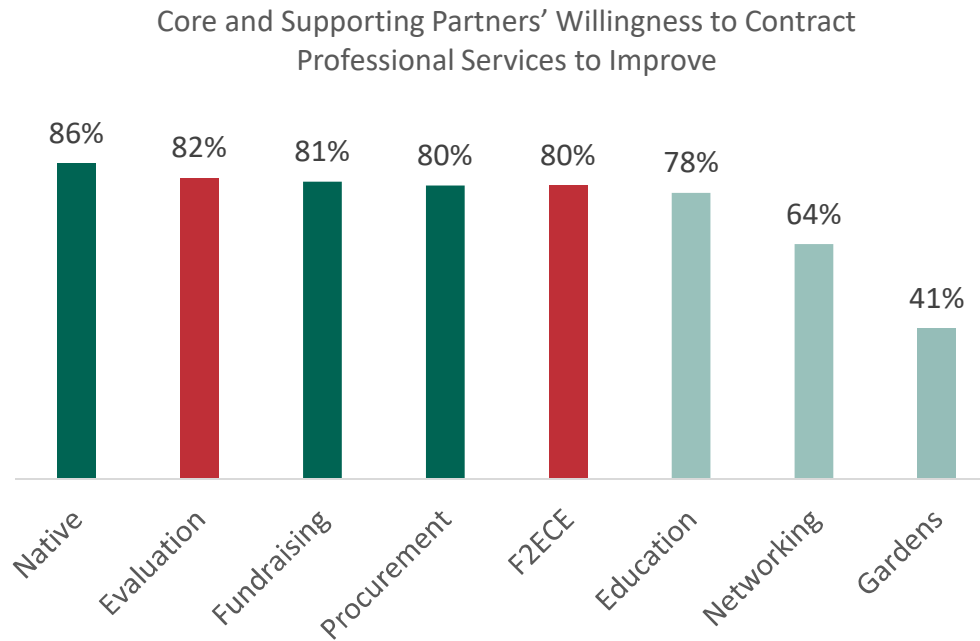


NFSN can experiment with earned revenue streams by providing services for a fee in three distinct channels of F2S and F2ECE involvement

<p>Policy & Advocacy</p>	<p>Pricing: \$5,000 per engagement Services include... Policy leadership at the state level, policy writing, advocacy and lobbying, best practice advice</p>
<p>Education</p>	<p>Pricing: \$3,500 per engagement Services include... Farm to ECE program building, formalized structure for sharing food, farm and nutrition education services, data collection and sharing, training for school educators, food safety education and training</p>
<p>Evaluation</p>	<p>Pricing: From \$3,500 per engagement (dependent on size of organization) Services include... Evaluation/auditing of organizational F2S and Farm to ECE efforts, data gathering on achievement of F2S and F2ECE goals, strategic support for increased efficacy</p>

Source: Core Partner Interviews, Team Analysis

The proposed services support NFSN’s opportunities within F2S and Farm to ECE



<p>Demand for Policy & Advocacy Support</p>	<p>Of the survey respondents who expressed interest in contracting professional services to aid with policy & advocacy goals, 94% asked for direct support at the state-level (as compared to 50% for federal and 58% for local).</p>
--	---

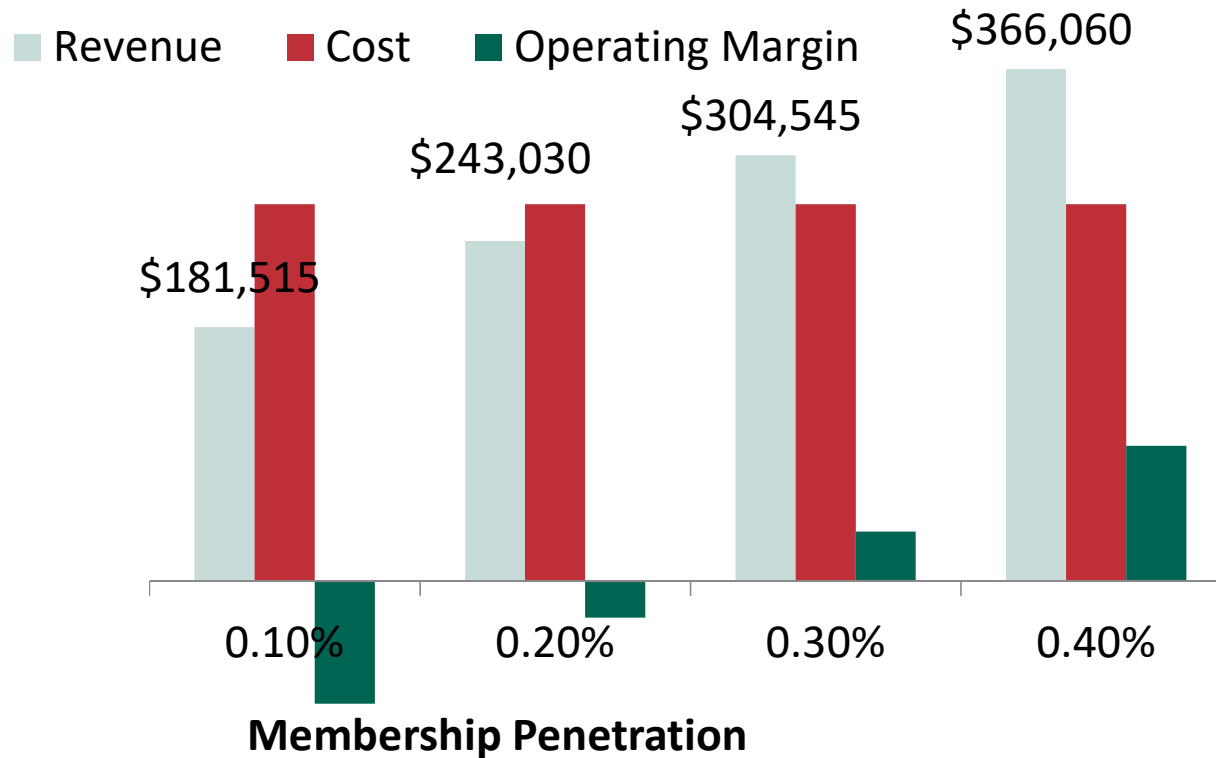
Source: NFSN Internal Data, Survey, Team Analysis



Certification • FFS • Conference



NFSN can achieve various yearly revenue streams by 2022 depending on membership penetration rates



As costs remain stable, revenue and income react to market penetration

Source: NFSN Internal Data, Survey, Team Analysis, Benchmarking

In order to provide these services, NFSN will need to grow its internal capacity

Revenue Goal	No. of Engagements	Additional Full-Time Staff
\$100,000	25	1
\$200,000	50	2
\$300,000	75	2
\$400,000	100	3
\$500,000	125	3

To meet its revenue goals, NFSN will need to hire full-time staff accordingly

Source: NFSN Internal Data, Survey, Team Analysis

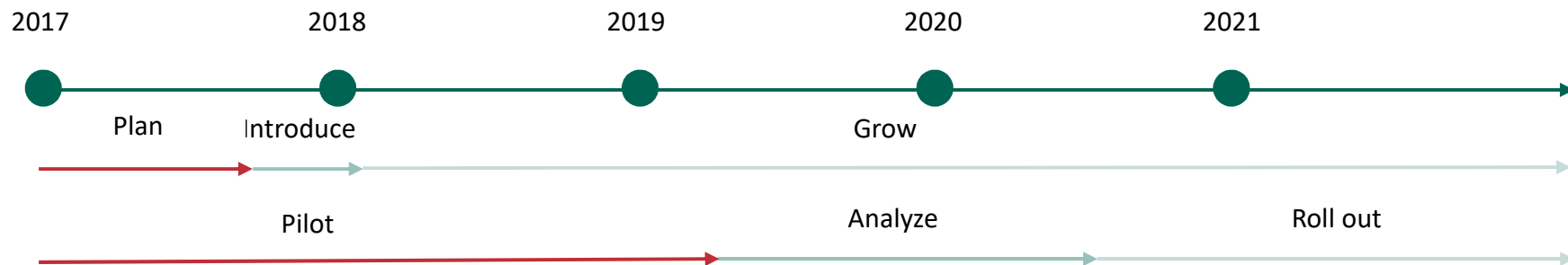
We have identified risks and corresponding mitigation strategies

Risk Factor	Mitigation Strategy
Schools lack sufficient funding to pay for NFSN services.	Create a standard by which school districts can request various levels of F2S and F2ECE involvement.
Penetration rates for members fail to generate sufficient revenue to make up for costs.	Keep Core and Supporting Partner penetration rates reasonably high to offset any difficulties reaching membership.
Market penetration for fee-for-service models outstrips organizational capacity to provide those services.	Test receptiveness for fee-for-service models during pilot program and adjust capacity accordingly. In addition, accredited stakeholders could assume some of these roles.

Source: Team Analysis, Survey Data, Interview with UNC NP Coordinator

We have developed a 5 year financial projection in accordance with our high-level implementation strategy

Year	2017	2018	2019	2020	2021	2022
Revenue	-	\$361,200	\$362,406	\$363,618	\$364,836	\$366,060
Cost	\$50,000	\$269,000	\$269,050	\$269,153	\$269,305	\$269,506
Earned Income	(\$50,000)	\$92,200	\$93,356	\$94,466	\$95,531	\$96,555



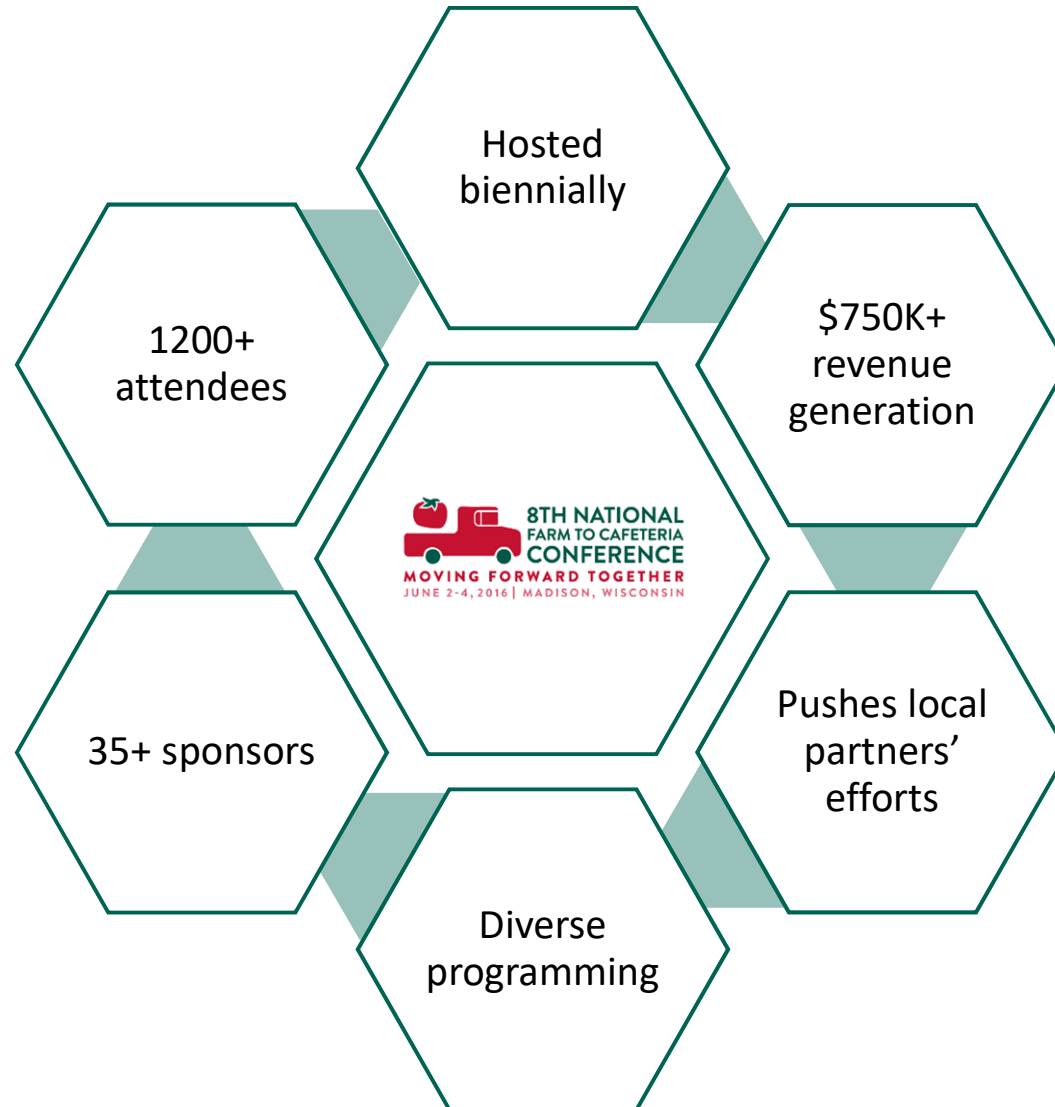
Source: NFSN Internal Data, Team Analysis, Benchmarking

5-year outlook for impact of earned income strategies

Earned Income Contribution
(in thousands)



The Farm to Cafeteria Conference is NFSN's premier event and primary revenue source, generating approximately \$750K



Source: Team Analysis



Certification • FFS • Conference



The Farm to Cafeteria Conference has identifiable issues that result in strains on capacity, missed revenue opportunities, and high costs

There are certain pain points that still hover over the conference model.

