

The purpose of this report is to explore the possibility of running the Co-op so that consumers and producers can buy or sell local food and products on-line anytime, then access their product as quickly as possible. We're really reaching for "Convenience" for consumers when buying local and producers when selling and distributing their product locally. We believe that this can be accomplished by simultaneously developing Food Hubs and linking them together. This information below has not made it into the business plan, it's only in draft/discussion stage.

This report pulls a lot of information in from different sources, mostly from the Department of Agriculture; national programs and committees.

[Understanding the scope and scale of food hub operations](#)

Preliminary findings from a national survey of regional food hubs

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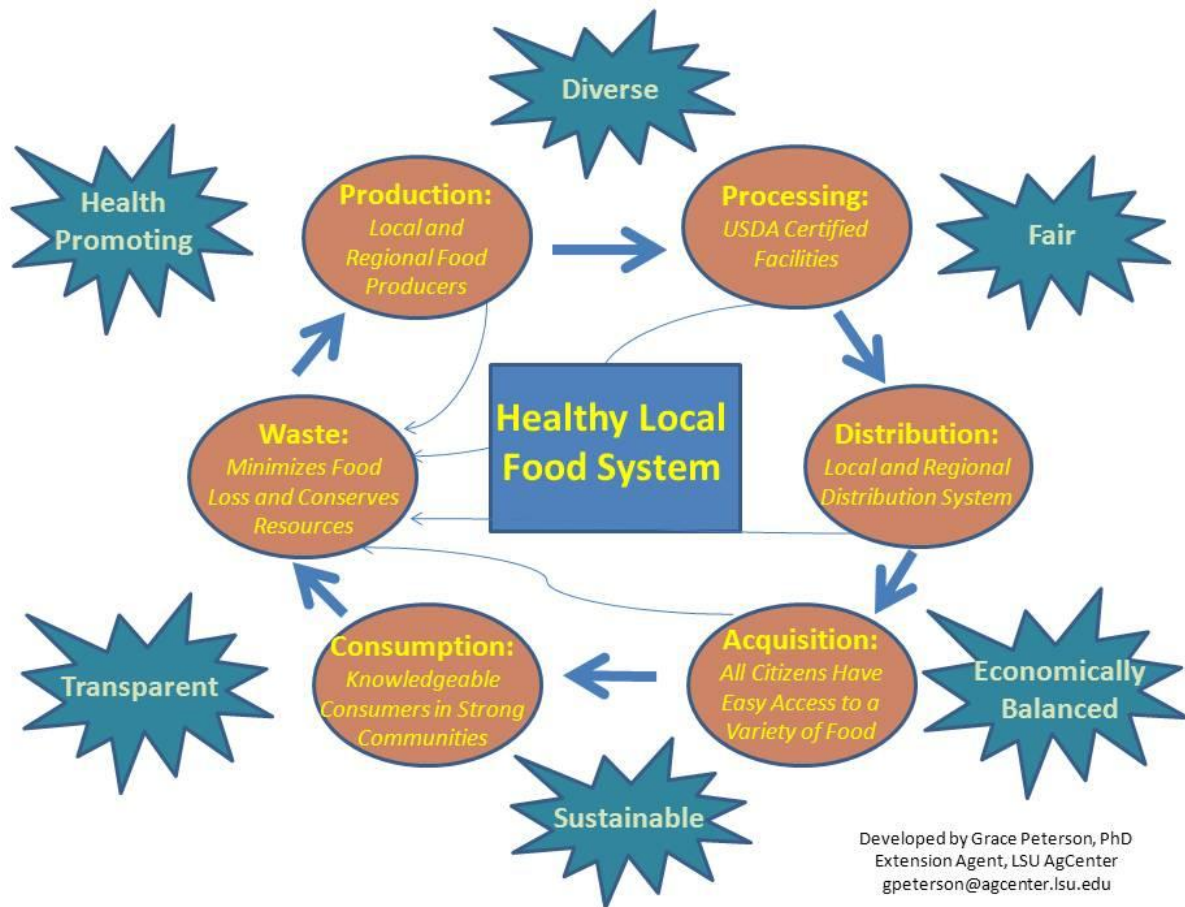
All of the other on-line food co-ops that I have seen handle the distribution and sorting all on one day from one facility (for the whole state). In their model, it all comes in to one sorting site, then goes out the same day. You can read more about the current system in our business plan. Some on-line food co-ops perform this every week, some every month. During each cycle, the producer is given a certain number of days to upload product, then the purchasers have a certain number of days to buy, then producers prepare orders and must get it to the sorting site in the morning of a designated day for mass distribution.

