

# Identifying client sites and encouraging participation

To help food service companies identify client sites or decision makers within their organization and encourage participation in a BIPOC sourcing pilot, we have assembled a list of preliminary questions to answer.

## What should you consider?

Is there an individual client site, group of sites, or decision makers within your organization that have or can be selected?

Does the client site, group of sites or decision makers in your organization have leadership that will encourage voluntary participation in a BIPOC sourcing pilot?

Is the client site or decision makers in your organization committed to long-term relationships and collaboration with new growers?

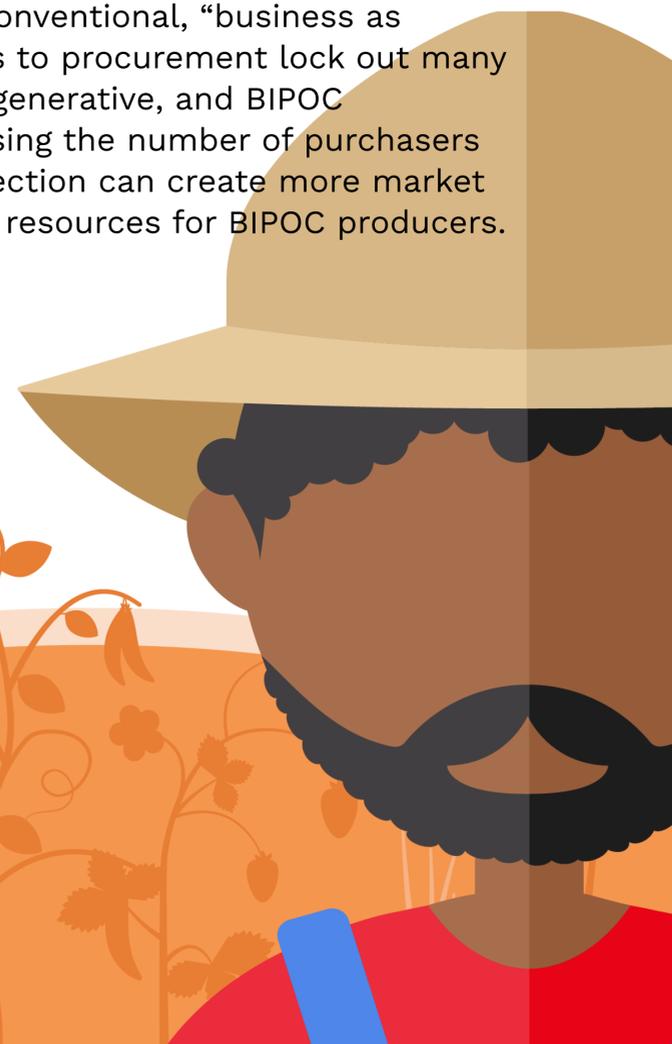
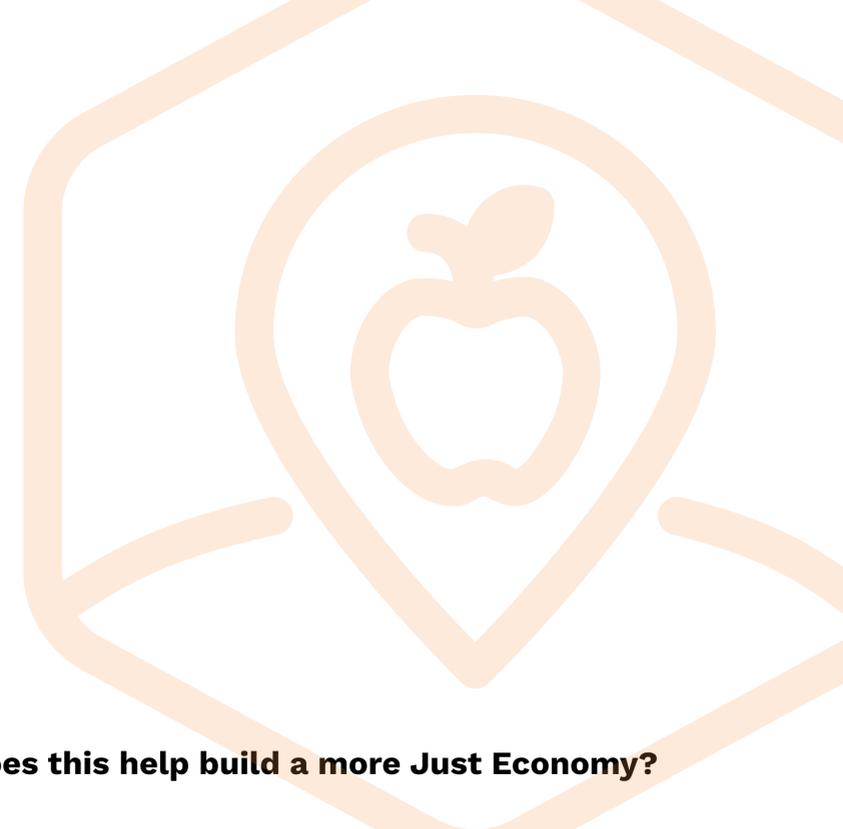
Is the client site, group of sites or decision makers in your organization open to modifying some of their current “business as usual” procurement operations to accommodate smaller BIPOC growers?