We have concentrated on improving the efficiency of and unrestricted revenue from the conference



Time crunch while planning process



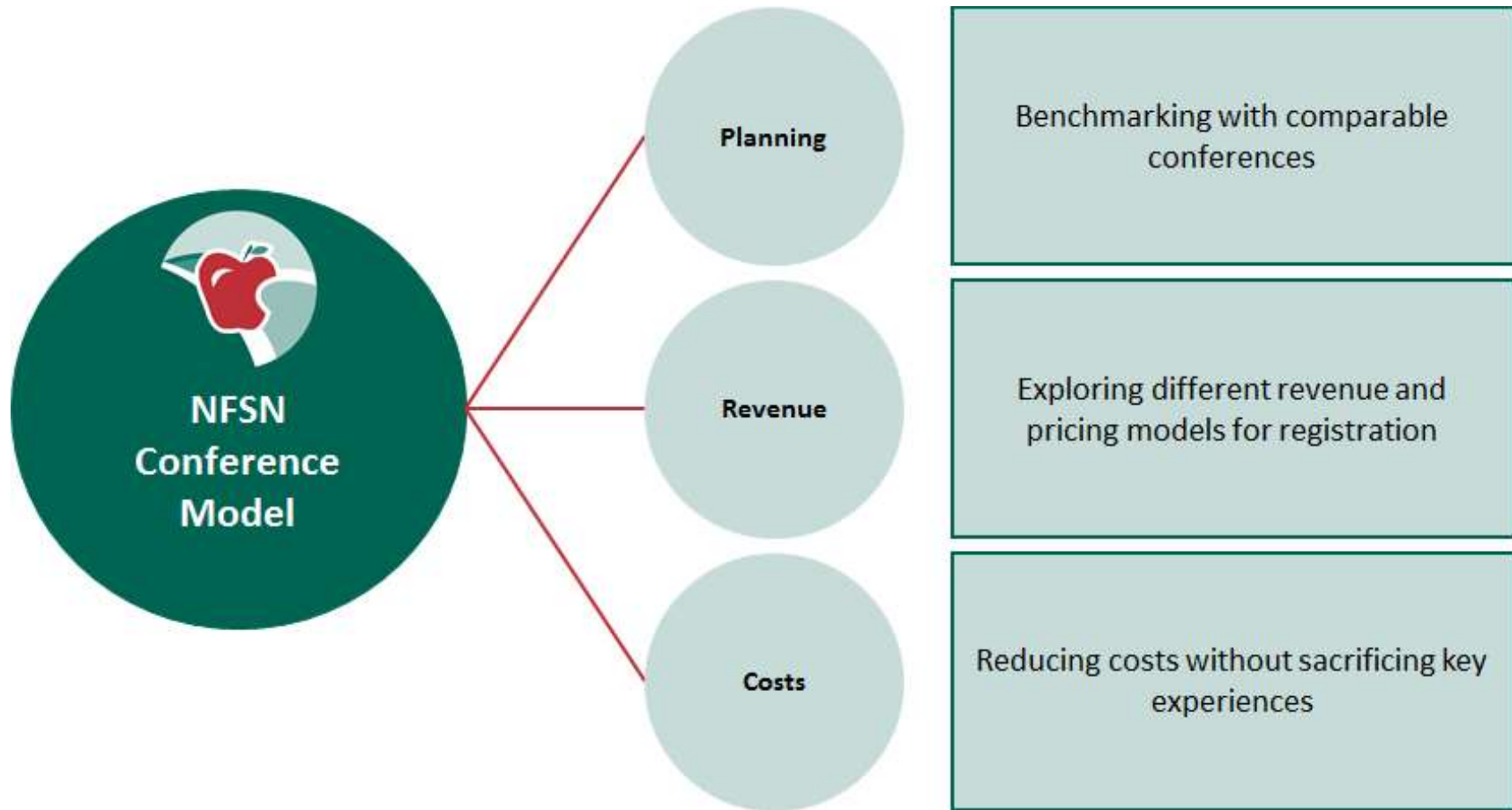
Excessive use of NFSN staff working hours



High food costs

Source: Team Analysis

To improve the conference, NFSN should follow best practices to improve the planning process, revenue, and costs



Source: Team Analysis

Consider these planning opportunities and best practices to reduce costs and drive attendance



Toolkits for Attendees

Sample letters for manager

Sample letters for funding

Ways to raise funds

PTA

Fundraising walks

Local activities information

Travel discounts



Precise Planning

Start 3 years in advance

Hire consultants for 3-4 events

Dedicate staff to sponsorship

Use free event planning websites (Eventbrite, Ennect Event, etc)



Registration Options

Early Registration

Group Discounts

Member/Non-member


Student, Retiree

Corporate/Private

Source: Best Practices; SmartMeeting
Best Practices in Event Planning and Management; NonProfitPartnership

Compared to other organizations, NFSN provides a limited number of options for attendees in terms of price

Comparable Conference Example

Conference Title	National Small Farm Conference		National Consortium for School Networking Conference
Category	Farming	Farming & Education	Education
Days	3 days/y	3 days/2y	3 days/y
Scale	40 pres., 60 poster pres.	Over 1200 attendees	150 sessions
Early registration	\$350	\$395	\$549
Regular registration	\$425	\$445	\$599
Regular registration (Non-member)	-	-	\$749

Source: Conference Websites

NFSN should use targeted registration fees for different occupations as well as rates for groups and members

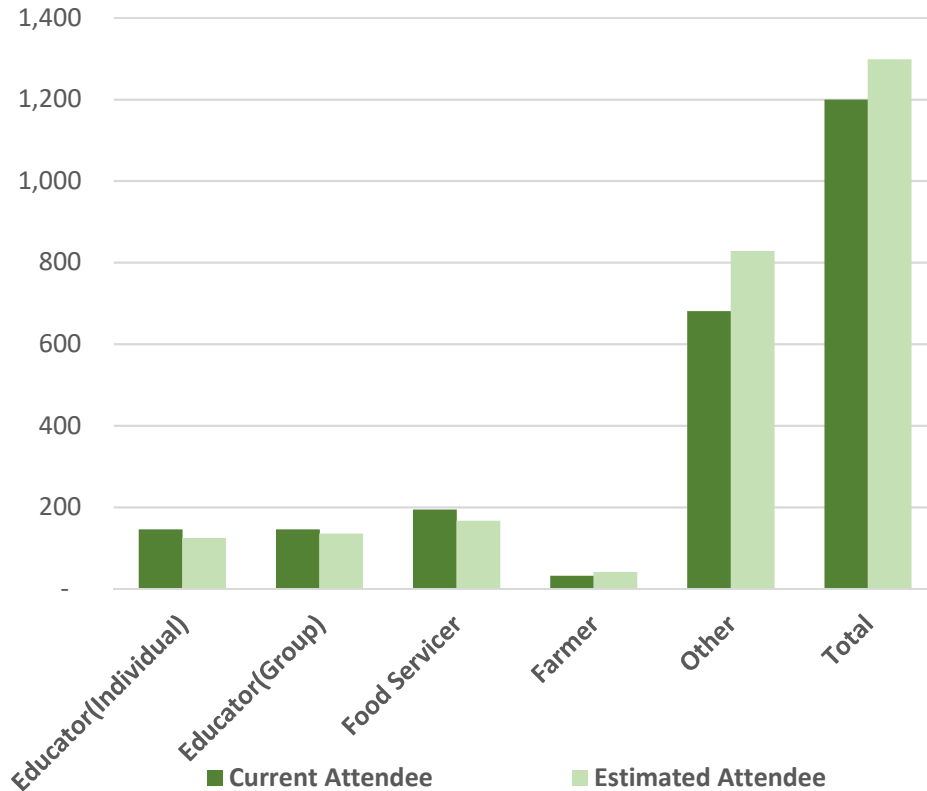
Comparable Conference Summary

Conference Target	Early Reg.	Registration Fee by Occupation	Membership	Group Discount
Farmer	✓			
NF2N	✓			
Food Processor	✓	✓	✓	
Educator	✓	✓	✓	✓

Source: Team Analysis and 7 national scale of conferences

A new price structure allows NFSN to capture more value and willingness to pay

Number of Conference Attendees



New Price Model(Current price \$445)

	Non-Member		Member	
	Suggested Price	Change	Suggested Price	Change
Registration Fee(Average)	\$528	\$83	\$398	(\$47)



Total revenue will increase approximately \$15.5K/Conference

Source: Team Analysis



Certification • FFS • Conference



NFSN can reduce its existing high costs of consultant, food and venue



Consultant costs

- Renegotiate contract for 2 to 3 events to reduce costs by 10%, i.e. \$9,000
- Dedicated staff for sponsorship to target financial services



Food costs

- Contract local food suppliers a year before
- Reduce the quality/quantity of food served to reduce costs by \$15,000



Move field trips offsite

- Reduce the number of days the venue is booked by 1 day to have potential saving of \$34,000



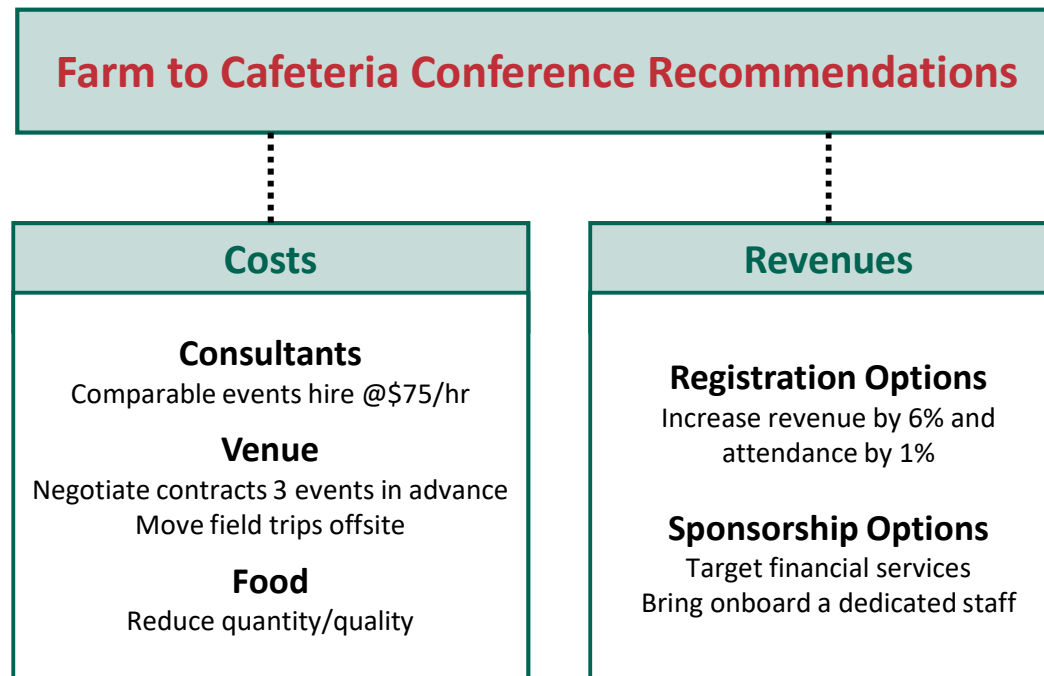
Venue costs

- Book venue at least 3 years in advance to reduce venue costs by 10%, i.e. \$16,700

NFSN can derive a more efficient model with \$70k reduced costs

Source: Team Analysis

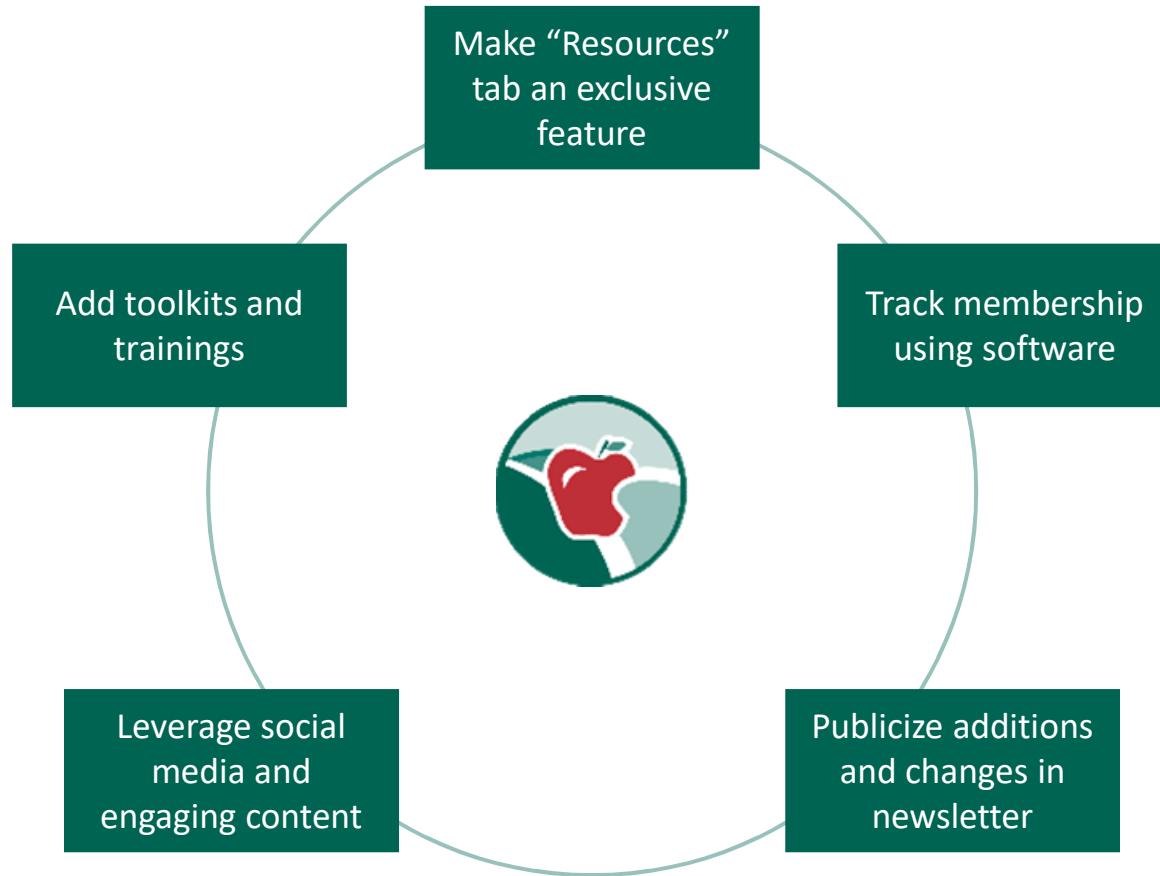
By focusing on reducing costs, optimizing price and focusing on value-add events, NFSN will be able to improve earned income by \$84k



Analysis of the costs and revenues of the conference as well as benchmarking can derive a more efficient model with 6% increased revenue and 12% reduced costs