It's not convenient for the consumers or the producers to only be able to buy or sell during a certain number of days. We also feel that it's inconvenient for us to expect the local producers to make a separate hauling trip just for selling a portion of their product on a specific date (am drop-off, pm pick-up). Our proposed model would change the way the normal on-line Co-op model would function. Currently, I'm searching for other examples of on-line co-ops/markets that may be operating in a similar model; either with "Anytime" on-line ordering and/or networking many local food hubs together and benefitting from a shared management structure and system (collaboration).

The cooperative model of an on-line consumer and producer owned partnership really makes sense, even more so in this model because even the consumers can help with transportation. For example, I travel to Paradise, Missoula, and Kalispell almost every week for meetings and to see family. I drive a truck and have a trailer. As a consumer owner/partner in the MT Co-op business, I want to do my part to make the Co-op successful, so I'll volunteer to pick up items at the Polson Food Hub and deliver it to other Food Hub's as I travel to my planned destinations. I could check the website or

call the local food hub before I leave to see what they need transported and where. Basically, the producers and consumers are in a partnership with everyone working together and supporting this distribution model.

The Montana Co-op is dedicated to rebuilding our regional food system -- one that truly supports local producers, is inclusive to all scales of production, and opens up new markets and pathways. The reason for setting up this on-line sales and distribution model (MT Co-op) is because we all need it. The Co-op does not own anything, it's only the facilitator of the sale and distribution. The Montana Co-op will be working with the existing local producers to manage a regional distribution service. The network of Food Hubs with management from the Montana Co-op will be fulfilling several roles in the Food System (see diagram below).



Every person will benefit from buying local through the Co-op. Each member owner of the Co-op will have easy access to receiving healthier, more affordable, local food. An abundance of Montana made products will all come into one place for ordering. Every person who pays \$20 is given one share in the Co-op with an equal vote, and can sell and distribute items they make through the Co-op. Those outside of Montana may

purchase non-perishable food and non-food products through the Co-op (local, national, or international; mail/courier service).

50 years ago we produced and consumed 70% of our own food; today it's 4%. If we can increase that to 15%, we will retain \$225 million in our State each year (Ken Meter – Food Economy Study), equivalent to 9,000 local, sustainable jobs.

“The shelves of mainstream grocery stores are stocked with products that have been shipped an average of 1500 miles from factory farm to grocery, and the typical prepared meal in the US contains ingredients from at least five countries outside of America. These are the unfortunate economics of industrial agriculture.”

We plan to increase our Food System by developing a network of regional FOOD HUBS combined with local producers and consumers that will work together to market, sell, and distribute local product:

What is a Food Hub?

“A food hub is loosely defined as a centrally located facility with a business management system that facilitates the aggregation, storage, processing, distribution, and/or marketing of locally/regionally produced food products. By offering a number of these and other services, regional food hubs can provide wider access to institutional and retail markets for small to mid-sized producers, create new jobs along the food value chain, and increase access of fresh healthy food for consumers, with strong potentials to reach underserved areas and food deserts. ”

I was first introduced to Food Hubs when I attended the Five Valleys Food and Agriculture Summit in Arlee about 6 months ago. The main mission of the meeting was to build on our regional food system by collaborating community food businesses together. Many food industry leaders were there including representatives from the MT Dept. of Agriculture, Univ. of MT, CFAC (Community Food and Ag. Coalition), MMFEC, and the Senator, Jon Tester spoke to the group and offered his support.

In September 2009, the United States Department of Agriculture (USDA) launched the “Know Your Farmer, Know Your Food” initiative to minimize barriers to local food systems development. A food hub, the initiative explains, provides a wide variety of services.

Here are some of the results released April 27th, 2011. To see the full document, [click here](#).

On April 19, at the Making Good Food Work Conference in Detroit, Michigan, Agriculture Deputy Secretary Kathleen Merrigan released the results of a nationwide analysis of food hubs. Merrigan focused on the economic opportunities of food hubs, an

emerging set of business models to provide additional outlets for small and medium sized farmers and bring local food to more consumers in a region.