Does the leadership at the client site, group of sites or within your organization allow some pricing tolerance for new products?

## How does this help build a more Just Economy?

Identifying client sites, groups of sites or decision makers in your organization interested in participating in BIPOC sourcing pilots is a key first step in building a Just Economy.

Their interest and commitment to engaging in Just Sourcing practices indicates their recognition that conventional, “business as usual” approaches to procurement lock out many small, midsize, regenerative, and BIPOC producers. Increasing the number of purchasers moving in this direction can create more market opportunities and resources for BIPOC producers.



# Integrating new products into existing recipes and menus

*To help food service companies integrate new products into their operations, we have assembled a list of preliminary questions to answer.*

## What should you consider?

Do the target client sites have the ability to integrate products from small farms into their menus?

Does the client site or group of sites have the ability to substitute new products into their existing recipes and menus?

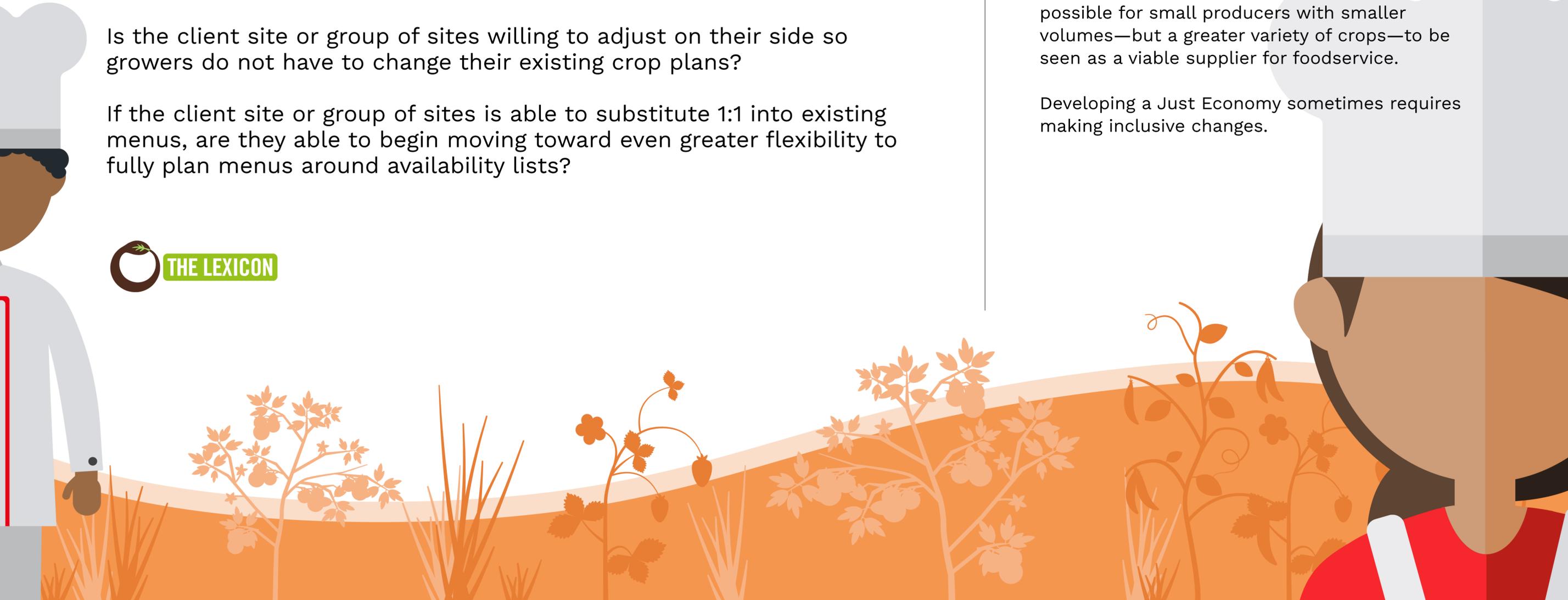
Is the client site or group of sites willing to adjust on their side so growers do not have to change their existing crop plans?