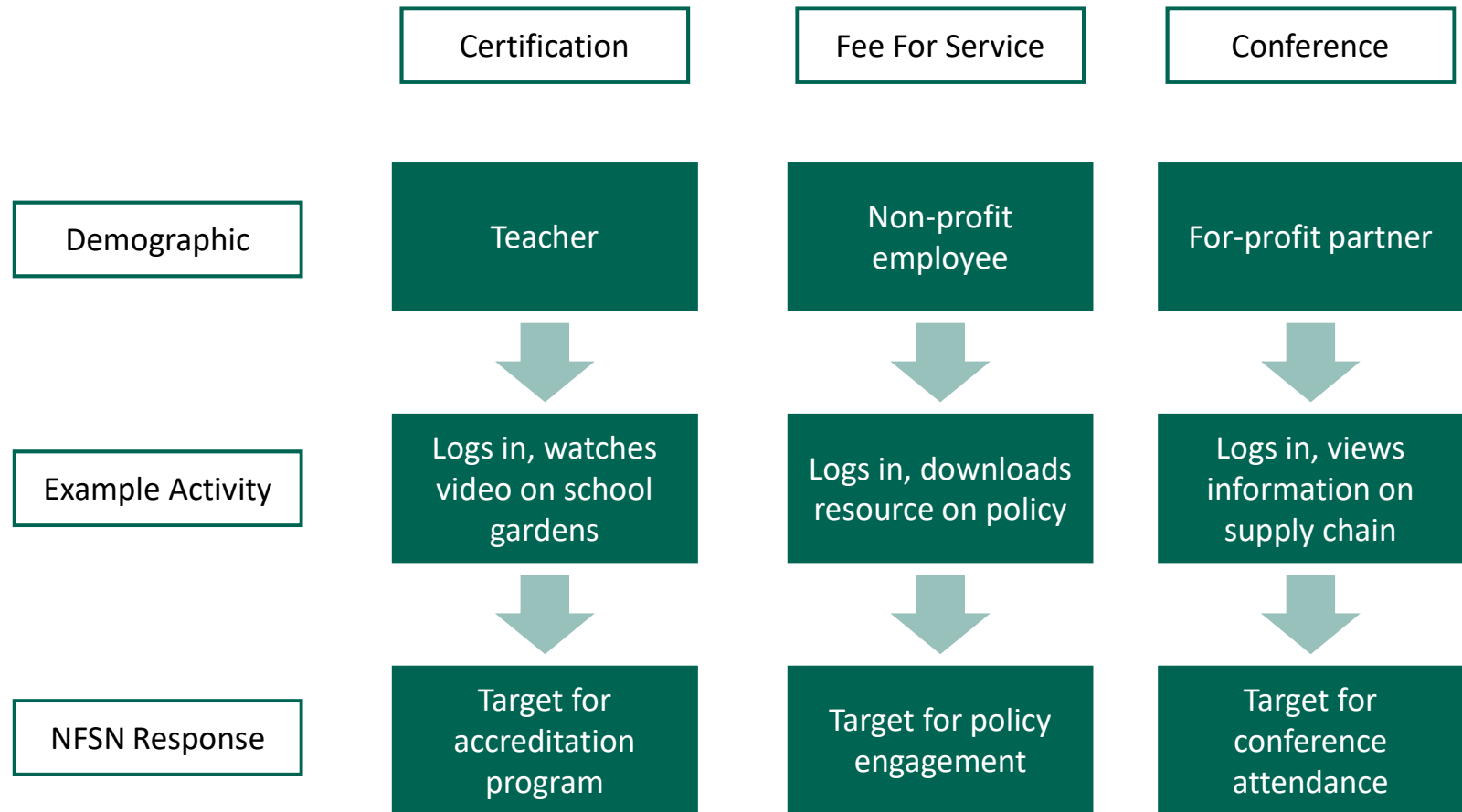
Source: Team Analysis

NFSN should utilize their website content to strategically engage membership



Source: NFSN website, Team Analysis

Tracking website activity can identify additional opportunities for revenue generation, specific to certification, fee for service, and conference attendance



Source: NFSN website, Team Analysis

The locations of the Farm to Cafeteria Conference and other services should be strategically selected for implementation

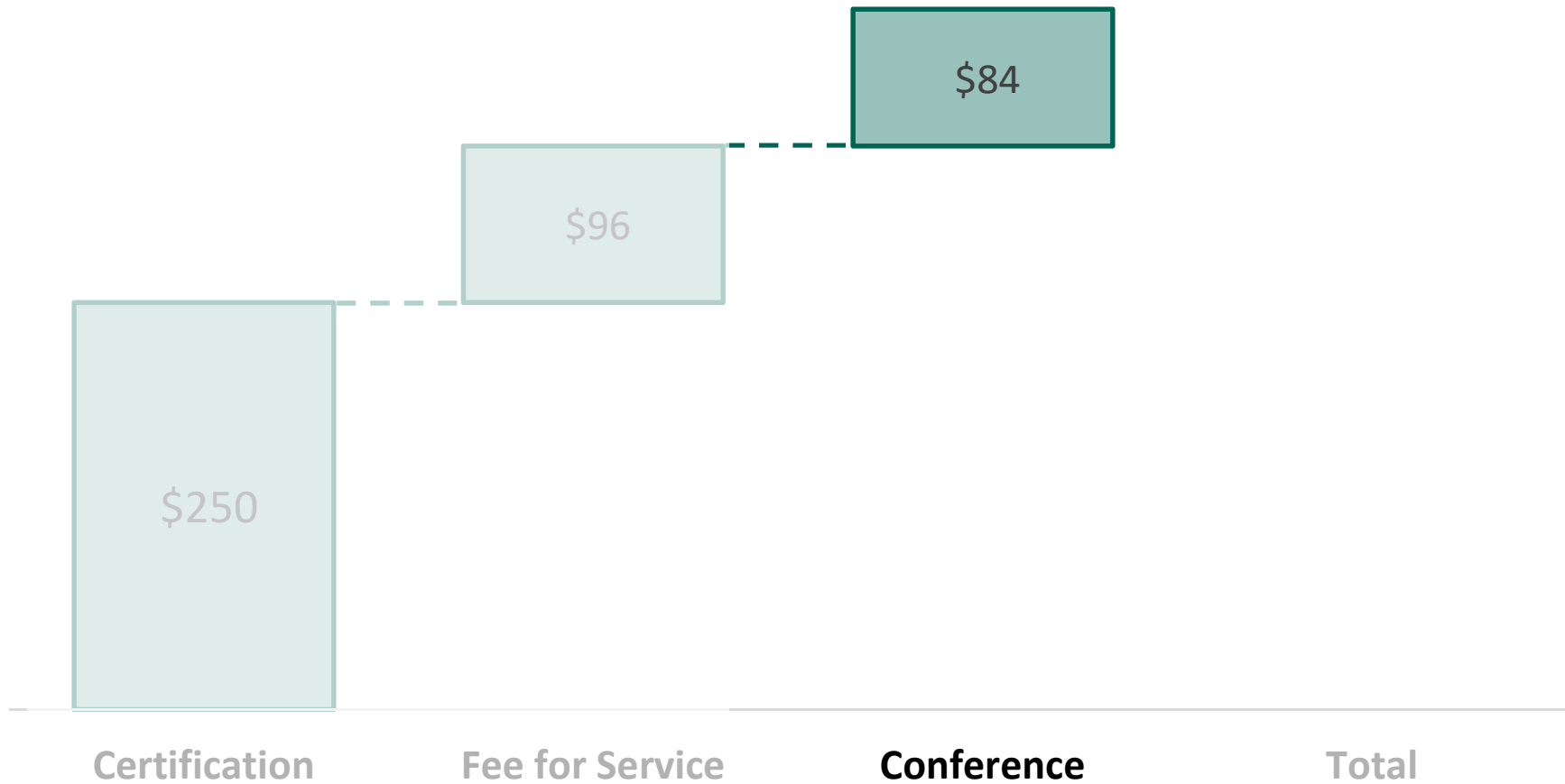
	Ideal Location Qualities
Conference	Secondary market locations, with attractive field trip opportunities, affordable conference centers
Certification	High number and percentage of schools with existing F2S programs, high involvement of local CP and SPs with development of standards, conducive policy towards F2S
Fee-for-Service	High number of F2S and Farm to ECE organizations, high number and percentage of schools with plans to implement F2S activities

We recommend various states within the Northeast, depending on the reaction from Core and Supporting Partners

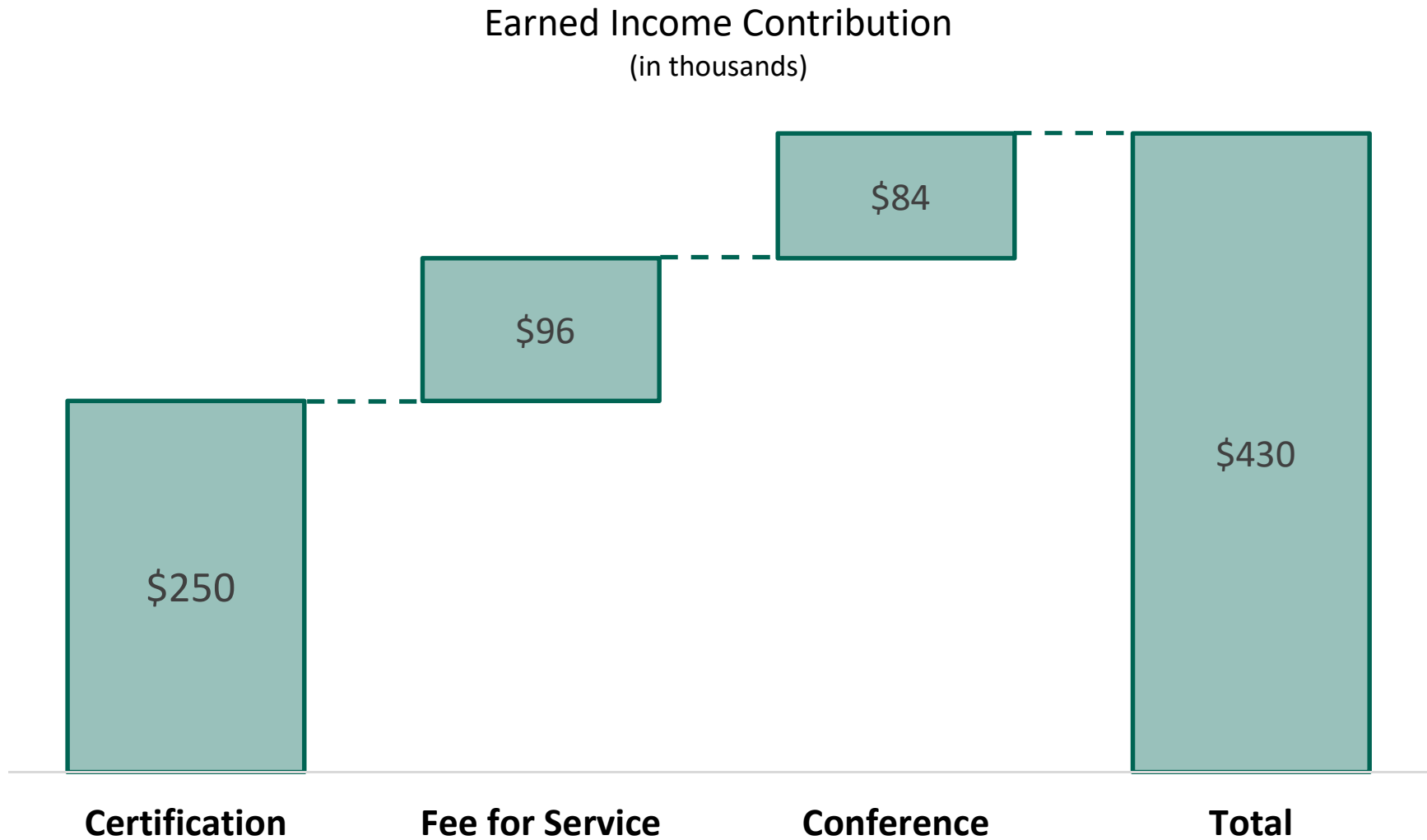
Source: USDA F2S Census Data, Team Analysis

5-year outlook for impact of earned income strategies

Earned Income Contribution
(in thousands)



5-year outlook for impact of earned income strategies



STAR Team



Jay Tiwari, MBA 2018

- Three years of experience in project management and engineering
- B.Tech. in Civil Engineering from Indian Institute of Technology, 2013



Radhika Arora, BSBA 2018

- Bachelor's in Business Administration, Minor in Arabic
- Foreign service experience at U.S. Department of State



Jonathan Aronoff, MBA 2017

- Eight years of experience in nonprofit development
- Pursuing concentrations in Consulting, Finance, and Energy
- MBA Student Association VP for Diversity
- B.A. Liberal Arts, The New School, 2006



Yuki Honda, MBA 2018

- Eight years of project management and accounting experience
- Bachelor's in Mathematics from Nagoya University, 2008



Joe Janeczko, BSBA 2018

- Bachelor's in Business Administration and Political Science
- Experience in marketing for global brand
- President of UNC Study Abroad Peer Advising



Pat Jones, MBA 2018

- Six years of experience in sales and agriculture industry
- Bachelor's in Political Science from UNC, 2010



Dr. Nick Didow

- Professor at Kenan-Flagler Business School
- Serial social and commercial entrepreneur
- Consultant to dozens of businesses, nonprofits, and agencies
- Experienced local politician, veteran USMC and NCNG
- BSBA and MBA from UNC, 1970 and 1973
- Marketing Ph.D. from Northwestern University, 1980

Questions...