Core Components of a Food Hub

1) Aggregation/Distribution-Wholesale

Drop off point for multiple farmers and a pick up point for distribution firms and customers that want to buy **source-identified** local and regional food

2) Active Coordination (MT Co-op)

Hub business management team that **actively coordinates supply chain logistics**, including seeking market for producers, and coordinating efforts with distributors, processors, and buyers

3) Permanent Facilities

Provide the space and equipment for food to be stored, lightly processed, and sorted

Other Possible Services: Provide wholesale and retail vending space, offer space for health and social service programs, community kitchens, community meetings, etc.

Regional Food Hubs provide an integrated approach with many potential benefits, including:

- Expanded market opportunities for agricultural producers
- Job creation in rural and urban areas
- Increased access of fresh healthy foods for consumers, with strong potentials to reach underserved areas and food deserts

Advantages of a Strong Regional Food System

Regional food systems integrate planning to a designated geographic area to:

1. Maximize the potential for regional self-reliance
2. Achieve a high minimum standard of quality food provision for all
3. Sustain and develop the resources upon which the system depends

Working with each consumer and local producer, the Montana Co-op will support local and regional food systems in order to:

- Strengthen connections between farmers and consumers
- Increase marketing and economic opportunities for local farmers
- Expand access to healthy food for everyone
- Utilize sustainable production methods
- Provide equal trade with other Co-ops for food imports and exports out of the region
- Process more value added (prepared and packaged) foods within the region
- Maintain and increase cash flow in the economy
- Obtain food safety and quality for consumers
- Receive food security for our region

By developing and strengthening our regional food system through collaboration with producers, consumers and Food Hubs, we will:

- Save our farming heritage
- Gain food security
- Have access to the freshest food, and knowing where it came from
- Save significant dollars in our community.
- Produce more product
- Sell more local product

This is what we're working towards together, every person makes a difference, every dollar kept local circulates an average of four times (4X) within our local economy. We have a historic opportunity to help win the future by laying a new foundation for economic growth, creating jobs and building and revitalizing critical infrastructure here in Montana through supporting and combining and establishing new and existing local food hubs as an economic development strategy to keep wealth in local communities. We enable our local producers to secure multiple wholesale and direct market channels for their products throughout the state of MT and beyond. The Co-op services add strength to the local producers by helping with aggregation, distribution, processing, brokering, market development, branding, and the sales transactions (i.e. credit card, SNAP, trade, etc.) directly with consumers.

What if we don't increase our Food System? What if we continue to produce only 4% of our own food? What if we keep sending our money overseas? We believe that with enough people coming together, producers and consumers, we can begin to increase our food system and take back control of a very important area in our lives, and the lives of our children, and their children. We have been on a slippery slope of unhealthy eating and living overly stressful lives; is it going to stop or continue? Can we come together in unity? We have to get back to community cohesiveness, connecting and supporting; getting to know your neighbors and creating happiness in our lives and the lives of others. We have to learn to change our lifestyle to include more fun exercise and healthful eating. This is one of the Co-op's missions is to work with the local health givers to coordinate several experiences for exercise and eating, with support through coaching and classes.



The white squares above in the map represent potential Montana Co-op Food Hubs. Each Food Hub provides a variety of services.

What is the Montana Co-op?

The Montana Co-op is really a community partnership consisting of consumers that prefer local food, local producers, and multiple food hubs working congruently to service our state and increase our food economy.

The Food Hubs will be performing select services based on timing and capability. Food Hubs can manifest as non-profits, community development groups, retail outlets, buying clubs, churches, hospitals, schools, farms, or local markets. The role of the Co-op is to tie all of the local Food Hubs together to obtain the most efficient marketing, processing, and distribution system. Every hub is a spoke in a wheel, many spokes create a wheel. More wheels mean we can carry more weight.

We enable our local producers to secure multiple wholesale and direct market channels for their products throughout the state of MT and beyond. It is also written in our by-laws that we will be promoting a new program of buying so the consumer member/owner gets the food they want by committing in advance to the producer through a pre-order system via the Co-op website. This allows the producer to produce more with confidence knowing that there is a confirmed market for the additional food

they provide. Some producers may require an up-front deposit on pre-orders. The producers get a better price because they are selling directly to the consumer (with a Co-op mark-up; % based on services used).

Many farmers continue to be challenged by the lack of distribution and processing infrastructure that would give them wider access to retail, institutional, and commercial foodservice markets, where demand for local and regional foods is reaching an all time high. This problem is particularly acute for operators of mid-sized farms, who are too large to rely on direct marketing channels as their sole market outlet, but too small to compete effectively in traditional wholesale supply chains. We believe Regional food hubs can greatly support these ag-of-the middle farmers and to encourage smaller farmers to scale up their operations.