If the client site or group of sites is able to substitute 1:1 into existing menus, are they able to begin moving toward even greater flexibility to fully plan menus around availability lists?

## How does this help build a more Just Economy?

Working from availability lists and with small producers to integrate different, more diverse ingredients into menus demonstrates a willingness to change everyday operations to create opportunities to source from small-scale, BIPOC producers. This flexibility also makes it possible for small producers with smaller volumes—but a greater variety of crops—to be seen as a viable supplier for foodservice.

Developing a Just Economy sometimes requires making inclusive changes.



# Training chefs and operations team participating in the pilot

*To help ensure the success of this program, food service companies may need to provide additional training. To start, we have assembled a list of preliminary questions to answer.*

## What should you consider?

Does the foodservice management company have the capacity (funding and staff) to train site chefs on using a special availability list from small farms?

Will the foodservice management company train chefs and operations teams on the pilot benefits and mechanics?

Does the foodservice management company have dedicated staff to train and support chefs and operations teams to work with BIPOC growers?

Do the chefs and operations team seem willing, interested, and motivated to learn and participate in the pilot?



## How does this help build a more Just Economy?

Providing chefs and operations teams with the background knowledge, awareness, and skills to build a Just Economy may be integral to the success of a BIPOC sourcing pilot.

Without proper training, even well-intentioned individuals may not know how best to approach sourcing and using new ingredients from small-scale growers, especially if they only have experience buying from large-scale, conventional producers. This can also be a point for producer-aligned advocates to work with the foodservice management company and client site staff.



# Setting formal crop plans with distributors and growers

*To help ensure the success of this program, distributors and growers may need to implement crop plans. To start, we have assembled a list of preliminary questions to answer.*

## What should you consider?

Is there a willingness on the part of the client company to direct client site chefs to engage in collaborative planning and menuing with the distributor and farmer group?

Is there enough staff at the client company to engage in collaborative planning between chefs, distributors, and farmers?

Do the chefs at the client company have enough knowledge or training to plan seasonal menus?

Does the client company have the capacity to train chefs and coordinate collaborative planning and menuing?



## How does this help build a more Just Economy?

Working directly with distributors and growers creates clear lines of communication about the needs and capacities of growers and purchasers. An open dialog is valuable for ensuring all value chain actors are part of the Just Economy.

When the client company is willing to allow its chefs to directly collaborate with distributors and growers, purchasers can share their procurement desires and growers can be part of deciding what to grow, while also voicing any needs for extra support or resources to fulfill an order. This helps increase transparency between purchasers, distributors, and growers.



# Setting and tracking goals on spend and participation metrics

*To help ensure the success of this program, food service companies will need to collect metrics to measure the success of the program. To start, we have assembled a list of preliminary questions to answer.*

## What should you consider?

Is there a mechanism within the larger client company to encourage or require site chefs to order from a special availability list?

Will there be support provided to chefs as they transition to ordering from a special availability list?

Does the client company seem engaged in tracking metrics that are beneficial to the company and small-scale growers (i.e. the chosen goals and metrics show both the company's movement toward just sourcing and actual support and growth for BIPOC growers)?