Appendix Glossary

Certification Appendix

1. [LEED Financials](#)
2. [LEED Timeline](#)
3. [LEED Marketing/Branding](#)
4. [LEED Competition](#)
5. [Green Building SCR](#)
6. [Farm to School SCR](#)
7. [Certification Categories](#)
8. [Accreditation Program Outline](#)
9. [Certification Scenario Analysis](#)
10. [Certification Revenue](#)
11. [Certification Cost](#)
12. [Certification Financial Measurements](#)
13. [Accreditation Scenario Analysis](#)
14. [Accreditation Revenue](#)
15. [Accreditation Cost](#)
16. [Accreditation Financial Measurements](#)
17. [Assessment of Risks](#)
18. [Potential Competitors](#)
19. [Survey Quotes](#)
20. [Summary of Survey Results](#)

Fee-for-Service Appendix

1. [Similarities](#)
2. [Revenue](#)
3. [Cost](#)
4. [Core Partner Interviews](#)
5. [YES! &FFS](#)
6. [Growth Opportunities](#)
7. [NFP Benchmarking](#)
8. [YES! Pricing Strategy](#)
9. [Potential of Model](#)

Conference Appendix

1. [Comparable conferences](#)
2. [Materials Provided](#)
3. [Overall findings](#)
4. [Price Differentiation and impact](#)
5. [Assumptions: Price differentiation](#)
6. [Cost reduction](#)
7. [Survey result – start and end days](#)
8. [Existing Sponsors](#)
9. [Potential Sponsors](#)
10. [Worst and best case scenarios](#)
11. [F2S Schools by State \(#\)](#)
12. [F2S Schools by State \(%\)](#)

The LEED Certification model has allowed USGBC to be financially successful

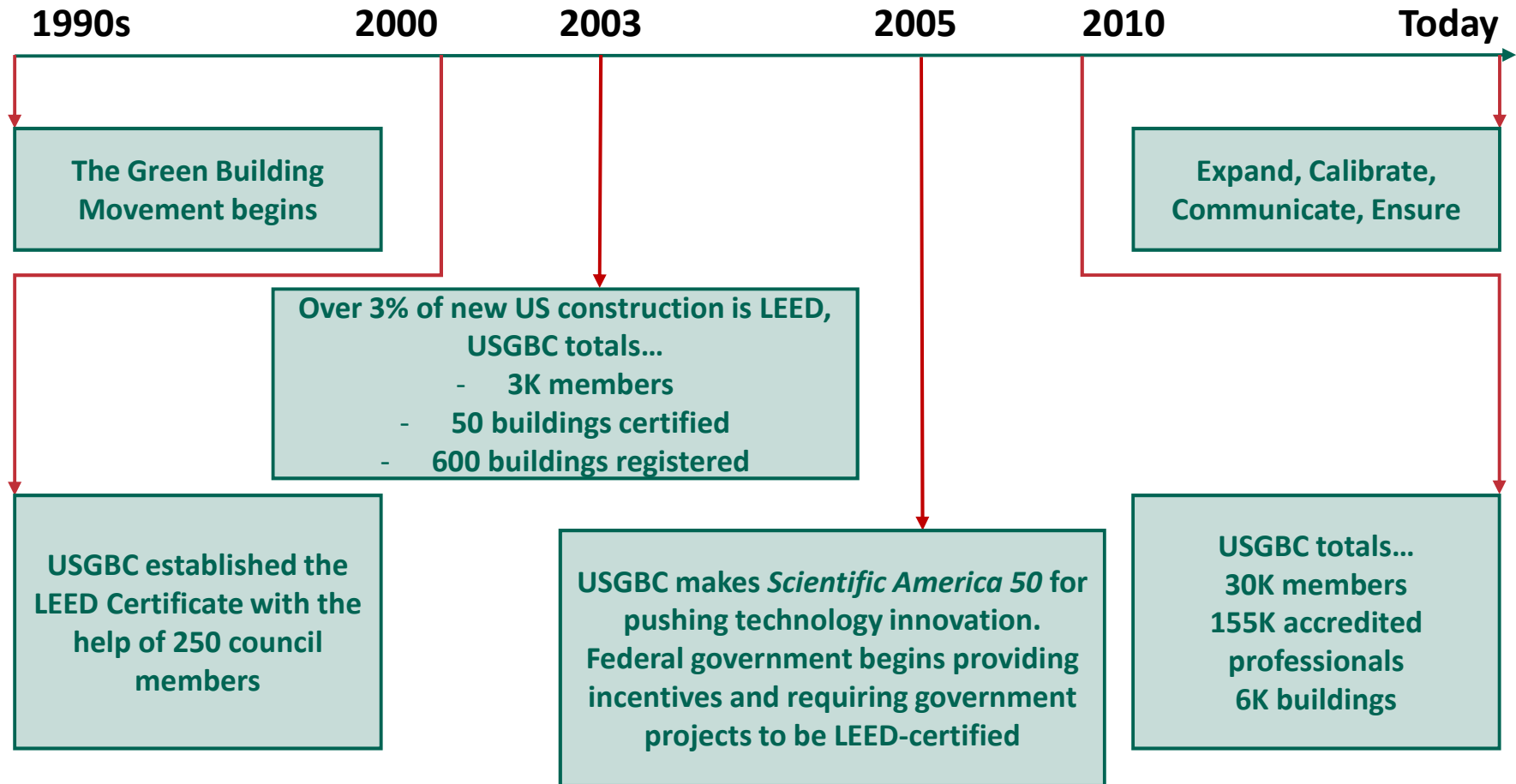
Appendix 1

		Consolidated 2014	Consolidated 2013	
<p>Total Revenue = \$64.8M</p> <p>Looking at Gross Income</p> <p>LEED R&C = 27.3%</p> <p>Membership = -14.0%</p> <p>Accreditation = 64%</p> <p>Conference = -850%</p>	Revenue			
		LEED Registration & Certification	\$38.4M	\$36.7M
		Membership Dues	\$10.0M	\$11.4M
		Accreditation	\$7.5M	\$7.0M
		Conference	\$0.2M	\$0.3M
	Program Expenses			
		LEED Registration & Certification	\$27.9M	\$28.0M
		Membership Development	\$11.4M	\$10.6M
		Accreditation	\$2.7M	\$2.3M
		Conference	\$1.9M	\$0.6M

Source: USGBC Annual Report

The LEED Certificate is a proven model of success

Appendix 2



Source: DBP LEED, USGBC Strategic Plan



[Back to appendix](#)



LEED Certification has been the leading certification since inception

Appendix 3

Ecosystem

By utilizing a multifaceted approach to the certification model, USGBC included all stakeholders in the “green building” movement

Marketing

USGBC provides physical certificates, plaques and awards, demonstrating their understanding of incentives at play



Source: usgbc.org, USGBC Interview

[Back to appendix](#)

LEED Certification is not without competition nor criticism

Appendix 4

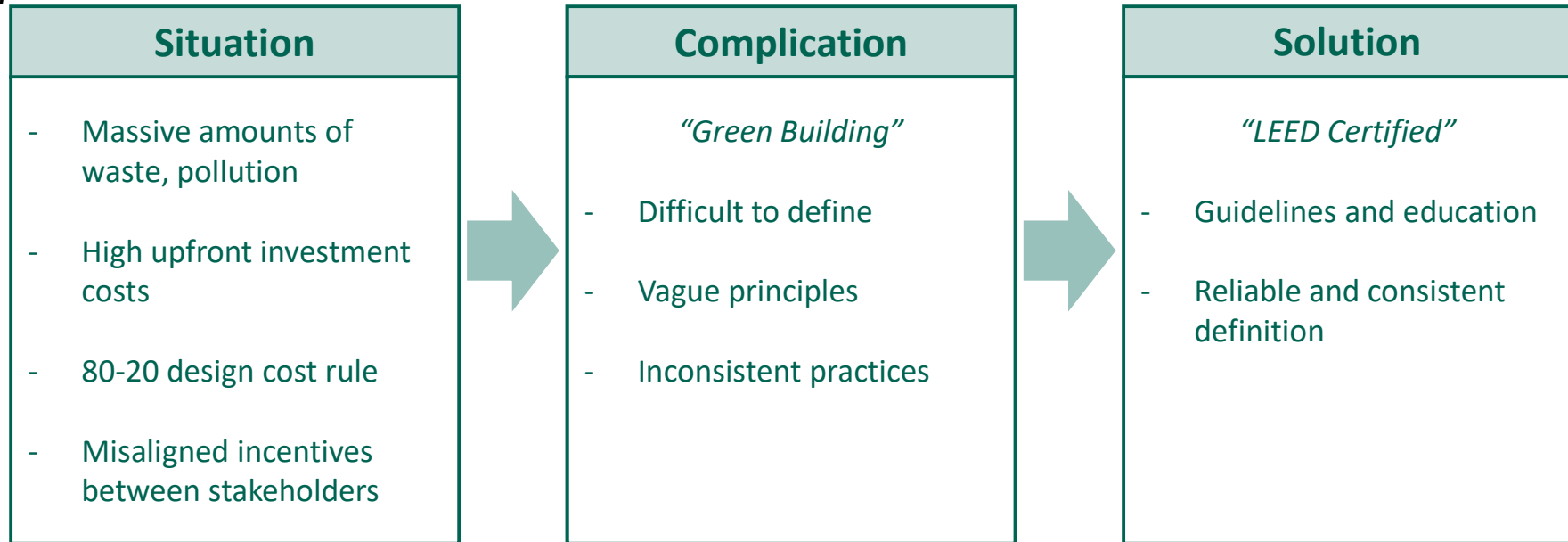
Certification	LEED	Green Globes	Energy Star	CALGreen	Build It Green	EarthCraft
Established	2000	2000	1992	2011	2005	1999
Location	Global	Canada, US	US	California	California	Southeast US
Governing Body	USGBC, GBCI	ECD Energy, Environmental Canada	EPA, Dept. of Energy	CBSC, HCD, DSA, OSHPD, CHHSA	BIG	Greater ATL HBA, SEI

LEED is a voluntary standard that does not push the envelope as minimum standards demand little improvement over conventional standards while distracting people from more ambitious targets

Source: usgbc.org, greenglobes.com, energystar.gov, bsc.ca.gov, builditgreen.org, earthcraft.org

The “green building” movement needed a definition, which LEED provided

Appendix 5



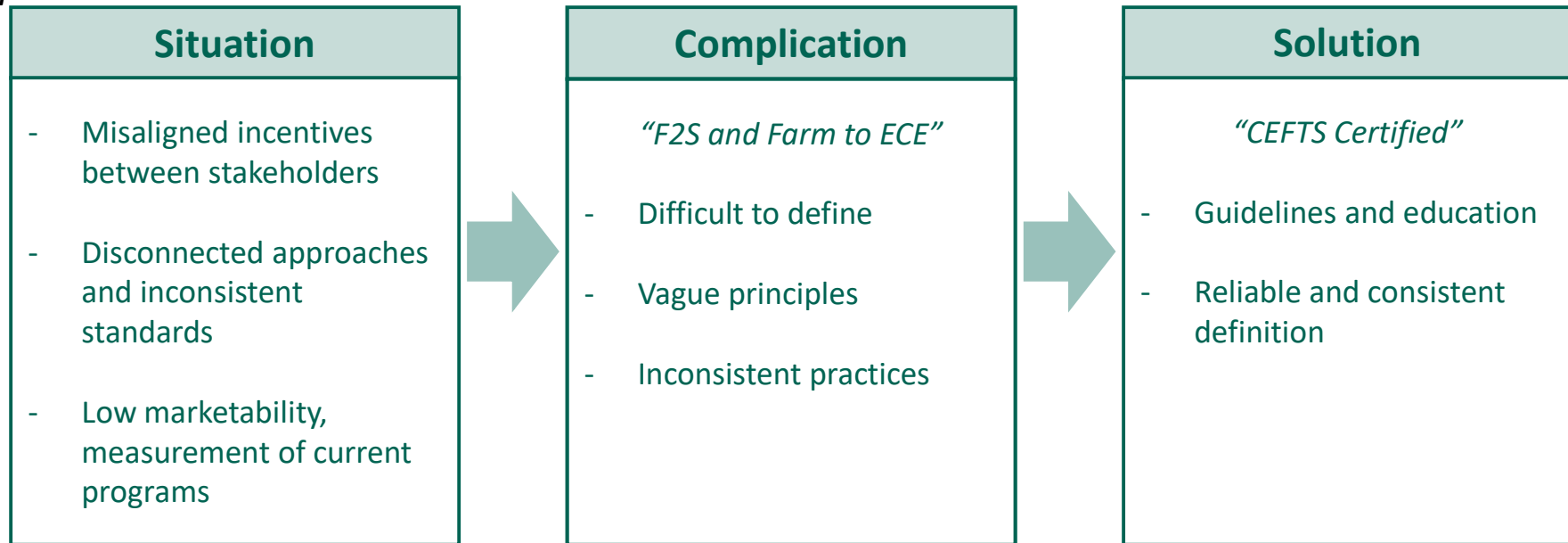
USGBC’s Role

- Comprised of 250 council members across the industry
- Consensus driven approach to include all stakeholders
- Leading voice in “green building” movement

Source: Core Partner interviews, Internal NFSN Data, DBP – LEED

NFSN has an opportunity to replicate the success of USGBC

Appendix 6



NFSN’s Role

- Leading voice in “F2S and Farm to ECE” movement
- Ability to access all stakeholders in value chain to gain consensus
- Strong network to scale efforts quickly

Source: Core Partner interviews, Internal NFSN Data, DBP – LEED

School certification will be scored on a tiered and categorical point system

Appendix 7

CEFTS Certified

Procurement	School Garden	Education
<ul style="list-style-type: none"> - Local food? - Organic? - How nutritious? - How often? - How many students? - How is food handled? - How long stored? - Waste? - How many different farms? 	<ul style="list-style-type: none"> - How big? - How many students? - How many plants? - What types of plants? - Water usage? - Will food be used in school? - Donations? - Partnerships? 	<ul style="list-style-type: none"> - How often? - How many teachers involved? - How many students? - How many classes? - On what days? - What material is covered? - Homework?

A tiered system can help implement certification and encourage improvement through renewals

Source: LEED Interviews, DBP – LEED, Team Analysis

The accreditation of people is a critical element to gain school adoption

Appendix 8

CEFTS Accredited Professional

F2S / Farm to ECE Expert

- Studied and graduated the program
- Know how to bring a school/farm up to certification level
- Can **advise** procurement, garden and sustainability
- Includes Core Partners, non-profits, state orgs.