There is also a huge community benefit to having a local Food Hub in your community, especially if product is stocked as a retail store or your nearest grocery store is over 5 miles away. Community centered Food Hubs where fresh food can be ordered brings an intangible benefit to the existence of the town. To make main streets thrive again, they all need a community store of hopefully Montana made products. There is also a benefit to local businesses when a grocery outlet is local. When you have to leave town to buy groceries, it's easier to pick up hardware, fill prescriptions and buy clothes at the same time. Having a grocery store also helps attract new residents to a town. Similar to a school, post office, restaurant and churches, a grocery store makes a community a more attractive place to live.

The Montana Co-op consists of a network of multiple Food Hubs working congruently to service our state and increase our food economy. The Food Hubs will be performing select services based on timing and capability. Food Hubs can manifest as non-profits, community development groups, retail outlets, buying clubs, farmers cooperatives, or local farm directories. Making all of this work together to obtain the most efficient food growing, marketing, storing, processing, and distribution system is the role of the Montana Co-op. Tie all of the regional food hubs together to obtain this efficiency. Every hub is a spoke in a wheel, one spoke does not make a good tire, many spokes create the wheel. More wheels mean we can carry more weight.

Join us in a partnership and become a MT Co-op Food Hub for your area. What services can you provide?

Food Hub Services:

Items benefitting producers...

- Support small and medium farms with marketing, operations and business services.
- Coordinate new farmers with available land, expertise, and capital.
- Organize a local "farmer equipment" sharing program.
- Drop point for producers. Receive, check-in and clean product; separate, repackage

and/or sort product from local producers for pickup by a local consumer or distributed to another regional food hub.

-Support new value-added Food Processing entrepreneurs and establishments. Shared use Kitchen.

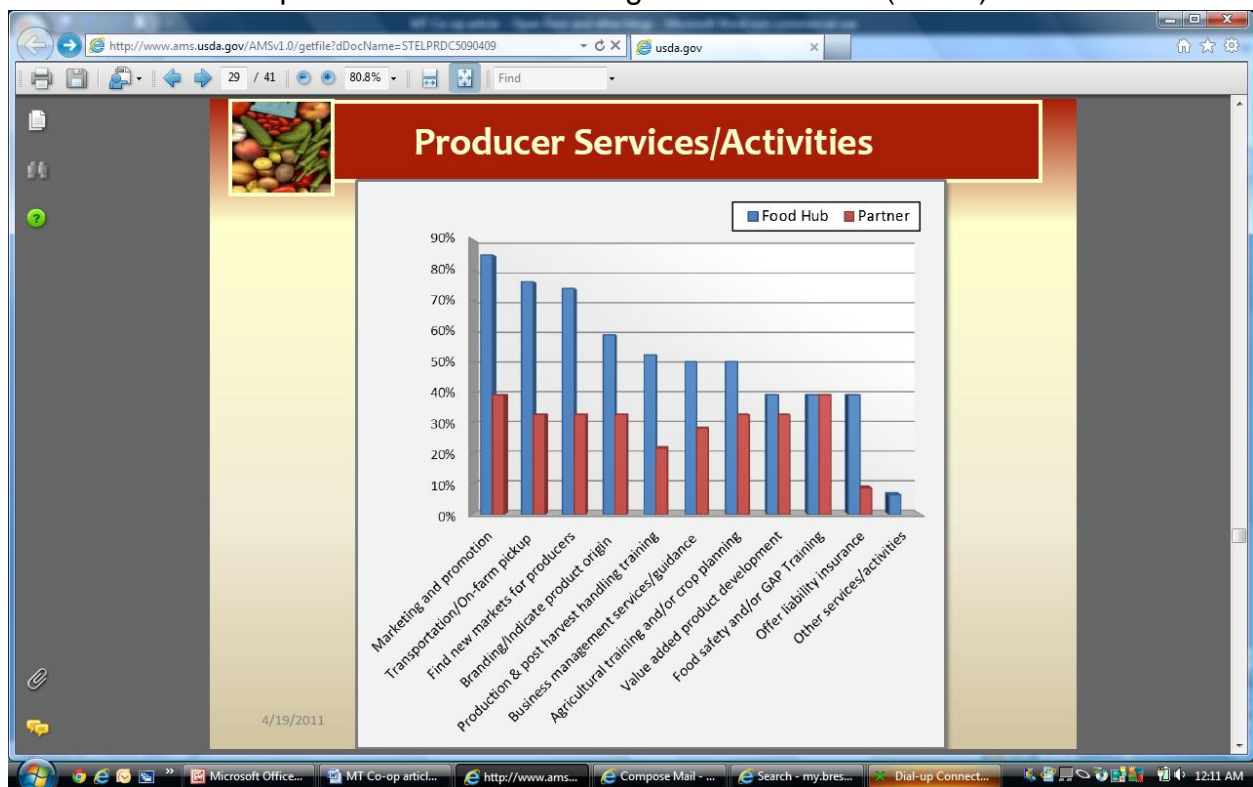
-Refrigerated, Frozen and/or Dry Goods Storage: Type: i.e. Walk in Cooler, Freezer, etc.