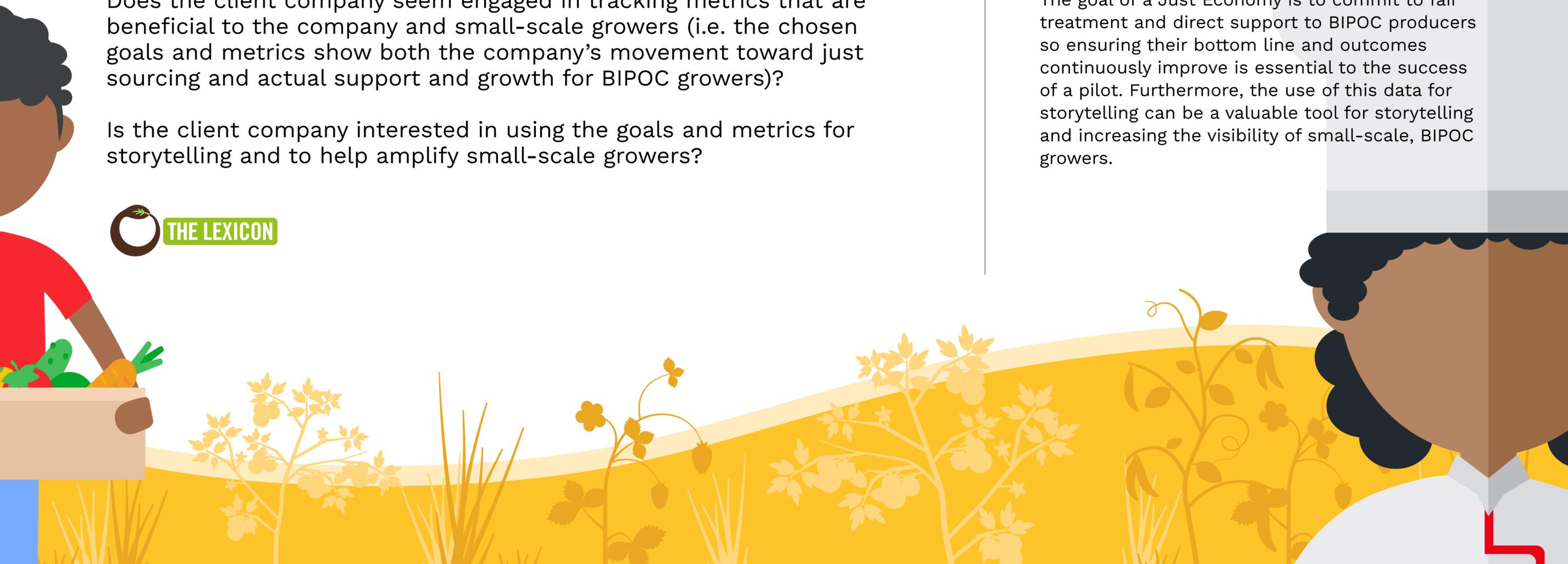
Is the client company interested in using the goals and metrics for storytelling and to help amplify small-scale growers?



## How does this help build a more Just Economy?

Tracking and evaluating qualitative and quantitative metrics helps create systems for continuous improvement with BIPOC sourcing pilots and programs. It is important to track metrics on both the side of the foodservice company or client site and the grower.

The goal of a Just Economy is to commit to fair treatment and direct support to BIPOC producers so ensuring their bottom line and outcomes continuously improve is essential to the success of a pilot. Furthermore, the use of this data for storytelling can be a valuable tool for storytelling and increasing the visibility of small-scale, BIPOC growers.



# Increasing pricing tolerance or shifting budgets for new products

*Purchasing flexibility may be required to ensure the success of this program. To help, we have assembled a list of preliminary questions to answer.*

## What should you consider?

Is there some level of pricing tolerance for small farm products?

If there is already some level of pricing tolerance for small farm products, how much room is there to increase this tolerance?

Who has the decision-making power for pricing tolerance and how difficult is it to approve exceptions when needed?



## How does this help build a more Just Economy?

Allowing for pricing tolerance is an indicator that the leadership and budgeting priorities at foodservice companies and client sites are actually committed to transitioning to new sourcing methods.

As with any new initiative, a successful BIPOC sourcing pilot and steps toward a Just Economy will require intentional spending and oversight. Many small-scale and newer growers will require more capital to cover their production costs as they are in the process of developing their infrastructure. Flexibility in pricing tolerance will increase the likelihood that a BIPOC sourcing pilot is institutionalized.



# Recruiting and supporting less experienced growers

*To support a new generation of producers, sourcing programs may need to develop targeted recruitment strategies. To help, we have assembled a list of preliminary questions to answer.*

## What should you consider?

Is there long-term capacity and interest in supporting market readiness training for farmers less experienced with wholesale?