F2S / Farm to ECE Teacher

- Studied and graduated the program
- Know how to bring a school/farm up to certification level
- Can **teach** procurement, garden and sustainability
- Includes teachers, cafeteria staff, principals

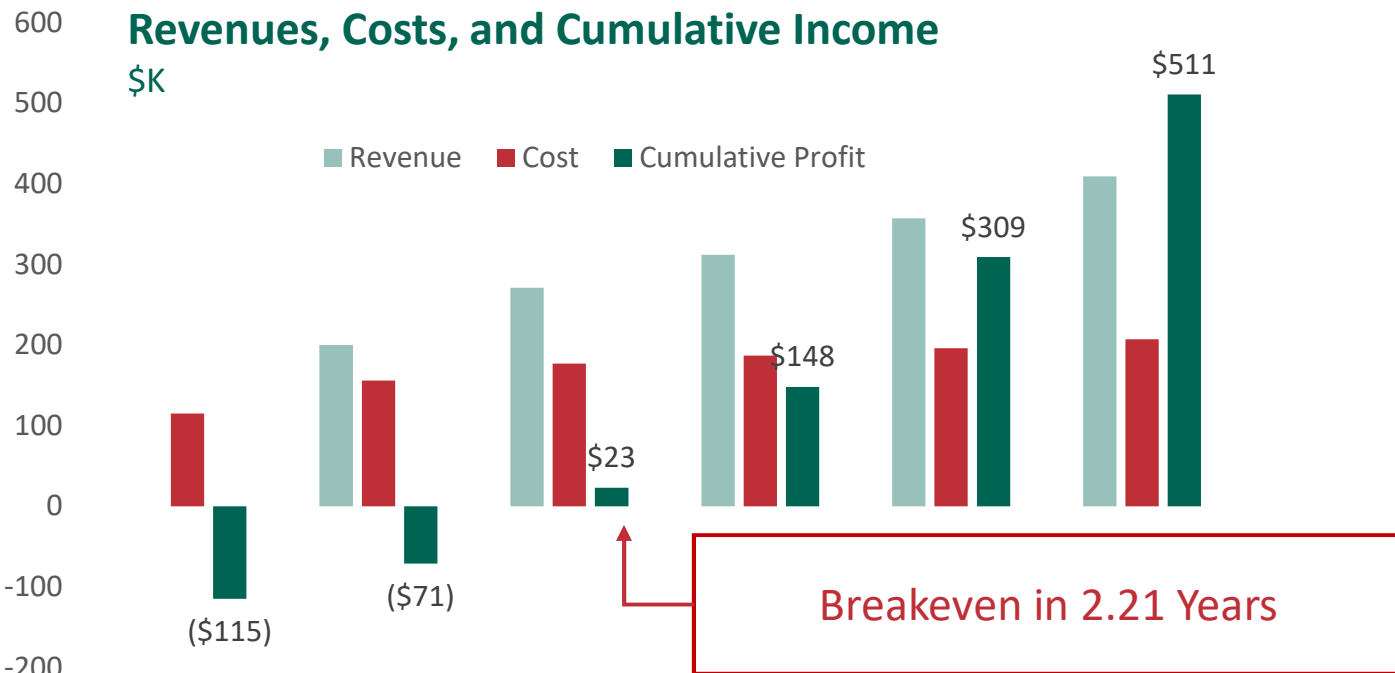
Separate, but similar, accreditations will help target specific stakeholders within F2S and Farm to ECE more effectively

Source: Team Analysis

The certification of schools has great potential, but high investment costs to hurdle

Appendix 9

	Initial Penetration Rate	Penetration Growth	Total Revenue (T +3Y)	Op. Income (T +3Y)
Best	1%	30%	\$650K	\$385K
Normal	0.50%	25%	\$310K	\$125K
Worst	0.25%	20%	\$150K	(\$1K)



Source: USDA F2S Census, LEED Annual Report, Team Analysis, Appendix 10-11

Certification of Schools Revenue Model

Appendix 10

	2014	2017	2018	2019	2020	2021	2022
F2S Schools	42,587	-	49,821	51,814	53,886	56,042	58,283
Penetration Rate	-	-	0.5%	0.6%	0.7%	0.8%	0.8%
Schools	-	-	249	324	370	424	485
Certification Fee	-	-	\$250	\$250	\$250	\$250	\$250
Average Size	554	-	554	554	554	554	554
Price/Student	-	-	\$1	\$1	\$1	\$1	\$1
Retention Rate	-	-	90.0%	90.0%	90.0%	90.0%	90.0%
Retained Schools	-	-	-	224	292	333	382
Renewal Fee	-	-	\$50	\$50	\$50	\$50	\$50
Revenue from Certification Fee	-	-	62,250.00	81,000.00	92,500.00	106,000.00	121,250.00
Revenue from Issuance	-	-	137,946.00	179,496.00	204,980.00	234,896.00	268,690.00
Revenue from Renewal	-	-	-	11,200.00	14,600.00	16,650.00	19,100.00
Total Revenue	-	-	200,196.00	271,696.00	312,080.00	357,546.00	409,040.00

Assumptions	
F2S School Growth	4.00%
Penetration Rate	0.50%
Penetration Growth	25.00%
Total 2014 Students	23,600,000
Total 2014 F2S School	42,587
Students/F2S School	554
Certification Fee	\$250
Price per Student	\$1
Retention Rate	90%
Discount Rate	10%
Renewal Fee	50

Within 3 years, NFSN can achieve a revenue stream of \$300,000 from CERTS Certification alone

Source: USDA F2S Census, Team Analysis

Certification of Schools Cost Model

Appendix 11

Investment Cost							
= Technology		50,000	10,000	10,000	10,000	10,000	10,000
= Preparation		45,000	0	0	0	0	0
= Marketing		20,000	19,000	18,050	17,148	16,290	15,476
Direct Costs							
= Plaque			24,900	32,400	37,000	42,400	48,500
= Screening			12,450	27,400	33,100	37,850	43,350
Indirect Costs							
= Screening Overhead			45,000	45,000	45,000	45,000	45,000
= General Overhead			45,000	45,000	45,000	45,000	45,000
Total Annual Cost		115,000	156,350	177,850	187,248	196,540	207,326
Total CEFTS		0	249	548	662	757	867
Cost/CEFTS		0	627.91	324.54	282.85	259.63	239.13

Investment Cost	Cost	Description
Technology	50,000	Online web portal for schools/experts to check status, print documentation
Preparation	45,000	1 Salary of person committed to monitoring roll-out, plus indirect costs
Marketing	20,000	Advertisement at NFSN Conference, NFSN Partners, Schools
Marketing Growth	95%	
Direct Cost (per CERT)	Cost	Description
Plaque	100	cost per plaque, including shipping
Screening	50	payment to local Core Partner
Indirect Cost	Cost	Allocation Base
Screening Overhead	45,000	Labor hours provided for support
General Overhead	45,000	Approved CEFTS

Cost/CEFT decreases dramatically indicating the scalability of the model

Source: USDA F2S Census, USGBC Interview, Team Analysis

Certification of Schools Net Operating Income

Appendix 12

Total Revenue		-	200,196	271,696	312,080	357,546	409,040
COST of CEFTS		115,000	156,350	177,850	187,248	196,540	207,326
Operating Income		(115,000)	43,846	93,846	124,833	161,006	201,714

NPV

\$331,425

- Calculated on 5 year horizon
- Used 10% discount rate

Breakeven

2.13 years

- Sensitive to upfront costs
- Reduced by growing operating margin

Operating
Margin,
2020

40.0%

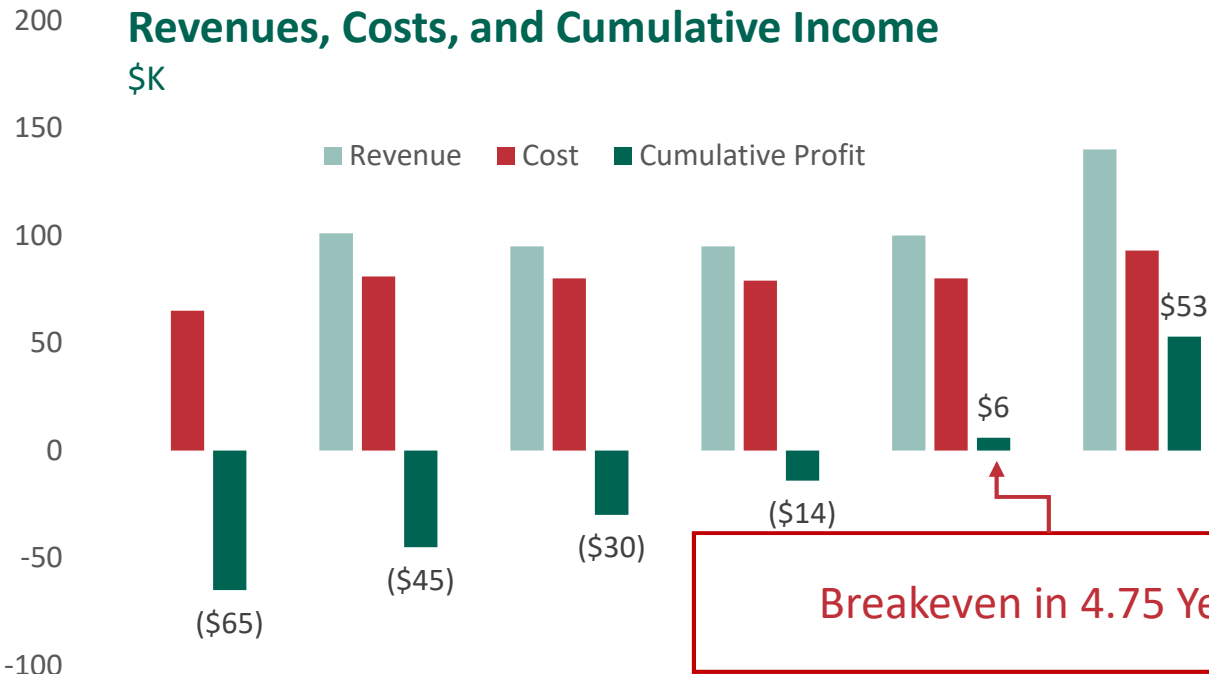
- Higher than LEED
- Marketing cost difference

Source: usgbc.org, USGBC Interview, Team Analysis

The accreditation of professionals has potential to drive revenue while supporting the certification of schools

Appendix 13

	Initial Penetration Rate	Penetration Growth	Total Revenue (T +3Y)	Op. Income (T +3Y)
Best	1%	30%	\$185K	\$87K
Normal	0.50%	25%	\$95K	\$15K
Worst	0.25%	20%	\$51K	(\$20K)



Source: USDA F2S Census, LEED Annual Report, Team Analysis, Appendix 14-15

Accreditation of Professionals Revenue Model

Appendix 14

	2014	2017	2018	2019	2020	2021	2022
F2S Schools	42,587	-	49,821	51,814	53,886	56,042	58,283
F2S Targeted Accredited Pros.	127,761	-	149,462	155,441	161,658	168,125	174,850
Penetration Rate	-	-	0.500%	0.625%	0.688%	0.756%	0.832%
Accredited Pros. From Schools	-	-	747	972	1111	1271	1455
Accredited Pros. From NFSN F2CC	-	-	600	300	150	75	38
Total Accredited Pros.	-	-	1347	1272	1261	1346	1493
Accreditation Fee	-	-	\$75	\$75	\$75	\$75	\$75
Retention Rate	-	-	-	-	-	-	85.0%
Retained Providers	-	-	-	-	-	-	1,144
Renewal Fee	-	-	-	-	-	-	\$25
Revenue from Certification Fee	-	-	101,025.00	95,400.00	94,575.00	100,950.00	111,975.00
Revenue from Renewal	-	-	-	-	-	-	28,600.00
Total Revenue	-	-	101,025.00	95,400.00	94,575.00	100,950.00	140,575.00

Assumptions	
Total 2014 F2S School	42,587
F2S School Growth	4.00%
F2S APs/School	3:1
Penetration Rate	0.50%
NFSN F2C Conference Attendees	1200
NFSN F2C Conversion Rate	50.00%
Penetration Growth	25.00%
Certification Fee	\$75
Retention Rate	85%
Discount Rate	10%
Renewel Fee	25

With renewal fees every 5 years, we believe that a steady-state revenue of ~\$150K can be achieved through accreditation alone

Source: USDA F2S Census, Team Analysis

Accreditation of Professionals Cost Model

Appendix 15

Investment Cost							
= Technology		10,000	2,000	2,000	2,000	2,000	2,000
= Preparation		45,000	0	0	0	0	0
= Marketing		10,000	9,500	9,025	8,574	8,145	7,738
Direct Costs							
= Plaque			6,735	6,360	6,305	6,730	7,465
= Screening			13,470	12,720	12,610	13,460	26,370
Indirect Costs							
= Screening Overhead			45,000	45,000	45,000	45,000	45,000
= General Overhead			5,000	5,000	5,000	5,000	5,000
Total Annual Cost		65,000	81,705	80,105	79,489	80,335	93,573
Total Accredited Pros.		0	1,347.00	1,272.00	1,261.00	1,346.00	2,637.00
Cost/AP		0	60.66	62.98	63.04	59.68	35.48

Investment Cost	Cost	Description
Technology	10,000	Incremental cost in addition to web development for schools
Preparation	45,000	1 Salary of person committed to monitoring roll-out, plus indirect costs
Marketing	10,000	Incremental marketing in addition to schools
Marketing Growth	95%	
Direct Cost (per CERT)	Cost	Description
Plaque	5	No plaque required, accreditation paper only
Screening	10	payment to local Core Partner
Indirect Cost	Cost	Allocation Base
Screening Overhead	45,000	Labor hours provided for support
General Overhead	5,000	Incremental cost in addition to schools

Cost/AP will become management with renewals

Source: USDA F2S Census, Team Analysis

Accreditation of Professionals Net Operating Income

Appendix 16

Total Revenue		-	101,025	95,400	94,575	100,950	140,575
COST of LFL		65,000	81,705	80,105	79,489	80,335	93,573
Operating Income		(65,000)	19,320	15,295	15,086	20,615	47,002

NPV

\$19.8K

- Calculated on 5 year horizon
- Used 10% discount rate

Breakeven

6.07 years

- Sensitive to upfront costs
- Reduced by growing operating margin

Operating
Margin,
2020

16.0%

- Increases to over 30% by 2022 due to renewals

Source: usgbc.org, USGBC Interview, Team Analysis

There are potential risks that require action on NFSNs part to mitigate

Appendix 17

State Autonomy	Some Core Partner interviews have led us to believe that this could be a barrier to entry
Competitive Environment	Georgia's "Golden Radish" award and the Center for Good Food Purchasing represent close substitutes, with different goals (mission) and benefits (low cost data collection)
Investment Cost & Capacity Demands	High initial investment and lengthy development process

These risks will require mitigation strategies that NFSN can deliver

Source: Core Partner Interviews, georgiaorganics.org, goodfoodpurchasing.org, USGBC Interviews

Competition in regards to standardization includes organization in pursuit of a broader definition of “school nutrition”

Appendix 18



<i>Good Food Purchasing Policy</i>
Aims to “do for the food system what LEED certification did for energy efficiency in buildings”
<ul style="list-style-type: none"> - LA Unified School District (2012) & SF Unified School District (2016) - Partnering with organizations in Austin, Chicago, Cincinnati, NYC, Oakland, & Minneapolis-St. Paul



Source: PolicyLink.org, GoodFoodCities.org, CivilEats.com, GoodFoodLA.org



[Back to appendix](#)



Survey quotes regarding certification

Appendix 19

Positive

- “Ability to evaluate F2S. Somebody has to start defining F2S a little better.”
- “As a F2S coordinator working with multiple districts, a certificate program might offer structure and incentive for districts to make a change.”