-Assist producers with technology requirements (i.e. uploading and editing available product, preparing orders, printing labels, etc.).

-Producing or operating/managing farm or other production.

-Distribution Services: Participating in transportation.

-Producer services provided from local or regional Food Hubs (below)



Items benefitting consumers...

-Pick-up point for consumers that want to buy **source-identified** local and regional food. Multiple hubs per community.

-Pick up point for distribution firms and customers.

-A place for Education, Health and Social Service Programs: Gardening, Food Processing, and Wellness classes with follow up support.

-Community Garden.

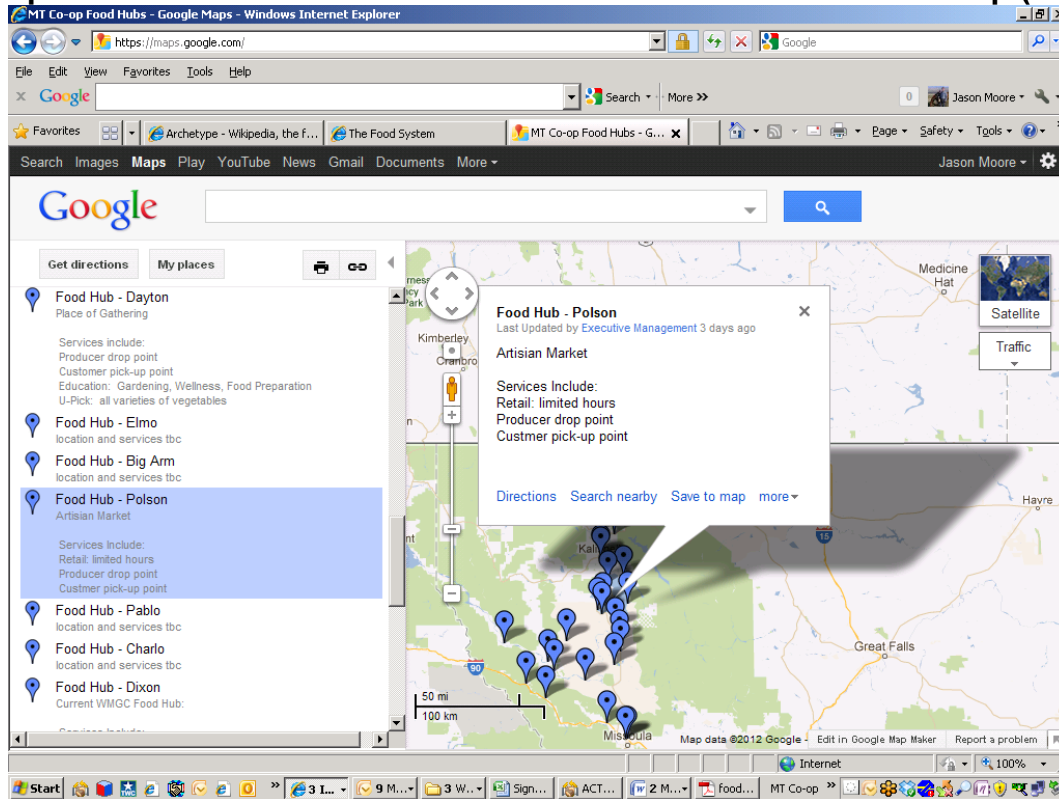
-Consumer Home Delivery: Local food hubs may receive the orders and deliver it to consumer member homes.

-Retail Grocery Store.