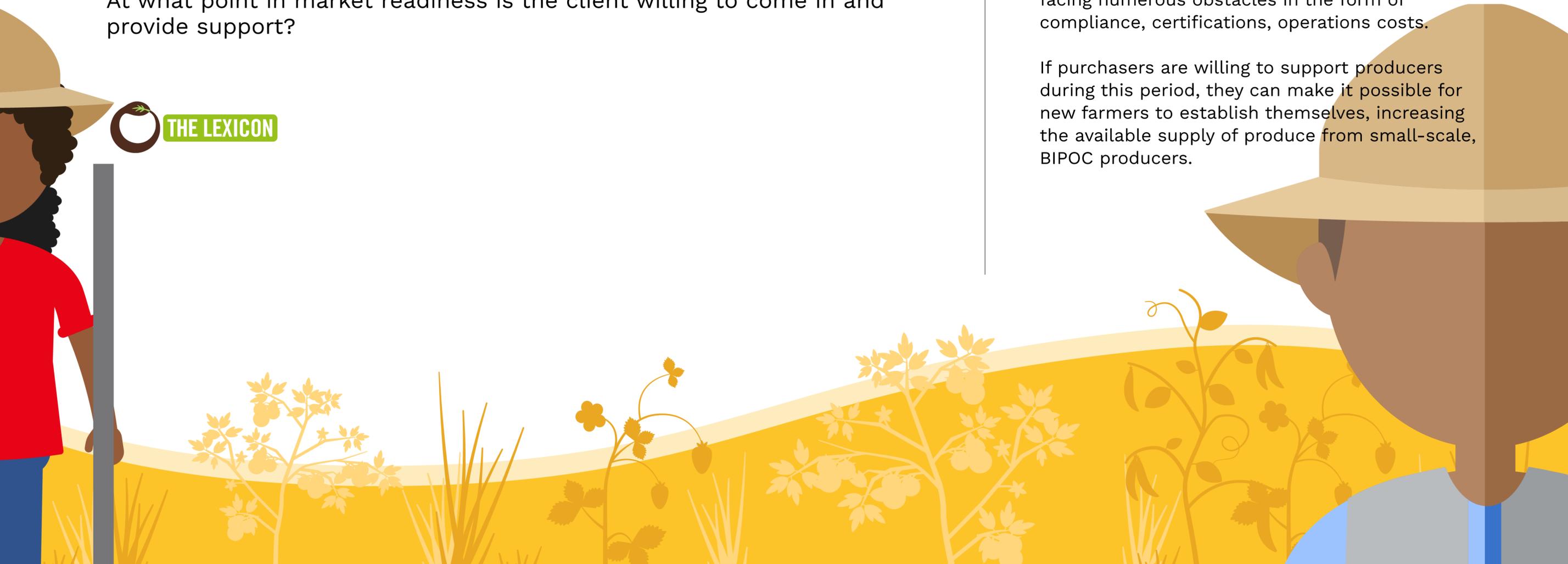
What types of training is the client interested in supporting (e.g. scholarship support for GAP certification, wholesale fulfillment)?

At what point in market readiness is the client willing to come in and provide support?

## How does this help build a more Just Economy?

Helping new, small-scale, and transitioning farmers is part of breaking the “business as usual” cycle that a Just Economy is centered on. By recruiting and supporting these less experienced growers, foodservice companies and client sites serve as early market access points. For many of these growers, becoming market-ready means facing numerous obstacles in the form of compliance, certifications, operations costs.

If purchasers are willing to support producers during this period, they can make it possible for new farmers to establish themselves, increasing the available supply of produce from small-scale, BIPOC producers.



## Directing distributor to onboard and manage grower group

*A challenge to the success of any sourcing program is onboarding new qualifying producers into the system. To help, we have assembled a list of preliminary questions to answer.*

### What should you consider?

Can the contracted distributor be directed to onboard new BIPOC suppliers?

Can new, unique product codes be created for newly onboarded BIPOC suppliers?

Is the distributor actively seeking and building new relationships with BIPOC growers in their networks?

Does the distributor already have a strong network of BIPOC growers?

Are there ways to establish specific pathways to onboard BIPOC producers to make it easier for them to begin supplying to the purchaser?

### How does this help build a more Just Economy?

Allowing distributors to onboard new suppliers can expand the potential for sourcing from small-scale, BIPOC growers. Limiting suppliers to existing ones or forcing small-scale, BIPOC growers to undergo normal onboarding processes can lead to their exclusion. A Just Economy emphasizes supporting these producers by being flexible and making inclusive changes to procurement processes. Working with distributors who are part of small-scale grower networks can also establish connections with new producers who are just getting started. This can benefit both sides as purchasers will have early access to a new supplier and new producers can make early connections with reliable buyers.



# Creating and enforcing special vendor programs and policies

*Incorporating Just sourcing principles may require establishing new vendor programs. To help, we have assembled a list of preliminary questions to answer.*

## What should you consider?

Are there special programs or policies in place that support unique and/or smaller vendors?

What types of vendors is the client company interested in supporting?

What kind of programs or policies is the client company willing or able to participate in?

Is there leadership that is able to approve the creation of such programs and policies?



## How does this help build a more Just Economy?

Actively creating programs and policies to better support small and unique vendors is essential to a Just Economy. Many small, midsize, regenerative, and BIPOC producers are simply locked out of procurement processes that have been put in place for large, conventional producers.

By committing to support small, midsize, regenerative, and BIPOC producers through programs and policies such as using P-cards (purchasing cards) for smaller purchases, increased supplier recruitment into regular purchasing, MWBE (The Minority- and Women-Owned Business Enterprise Program), supplier initiatives, and/or BAMCO (Bon Appetit Management Company) Farm to Fork, foodservice can actively redirect resources to where it is needed most.