Negative

- “None. I disagree with this strategy.”
- “We need real, year round jobs that pay a living wage if we really want F2S gardens to work. Teachers can’t run these.”
- “Unsure at this time without knowing what the certification entails

Source: NFSN/STAR Survey Results

Certification question results by category, NFSN affiliation

Appendix 20

"At Least Somewhat Strongly"	National_Standard_Certification	F2S_Motivation_Certification	Pursue_Certification	Pursue_Accreditation
F2S_Involvement_NoResponse	74%	74%	84%	84%
F2S_Involvement_FoodserviceStaffDirector	91%	91%	100%	100%
F2S_Involvement_Nonprofit	73%	54%	69%	81%
F2S_Involvement_UniversityExtension	33%	17%	50%	67%
F2S_Involvement_TeacherEducator	80%	60%	80%	95%
F2S_Involvement_FarmerProducerFisher	50%	63%	75%	88%
F2S_Involvement_GovernmentAgency	56%	38%	44%	56%
F2S_Involvement_Other	0%	0%	0%	25%
F2S_Involvement_Parent	80%	80%	80%	80%
F2S_Involvement_Policymaker	67%	33%	67%	100%
F2S_Involvement_Volunteer	100%	86%	86%	100%
F2S_Involvement_AdministratorPrincipal	100%	100%	100%	100%
F2S_Involvement_FoodserviceProvider	0%	50%	50%	100%
"At Least Somewhat Strongly"	National_Standard_Certification	F2S_Motivation_Certification	Pursue_Certification	Pursue_Accreditation
Core_Partner	59%	53%	65%	71%
Supporting_Partner	61%	44%	50%	61%
Member	81%	57%	81%	90%
Not Connected	68%	59%	77%	86%

Source: NFSN/STAR Survey Results



[Back to appendix](#)

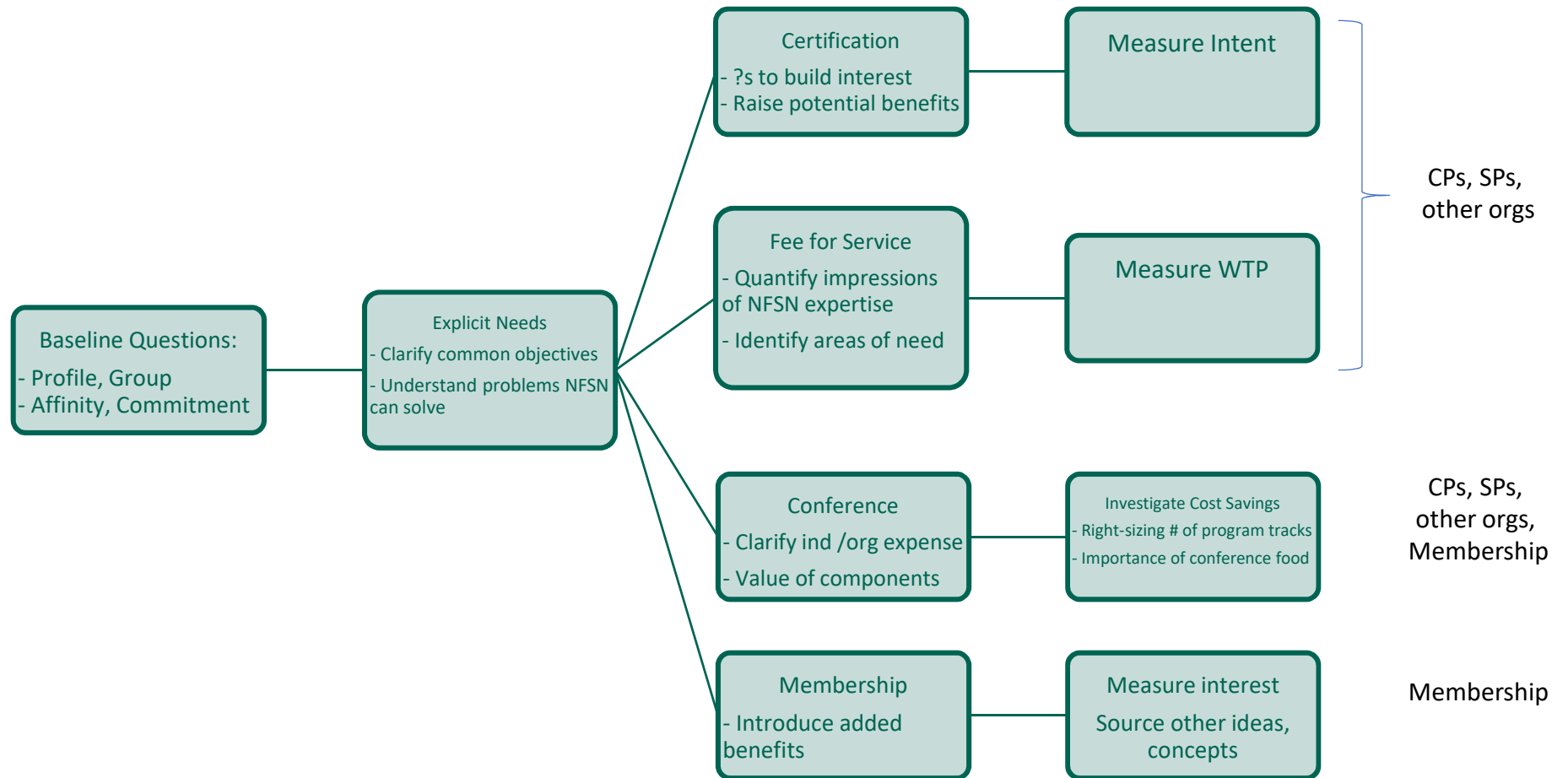


List of Data Sources

Data Provided by NFSN	Data Collected by STAR Team
<ol style="list-style-type: none"> 1. Kick-off Interview with Anupama 2. FarmToSchool.org 3. Weekly Conversations with Anupama 4. Conversations with Jessica 5. 8th Farm to Cafeteria Conference Financials 6. 8th F2C Evaluation Summary 7. 8th F2C Sponsor list 8. Timeline 8th F2C 9. farmtocafeteriaconference.org 10. Core Partner Discussion with Anupama 11. Core Partner Data, Contact Information 	<ol style="list-style-type: none"> 1. NFSN/STAR Survey 2. USDA F2S Census Data 3. Core Partner Interviews 4. School Nutrition Association Survey Results 5. USGBC Website, Strategic Plan, Annual Report 6. USGBC (LEED) Phone Interviews 7. Center for Green Schools Interviews 8. Darden Business Publishing LEED Case 9. Green Globes, Energy Star, CAL Green, Build It Green, Earth Craft Websites & Articles 10. Georgia Organics, Good Food Purchasing Websites & Articles 11. Policy Link, Good Food Cities, Civil Eats, Good Food LA Websites & Articles 12. Comparable Conferences 13. Smartmeetings.com 14. NonProfitPartnership.com 15. Interview with ROMBA Conference organizer 16. USDA Farm to School Grant Program

Survey design to analyze customer needs and test hypotheses for all models

Appendix 21



There exists some similarities to the NFSN's opportunity within F2S and Farm to ECE

Appendix 22

<p>Infrastructure</p>	<p>NFSN's wide scope of influence and high number of connections provide a strong infrastructure to build out fee for service models...</p> <p>The Core Partner structure allows for top-down integration of service models and connectivity throughout the national structure. The existing connections with national agencies, businesses, and state and local agencies provide opportunities for roll-out of services, as well as funding.</p>									
<p>Current Offerings</p>	<p>NFSN's Core Partners currently receive a diverse range of services through the network...</p> <p>Opportunities to engage with NFSN on project-based funding partnerships, development of information and resources, content and design of national farm to school and ECE campaigns or events, strategic discussions about the growth and evolution of farm to school, farm to ECE, and NFSN.</p>									
<p>Room for Expansion</p>	<p>Though we will not aim to monetize any existing services, they can be built upon to create a diverse set of service offerings that would deliver value to members of the network...</p> <table data-bbox="506 1073 1858 1198"> <tr> <td>1) Native: 86%</td> <td>4) Fundraising: 81%</td> <td>7) Education: 78%</td> </tr> <tr> <td>2) Evaluation: 82%</td> <td>5) Procurement: 80%</td> <td>8) Networking: 64%</td> </tr> <tr> <td>3) Comm.: 82%</td> <td>6) F2ECE: 80%</td> <td>9) Gardens: 41%</td> </tr> </table>	1) Native: 86%	4) Fundraising: 81%	7) Education: 78%	2) Evaluation: 82%	5) Procurement: 80%	8) Networking: 64%	3) Comm.: 82%	6) F2ECE: 80%	9) Gardens: 41%
1) Native: 86%	4) Fundraising: 81%	7) Education: 78%								
2) Evaluation: 82%	5) Procurement: 80%	8) Networking: 64%								
3) Comm.: 82%	6) F2ECE: 80%	9) Gardens: 41%								

Source: NFSN Internal Data, Team Analysis

Revenue projections

Appendix 23

	2017	2018	2019	2020	2021	2022
FFS Membership	15,000	15,075	15,150	15,226	15,302	15,379
FFS Members Engagements		15	15	15	15	15
FFS CP & SP	200	200	200	200	200	200
FFS CP & SP Engagements	-	30	30	30	30	30
Total Number of Engagements		45	45	45	45	45
Policy and Advocacy Fees	-	5,000	5,000	5,000	5,000	5,000
Education Fees	-	3,500	3,500	3,500	3,500	3,500
Evaluation Fees		3,500	3,500	3,500	3,500	3,500
Retention Rate	-		0.0%	0.0%	0.0%	0.0%
Retained Clients	-		-	-	-	-
Total Revenue	-	\$ 180,300	\$ 180,602	\$ 180,905	\$ 181,209	\$ 181,515

Assumptions		Source
F2S Membership Growth	0.50%	USDA F2S Census on general F2S Growth
Membership Penetration Rate	0.10%	Team Analysis
CP & SP Penetration Rate	15.00%	Team Analysis
Total Membership	15,000	NFSN
Core & Supporting Partners	200	NFSN
Policy and Advocacy Fees	\$5,000	Team Analysis, Benchmarking
Education Fees	\$3,500	Team Analysis, Benchmarking
Evaluation Fees	\$3,500	Team Analysis, Benchmarking
Retention Rate	90%	Team Analysis
Discount Rate	10%	Team Analysis

Source: Team Analysis

Cost projections

Appendix 24

Investment Cost						
= Preparation	30,000	-	-	-	-	-
= Marketing	20,000	19,000	18,050	17,148	16,290	15,476
Direct Costs						
= Staff		150,000	150,750	151,504	152,261	153,023
= Materials		50,000	50,250	50,501	50,754	51,008
Indirect Costs						
= General Overhead		50,000	50,000	50,000	50,000	50,000
Total Annual Cost	\$ 50,000	\$ 269,000	\$ 269,050	\$ 269,153	\$ 269,305	\$ 269,506

Investment Cost	Cost	Description
Preparation	\$30,000	Salary of FFS state-level pilot manager
Marketing	\$20,000	Advertisement at NFSN Conference, NFSN Partners, Schools
Marketing Growth	95%	
Direct Cost	Cost	Description
Staff	\$150,000	Regional support staff
Staff Distribution	5	Regions of the U.S.
Materials	\$50,000	Physical materials needed to support FFS models
Indirect Cost	Cost	Allocation Base
General Overhead	\$50,000	Maintaining FFS models

Source: Team Analysis

Core Partner Interview Takeaways

Appendix 25

Characteristics of Core Partners

- Vary in terms of functions, operations and missions
- Directly dedicate less than 10% of time and resources to F2S
- All joined to obtained national funding stream

Common Demands

- Additional fundraising, training and resources, and capacity building support
- More consistent and robust means of collecting data and measuring success of F2S
- More stable leadership in state positions

These interviews have been highly influential on our survey questions and preparation for follow-up interviews

Source: Core Partner Interviews

YES! and Farmer Foodshare succeeded due to these elements that NFSN shares

Appendix 26

Internal Reasons	External Reasons
<ol style="list-style-type: none">1. Leveraging the existing network and infrastructure to develop a service offering that their constituents desired2. Matching the organization's capabilities to fee for service offerings consistent their mission, vision, and existing body of work	<ol style="list-style-type: none">1. Connecting to best fit agencies and organizations that had the willingness to employ their service offerings1. Utilizing regional structure/partners to achieve national objectives on state and local levels.

Source: Youth Empowered Solutions, Farmer Foodshare, Team Analysis

NFSN has many opportunities to explore in fee-for-service models

Appendix 27

5 Verticals

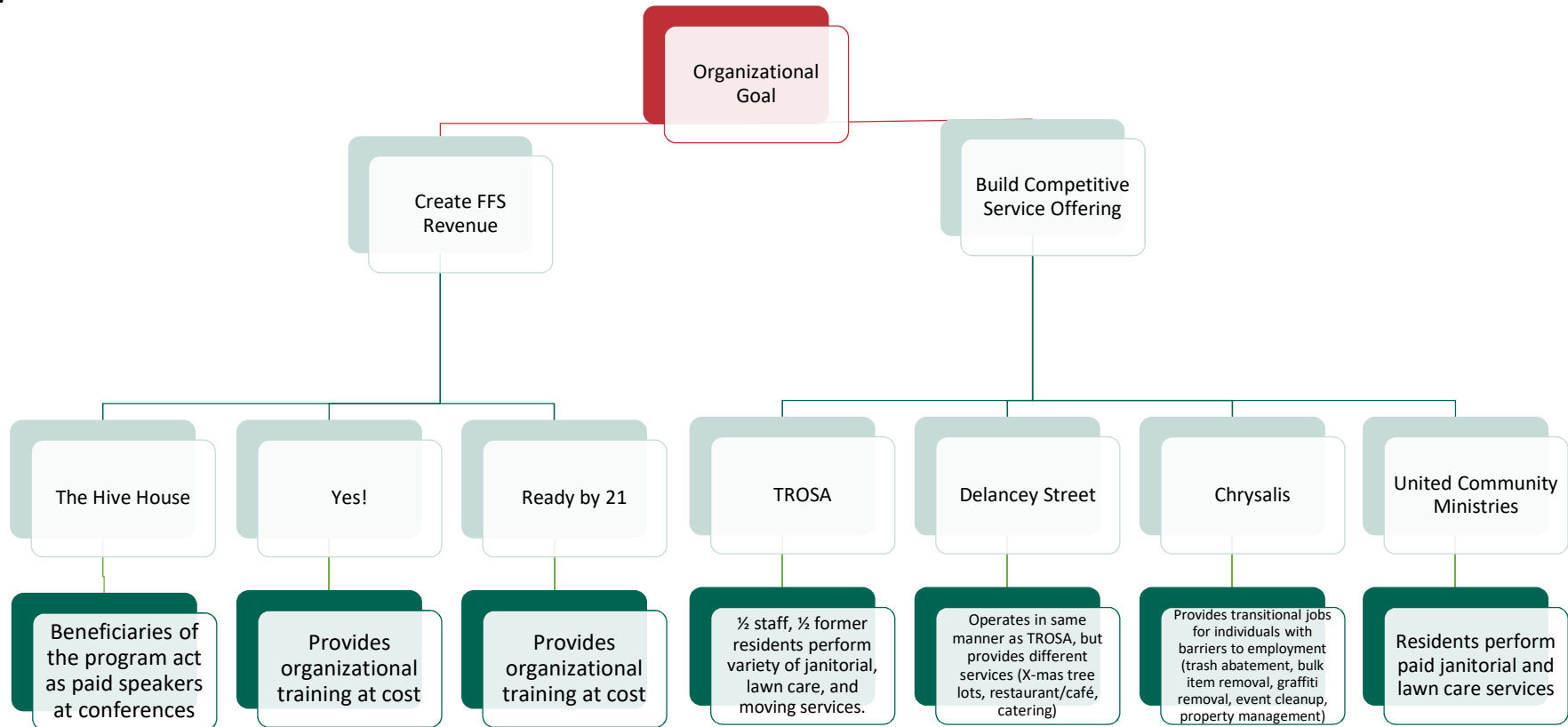
		5 Verticals				
		Partners	Schools	Farm Orgs.	Foodservice	Gov. Agent
4 channels	Supply Chain	✓	✓	✓		✓
	Policy/Advocacy	✓	✓	✓		
	Education	✓	✓	✓	✓	✓
	Consultation	✓	✓	✓	✓	✓

Our survey has given us insight into what services meet the market's demands

Source: Core Partner Interviews, Team Analysis

Other NFPs around the country have successfully implemented fee for service models

Appendix 28



Source: Team Analysis, Benchmarking

YES! Pricing Strategy

Appendix 29

[YES! Adult Leader Trainings](#) (\$3,500)

Adult-led trainings that will build the capacity of adults who work with youth to apply a youth empowerment framework to their work.