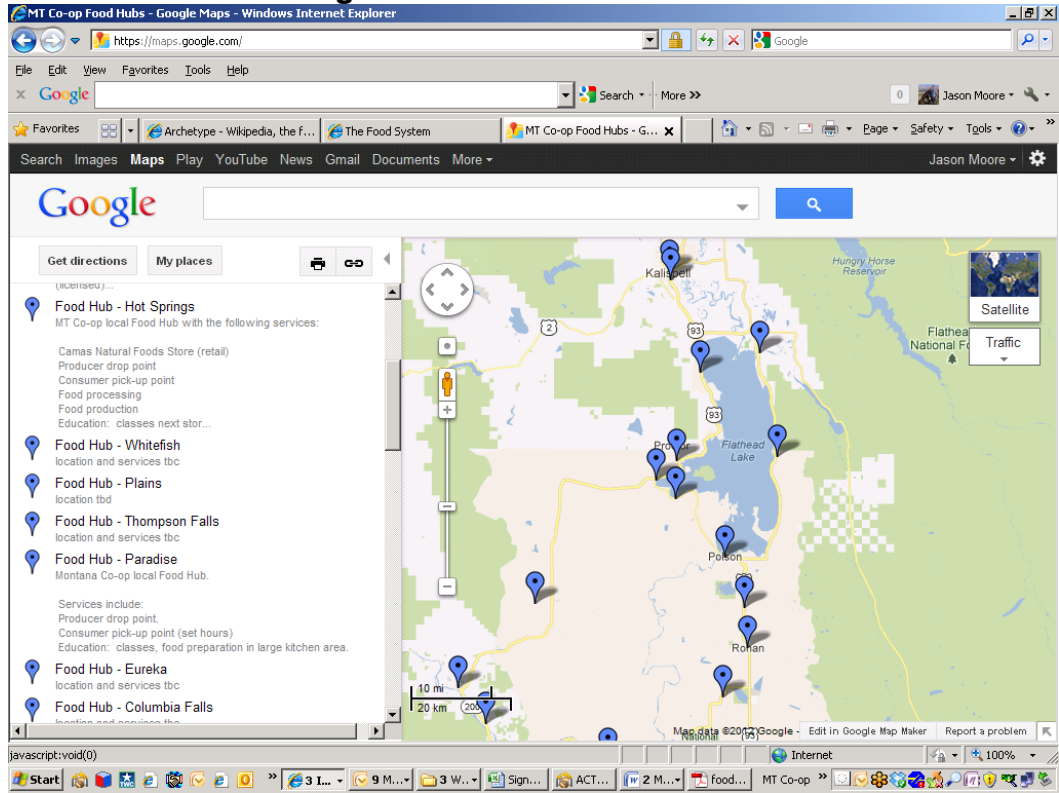
- Retail Products Store (Montana made non-food; or only packaged foods):
- On-Line Ordering Access: Internet Service and/or computer for consumers to order from.
- Buy 1000's of local items in one place with one convenient pick-up.
- Community Services/Activities at Food Hubs (below)



Updates of confirmed Food Hubs can be found on the shared map (left column):



Main focus area during first 6 months



Ronan Food Hub (RN): MMFEC (407 Main St.; 59864)

Producer Drop-Point: product can arrive and leave within a one-week window of sorting/redistribution date.

Food Processing: YES. The facility is government approved and maintains specialized processing equipment.

Refrigerated Storage: YES. Walk in Cooler.

Frozen Storage: No. May be coming soon...

Producer Drop-Off Hours: tbc

Consumer Pick-up Hours: tbc

Consumer Pick-up Alternate Location: tbc

Consumer Home Delivery: tbc

Retail Hours: None. Not a retail store.

Distribution between Food Hubs:

- ▶ Food and products are shared between a multitude of Food Hubs.
- ▶ Farmers and producers only have to deliver to their closest community drop point and their goods will be marketed, sold, and distributed throughout the regional Food Hub network.
- ▶ Upon arrival of product at the Food Hub, items will be sorted into the proper bin destined for a specific Food Hub. Items received are kept cold or frozen while waiting to be picked up. Outdoor coolers could provide a convenient way to allow producers and consumers to drop off or pickup after hours.
- ▶ Producers and consumers participate in hauling between Food Hubs.
- ▶ Home delivery of food and products (offered by Food Hubs).



Recycling at Food Hubs



Roles:

Consumers Role in Ordering and Pick-up:

Each member-owner of the Co-op receives an assigned number and they become associated with a particular Food Hub (same with producers).

From the consumer member standpoint, once their on-line order is complete, they will receive two emails; one for order confirmation with a link to the Co-op website order area, and one for notification that their order is ready for pickup at their designated Food Hub (FH).

When ordering, consumers can see if items being sold are from their local Food Hub. By ordering items produced within their local Food Hub region, consumers can have access to what is purchased immediately by it either being in stock at the local FH (retail or wholesale license) or based on when the producer has committed to dropping it off at the local Food Hub.

Co-op's Role in Ordering, Distribution, and Pick-up:

Process sales transactions on-line and by phone with several payment options (i.e. food credit, credit card, EBT, SNAP, or Paypal). Update producer information on the website for those without a computer, smart phone, or internet service. Provide accounting, marketing, project management, customer service, technology, and overall management to the regional Food Hub network.

The Co-op will track the product from the producer to the customer by using an on-line checklist with built-in accountability processes, viewable by all parties on the Co-op website. A customer service representative from the Co-op will be reaching out to the members throughout the process of confirming their order is available at their designated Food Hub. Once orders are confirmed by the customer service representative, they will call and/or email the customer. The most important part of this customer service component is communication and relationship. Customers will always be able to phone their Co-op account manager or see on-line if their order is ready for pickup at their Food Hub. As items are purchased, the website will automatically deduct

the quantity available based on what was just purchased.

In addition to tracking the sales transactions, the Co-op will coordinate all logistics including working with producers, other Co-ops and distributors with hauling capabilities and requirements. Consumers are looking for wholesale prices; producers are looking for retail prices (i.e. Farmers Market); the MT Co-op Board of Directors will be made up of an equal number of producers and consumers and will always be exploring a suitable price to members for each producer. The Co-op can perform additional “Producer” roles that will increase the mark-up or help with marketing/sales. Additional roles include product availability upload, adjustments required, labeling, etc.

The MT Co-op will help producers with marketing by highlighting all producers on MontanaCoop.com. There will be a page thanking financial supporters and highlighting Food Hubs with a map.

Supporters: OpenDoor Flathead, Get Well Retreat, MMFEC, Lake County Community Development., Montana Community Development, Montana Department of Agriculture, Montana Homegrown, Western Sustainability Exchange, Sustainable Business Council, WMGC, and growing...

Producers Role in Ordering and Distribution:

When listing product for sale, you must have the following information:

When it will be delivered to your local Food Hub?

Quantity available; can be adjusted 24/7.

Description

Picture (optional)

Once an order is made by a consumer member, each producer connected to that sale will receive an email with all order details. The producer prepares the order and delivers it to their local Food Hub on the date specified on their listing (sold item). It's the responsibility of the Producer to package their product for handling/shipping and attach a label (received from Co-op by email or accessible from MontanaCoop.com). The label shows the Food Hub in large bold letters, the order #, and member name. Producers may also mail or courier their product if feasible, but must follow the Co-op tracking procedure.

As a Co-op of producers, we will work together in participating in transportation. Transportation of product between the Food Hub's will happen several times a week, based on each individual producers current distribution schedule. A weekly sorting/distribution from the Food Hub in Ronan (as outlined in our current business plan) could provide a routine delivery schedule based on producer schedules and the season. However, based on this new distribution model, this one-day sorting in Ronan

may not be needed (tbc).

For additional marketing, any producer can work with the Co-op's partner marketing company, OpenDoor Flathead that has an on-line business directory, community calendar, on-line courses, etc. Video of their farm or place of business, articles, and a premium directory can be provided. The Montana Co-op will be working with OpenDoor in our education efforts and community outreach. They will also be supporting the Co-op by helping with our member campaign and our website development.

Need to know mileage and service fees for producers, WMGC, and other 3rd party haulers. For example, Charlies is a produce distribution company from Spokane and deliver produce throughout western Montana twice a week. By establishing a partnership, we benefit from the transportation support and they benefit by selling their fresh produce (when it's not available in Montana).

If a producer (i.e. Kalispell Creamery) goes from Kalispell to Missoula two times every week, what would they charge to provide this type of service:

Starting Point: Kalispell Creamery

Drop-off and Pick-up at Food Hubs: Pick up 2-4 boxes or coolers at Kalispell Food Hub (tbc), then drop by Bigfork Food Hub to add 2-4 boxes or coolers, continue to stop by each Food Hub to and from Missoula. What additional costs would be incurred (i.e. additional labor & fuel; estimated 2 extra hours for stops – test it out).