Included in the cost:

- 5 hours of training for up to 30 people
- 1 adult trainer and up to 2 youth trainers
- Pre-event planning and 4 hours of follow up
- Materials, all travel and food costs

[YES! Youth Leader Trainings](#) (\$3,500)

Youth-led trainings that will develop skills and enhance critical awareness to be an effective youth advocate (access to health care, tobacco use, obesity, and underage drinking).

Included in the cost:

- 5 hours of training for up to 30 people
- 1 adult trainer and up to 2 youth trainers
- Pre-event planning and 4 hours of follow up
- Materials, all travel and food costs

[YES! Learning Collaborative](#) (\$3,500 per organization)

9-12 month opportunity that will expand organizational capacity to implement community change strategies through youth empowerment. Up to 6 people per organization can participate.

Included in the cost:

- Preparation and delivery of 4 Adult Leader Trainings
- Guidance from philosophy to applicable framework
- Follow up hours

[YES! Appraisal](#) (Price based on organization size)

An organizational assessment tool that will quantify the capacity of your organization to create and sustain youth empowerment at the organizational level.

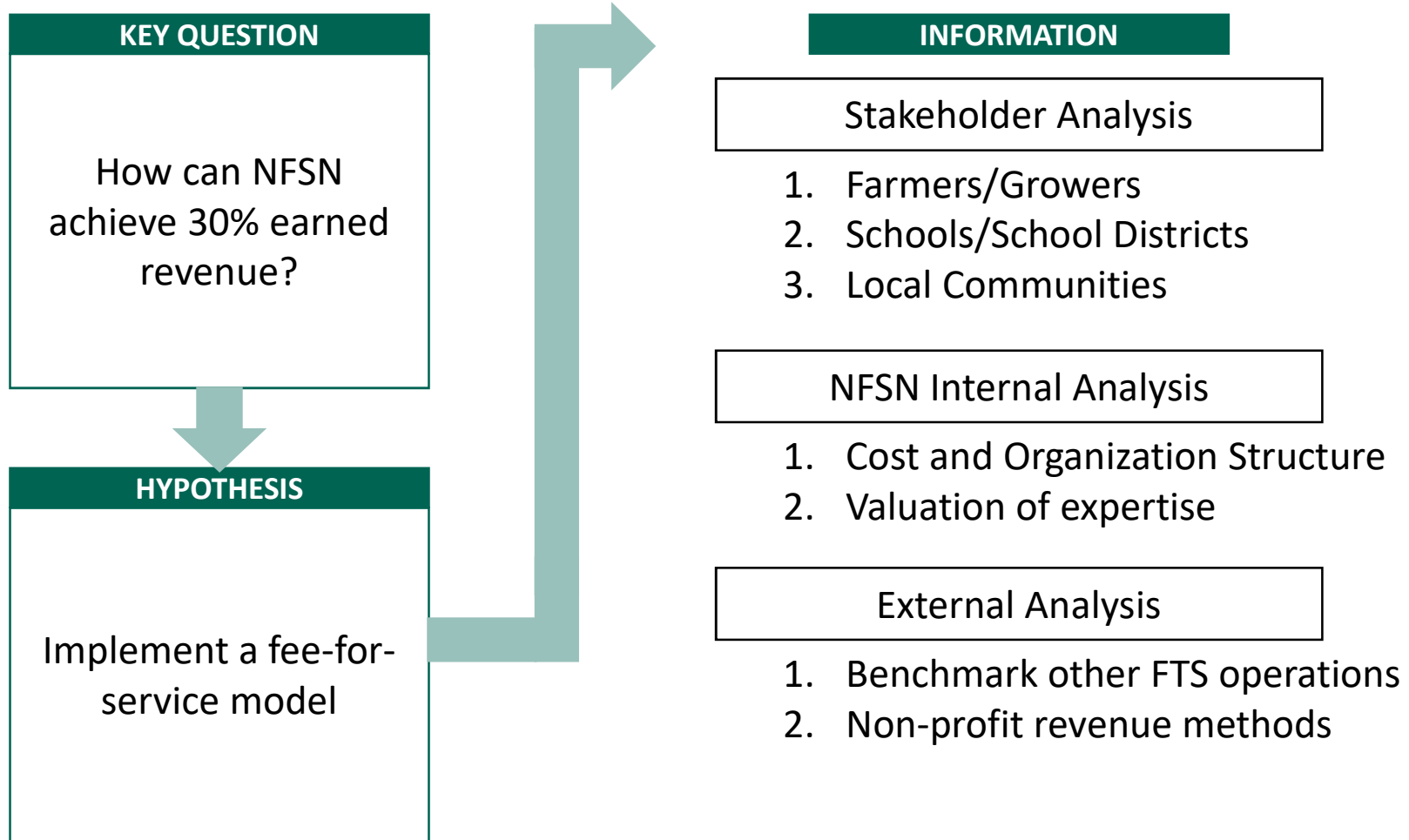
Included in the cost:

- Data-driven approach to youth engagement
- Survey and observational data taken
- Recommendations for organizational strategies

Source: Nick Didow, Youth Empowered Solutions

A fee-for-service model may be a potential solution

Appendix 30



Source: Team Analysis

We found five national conferences that are comparable to Farm to Cafeteria

Appendix 31



The National Small Farm Conference creates and sustains small farmers and ranchers



The National Consortium for School Networking Conference empowers educational leaders to leverage technology



The National Charter Schools Conference delivers exceptional learning and networking opportunities



The National Farm Business Management Conference promotes and supports farm and ranch business management education

Source: Conference Websites



The National Association for Supervision and Curriculum Development Conference focuses on transformational leadership, global engagement, poverty and equity, redefining student success, and teaching and learning

[Back to appendix](#)

Similar large scale conferences provide materials to help bring in attendees

Appendix 32



The National Consortium for School Networking Conference

“Tips for Gaining Approval” section

- ✓ List out challenges and goals
- ✓ Register as a group
- ✓ Sample gain approval letter
- ✓ Travel companion



The National Association for Supervision and Curriculum Development Conference

“Tips for Reducing Conference Expenses” section

- ✓ Registration discounts for groups, early-birds
- ✓ Travel discounts
- ✓ Hotel guidance

Source: CoSN Conference website, ASCD Conference Website

F2C has potential to improve conference participation

Appendix 33

Overall findings

1. Differentiate registration fee between teachers and farmers
2. Give more various registration fee plans
3. Give potential attendees support contents to get approval

Source: Team Analysis

NFSN should use targeted registration fees for different occupations as well as rates for groups and members

Appendix 34

Registration Fee Variation of other conferences

Conference Target	Floor	Average	Cap
Farmer	\$350	\$363	\$375
Educator	\$539	\$636	\$749
Food Processor	\$300	\$623	\$1,220

Discount level	Floor	Average	Cap
Group*	(\$45)	(\$65)	(\$100)
Membership	(\$100)	(\$133)	(\$150)

*over 3 to 20 attendees

New Price Model

Attendee Type	Current Price	Suggested Price (Non-Member)	Suggested Price (Member)
Educator (Individual)	\$445	\$635	\$505
Educator (Group)	\$445	\$570	\$440
Food Servicer	\$445	\$625	\$495
Farmer	\$445	\$365	\$235
Other	\$445	\$445	\$315
Average	\$445	\$528	\$398

Source: Team Analysis and 7 national scale of conferences

Using the new price structure NFSN can increase its revenue by 5%

Appendix 34

Attendee Type	Group/ Individual	Suggested Price	Current Attendee	Estimated Attendee	Attendee Change	Revenue Change	% Revenue Change
Educator	Individual	\$635	73	57	-16	\$ 3,845.87	11.8%
	Group ¹	\$570	73	68	-5	\$ 6,311.18	19.4%
Food Servicer		\$625	97	76	-21	\$ 4,365.23	10.1%
Farmer		\$365	16	19	3	\$ (337.47)	-4.7%
Other		\$445	341	341	0	\$ -	0.0%
Total/Average (Non-Membership)		\$528	600	561	-39	\$ 14,184.81	5.3%

Attendee Type	Group/ Individual	Suggested Price	Current Attendee	Estimated Attendee	Attendee Change	Revenue Change	% Revenue Change
Educator	Individual	\$505	73	68	-5	\$ 1,888.42	5.8%
	Group	\$440	73	68	-5	\$ (2,534.33)	-7.8%
Food Servicer		\$495	97	91	-7	\$ 1,610.66	3.7%
Farmer		\$235	16	23	7	\$ (1,757.49)	-24.4%
Other		\$315	341	488	147	\$ 2,116.87	1.4%
Total/Average (Membership)		\$398	600	738	138	\$ 1,324.14	0.5%
Total/Average		\$463	1,200	1,299	99	\$ 15,508.95	5.81%

Source: Team Analysis

¹ Assumed half of educator come by group, and group discount; \$65

Assumptions for price sensitivity analysis on previous slide

Appendix 35

According to our survey result and comparable conference we estimate revenue change using below methodology.

- To calculate a registration sensitivity for conference attendees, we assumed that half of the attendees (Educator and Food Servicer) who think more overprice or overprice will not come to the conference.
- Regarding farmers, we assumed half of farmers who think over price or more overprice will additionally come to the conference based on price decrease.
- In terms of other goers, we assumed no change of number of attendees based on no price change assumption.

Attendee sentiment to registration fee

Survey result	No. of answers	Ratio
More Overpriced	5	14%
Overpriced	11	30%
Neutral	9	24%
Underpriced	7	19%
More Underpriced	5	14%
Total	37	100%

Attendee occupation from our survey

Attendee Type	No. of answers	Ratio
Educator	9	24%
Food Servicer	6	16%
Non-Profit	12	32%
Foarmer	1	3%
Government or others	9	24%
Total	37	100%

Source: Team Analysis

¹ Assumed half of educator come by group, and group discount; \$65

Cost Reduction In Conference

Appendix 36

Moving field trips/short courses offsite	Amount
Conference Costs for 3 days	\$167,000
~ Cost for a day	\$50,000
Costs for renting 3 conference rooms	\$1,000
14 field trips/short courses	\$14,000
Total cost saving by moving out	\$36,000

Consultant Costs	
Consultant costs	\$90,000
Contract for 3 event	\$81,000
Saving	\$9,000

Food Costs	
Breakfast per person	\$15
# of attendees	1000
Potentail savings	\$15,000

Hiring workforce for sponsorship	Amount
Consultant costs	\$46,100
400 hrs by AD @\$30/hr	\$12,000
150 hr by ED @\$40	\$6,000
Costs of new workforce	\$35,000
Potential saving	(\$5,900)

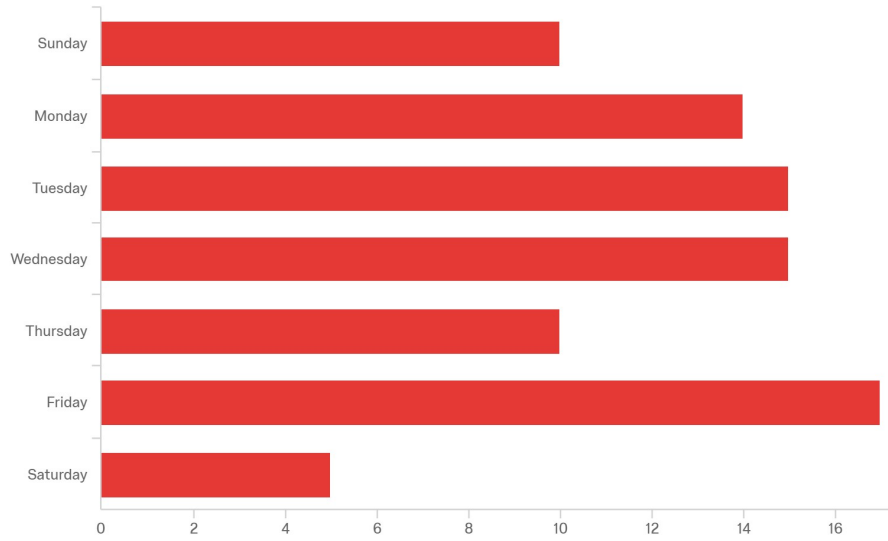
Venue Costs for 3 weekdays including food and one big hall	
1yr	\$100,000
2yrs	\$96,000
3yrs	\$90,000
Potenatial Saving	\$10,000
Potential saving for \$167,000	\$16,700

Total Cost	\$590,000
Total Potential saving	\$70,800
% Savings	12.00%

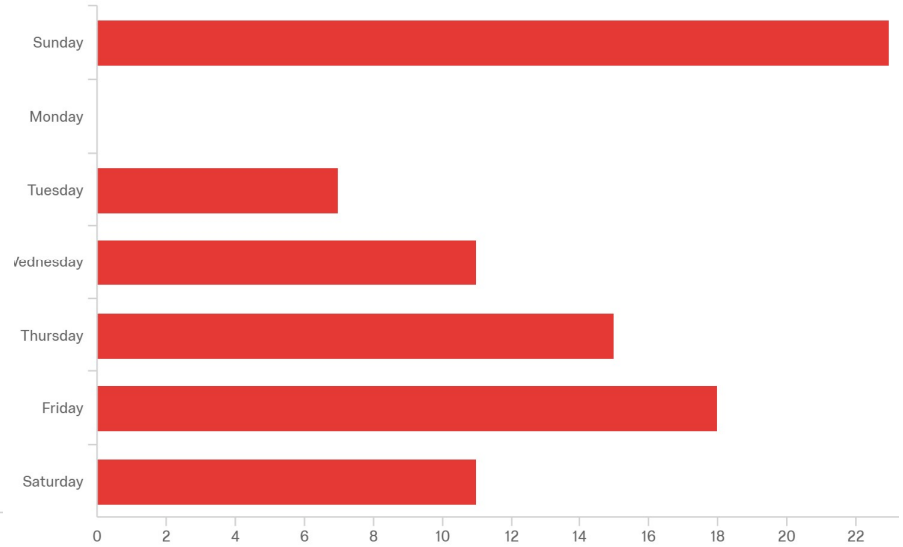
Start and end of conference

Appendix 37

Start



End



Existing Sponsors

Appendix 38

Total sponsors	41
Biggest Sponsors	Financial Service (New ventures and CoBank)
% of total sponsorship	11%

Potential Sponsors

Appendix 39

#	Name of Organization	Contact Name	Title	Email(if none, contact form on its website)	Phone	Website Link (to contact/staff info, or general)
1	Western Growers			info@wga.com	949-863-1000	https://www.wga.com/
2	Pennsylvania Cheese Guild			info@pacheeseguild.org		http://pacheeseguild.org/
3	Colorado Fruit & Vegetable Growers Association	Marilyn Bay Wentz	Executive Director	admin@coloradoproduce.org	303-594-3827	https://coloradoproduce.org/
4	Florida Fruit & Vegetable Association			sue.lukasik@ffva.com	321 214-5200	http://www.ffva.com/
5	United Fresh Produce Association	Andrew Marshall	Director, Foundation Programs & Partnerships	amarshall@unitedfresh.org	202.303.3407	http://www.unitedfresh.org/
6	CALIFORNIA PEAR ADVISORY BUREAU			info@calpear.com	916 441 0432	www.calpear.com
7	U.S. Dairy Export Council			http://www.usdec.org/about-us/contact-us	703-528-3049	http://www.usdec.org/
8	Wisconsin Cheese Makers Association	Judy Keller	Events Director	jkeller@wischeesemakers.org	(608) 828-4550	http://www.wischeesemaker.sassn.org/
9	Pear Bureau Northwest	Julia Smith	Assistant Marketing Manager	jsmith@usaappears.com	503-652-9720	http://usaappears.org/#
10	United States Apple Export Council			http://www.usaapples.com/en/contactus.html	(202) 367-1154	http://www.usaapples.com/en/index.html
11	Washington Apple Commission	Robin Mooney	Vice President	robin.mooney@waapple.org	(509) 663-9600	http://bestapples.com/#
12	American Cheese Society	Rebecca Orozco		rorozco@cheesesociety.org	720-328-2788	http://www.cheesesociety.org/contact-us/
13	Mid-Atlantic Dairy Association			dairyspot@milk4u.org	215.627.8800	http://www.dairyspot.com/contact-us/
14	Go Bold with Butter			http://goboldwithbutter.com/contact-go-bold-with-butter/		http://goboldwithbutter.com/contact-go-bold-with-butter/
15	American Dairy Science Association	Cara Tharp	Executive Assistant/Event Coordinator	CaraT@assochoq.org		https://www.adsa.org/AboutADSA/ADSASTaff.aspx

Potential Sponsors(Cont'd)

Appendix 40

#	Name of Organization	Contact Name	Title	Email(if none, contact form on its website)	Phone	Website Link (to contact/staff info, or general)
16	Dairy Management Inc.	Mike Braden		http://www.dairy.org/contact-us		
17	Dairy Practices Council			dairypc@dairypc.org	(215) 355-5133	http://www.dairypc.org/contact-the-dpc
18	Innovation Center for U.S. Dairy			innovationcenter@usdairy.com		http://www.usdairy.com/
19	International Dairy Foods Association	Peggy Armstrong	Vice President of Communications	parmstrong@idfa.org	(202) 220-3508	http://www.idfa.org/
20	National Conference on Interstate Milk Shippers	Marlena Bordson	Executive Secretary	ncims.bordson@gmail.com	217-762-2656	http://ncims.org/
21	National Ice Cream Mix Association			nicma@nmpf.org	703-243-5630	http://www.icecreammix.org/
22	National Milk Producers Federation			info@nmpf.org	703-243-6111	http://www.nmpf.org/
23	Northeast Dairy Association, Inc.	Leanne Ziemba	Executive Assistant	info@neastda.org	315-452-6455	http://www.neastda.org/
24	Northeast Dairy Foods Association, Inc.	Leanne Ziemba	Executive Assistant	info@nedairyfoods.org	315-452-6455	http://www.nedairyfoods.org/
25	Pennsylvania Association for Sustainable Agriculture	Franklin Egan	Educational Director	franklin@pasafarming.org	(814) 349-9856	https://www.pasafarming.org/
26	Food and Agriculture Organization of the United Nations			nutrition-education@fao.org		
27	National Farmers Union	Melissa Miller	Education Director	melissamiller@nfdc.org	202-554-1600	https://nfu.org/staff/
28	American Farmland Trust	Rossiter, Kate	Education and Outreach Coordinator	krossiter@farmland.org	(413) 586-9330 x24	
29	Maryland Agricultural Education Foundation, Inc.	Mr. George Mayo		gmayo@maefonline.com	410.939.9030	http://www.maefonline.com/
30	National FFA Organization	Dr. Steve A Brown		sbrown@ffa.org		

Worst vs Best Scenarios for conference model

Appendix 41

	Gross Income: Conference Model		
	Worst	Base	Best
Registration	Drop by 10% expect when they found it highly overpriced	Survey Data to see effect on attendee	No Drop in attendees
	\$ 6,000.00	\$ 15,500.00	\$ 48,440.00
Consultant	Negotiated new costs @5% Discount	Negotiated new costs @10% Discount	Negotiated new costs @15% Discount
	\$ 4,500.00	\$ 9,000.00	\$ 13,500.00
Field Trips moved offsite	New rooms @2,000 Total of 14	New rooms @1,200	New rooms @1,000
	\$ 22,000.00	\$ 33,200.00	\$ 36,000.00
Venue costs	Booked 2-3 years in advance @5% discount	Booked 2-3 years in advance @10% discount	Booked 2-3 years in advance @15% discount
	\$ 8,350.00	\$ 16,700.00	\$ 25,050.00
Food Costs	@\$10/person	@\$15/person	@\$20/person
	\$ 10,000.00	\$ 15,000.00	\$ 20,000.00
Total Gross Income ¹	\$ 44,950.00	\$ 83,500.00	\$ 137,090.00

1: Including the \$5,900 increase in costs by sponsorship

An alternative strategy to utilize membership as a revenue stream, focusing on a discounted conference registration fee

Appendix 42

FEE

For Members...

- ✓ Have access to all resources
- ✓ Receive matching discount on conference

For NFSN...

- ✓ Detailed membership records
- ✓ Membership ≠ Conference Attendance
- ✓ Incentivizes some new attendance
- ✓ Increased promotion

For-profit partner logs in



Searches for supply chain and procurement



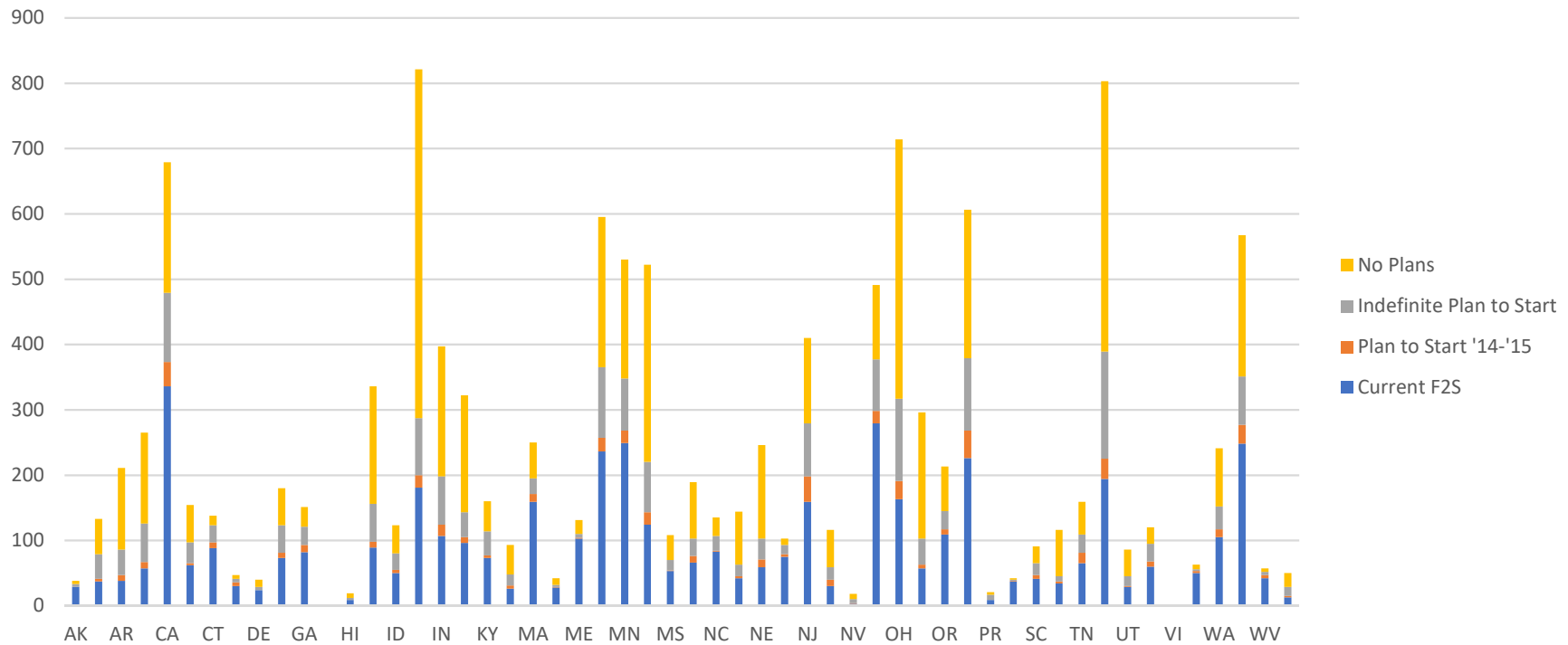
Prime Target for: Conference

Source: Team Analysis

Data from the USDA F2S Census provides indications as to which states have high number of schools with F2S

Appendix 43

Responding Schools Indicating F2S Activities # of schools of each response



States with high “Current F2S” and “Plan to Start '14-'15” are more attractive

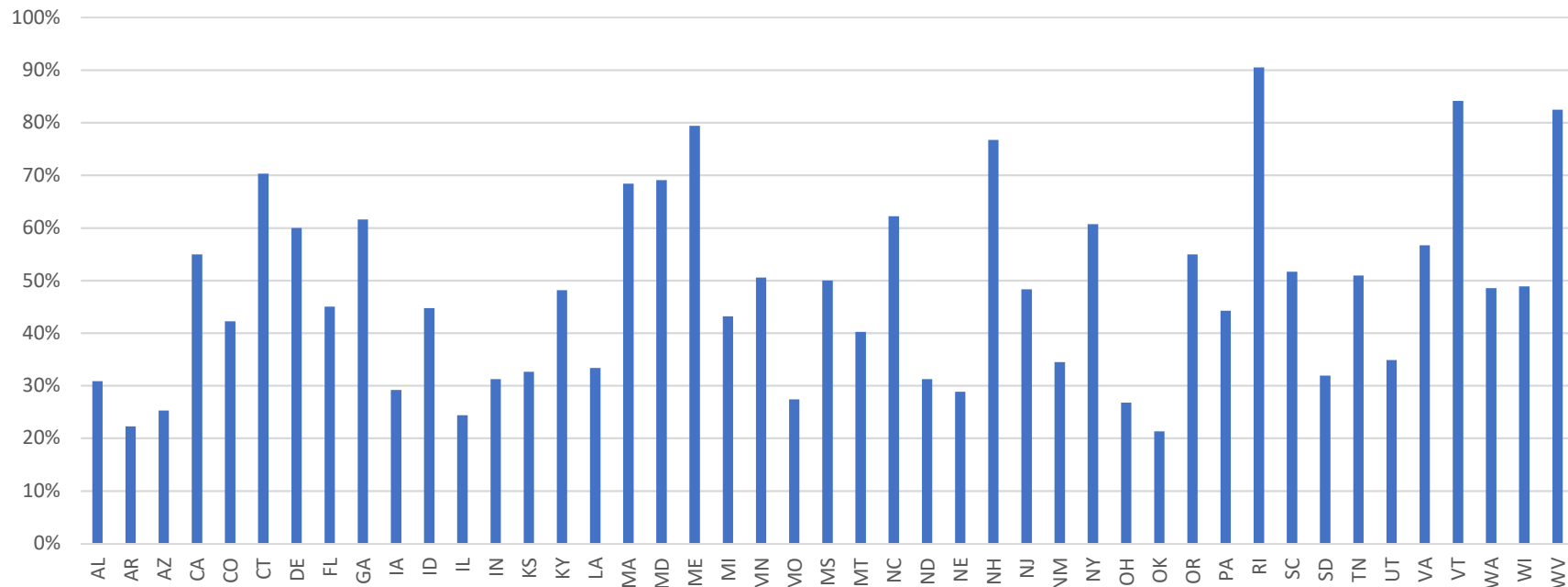
Source: USDA F2S Census



After filtering out states that have hosted conferences recently, are geographically unrealistic, and too small in scale, we analyzed states with high % of F2S activities

Appendix 44

**Current F2S + Plan to Start F2S/Total
% of Total Responding Schools**



CT, DE, MA, MD, NH, NJ, NY, RI, and VT all have high percentages, indicating the Northeast Region to be an ideal 2018 Farm to Cafeteria location

Source: USDA F2S Census