The other option for Kalispell Creamery is to only perform the pick-up's and drop-off's in the towns they are currently dropping off. What would work great is if their current drop-off's were Food Hub's.

A program will be set up so that producer commitments can be shared equally.

Producers performing the majority of the distribution will be compensated through Co-op dollars (food and product credit). Producers not performing in the distribution, sorting, etc. will pay a small % to help off-set the cost for producers doing most of the hauling. A spreadsheet will be set up to track this and will include \$ volume of product being sold through the Co-op (and product where the Co-op helped open a new market and not going through the Co-op) for each producer. The more a producer sells, the larger part of the Hauling/Sorting/Storage pie they will be responsible for and helping with. Those producers that are mailing their product would be released from sharing in the distribution costs/efforts.

Most producers can participate in hauling to some degree without interrupting their current distribution schedule. Why should producers help with hauling other producers product around? Because together we're cooperatively increasing our market size so

we can produce more. Also, consumers may pre-order food and products that gives the producers the ability to make more and to get money up front to buy supplies.

Roll of the local Food Hubs:

Check in product, confirm count, weight, temperature and hold product for customer pickup. Place items received in a cooler, container or box; each with a destination Food Hub number (location).

Maintain refrigerated and frozen items until picked up by customer, hauling producer, or 3rd party. Update product received on the website and update all buyers of product received.

When a hauling party picks up product, they will need a completed packing slip showing items checked in, date and signature (multi-copy form). There will need to be one packing slip for each destination Food Hub.

Additional Food Hub services may be added to benefit the local community. See Food Hub services below.

The Food Hub's could earn a percentage of all product sold to consumers in their region. This would help with the costs involved in performing the many services outlined for the local Food Hub.

- 1) make contact with all local farmers in their designated region
- 2) oversee the producer check-in process
- 3) participate in sorting orders
- 4) oversee the customer pick-up
- 5) perform marketing and outreach for regional area; attracting new producers, consumers, and workers (create jobs)
- 6) promote more farming; educate and connect new farmers in their area

Combining all the roles (consumer, producer, Food Hub, and Co-op):

A producer has an estimated 500 melons available on Sept 15. The producer logs into the Co-op website, adds a new product, uploads a picture (or choose from list), provides a description the melons, list the price, and the earliest date they plan on delivering to the local or regional FH (Ronan). Click submit and the product immediately becomes available for sale. It is highly recommended that producers under estimate, rather than over estimate the quantity available. The producer can update the quantity via the website 24/7 as the melon crop is established.

For producers who do not have a computer or internet service, the Co-op will receive the product information by phone and enter the information for the producers behalf. As items are sold, the Co-op will contact the producer by phone to deliver order details (i.e. quantity, name, FH#, delivery date to local FH).

Buyer Joe wants to buy a melon, he searches the website for "melon" and up comes three melon producers in Montana. Buyer Joe decides to buy the one that is connected

to his local Food Hub. Buyer Joe will order one melon and can see on the website when it will be at the local FH so he can pick it up.

When the melon arrives at the local Food Hub, the Food Hub coordinator will check in the melon and send an email to Buyer Joe confirming his order is ready for pickup. The melon producer will receive an email from the Co-op saying that Buyer Joe bought a melon, with a label attached to the email listing all pertinent information.

Buyer Joe picks up his order at his local Food Hub. The FH updates the website confirming the order was picked up. Orders not picked up within 48 hours will trigger an email reminder to the consumer. If still not picked up with 24 hours, the FH will call the consumer.

QUESTION:

If I order eggs from Producer-H in County-8 today and order beets from Producer-Q in County 12 tomorrow, and carrots from Producer-E in County 42 the day after that, when/where/how am I going to expect to receive them?

ANSWER:

The consumer/buyer will always be able to see the arrival date of selected product to their local Food Hub before making their order on-line. Everything starts from the producer listing their product to tell the consumers when their product will be available. When a producer lists their product, they will complete an "Arrival-earliest" field for arrival date to their local Food Hub, and an "Arrival-latest" field. As Food Hub's physically receive the product, the "arrival" field is checked off. Every customer that has ordered what has just arrived will receive an email notifying them that what they ordered has been received and available for pickup. The local Food Hub manager receives emails once an order is placed from their Food Hub. The email will be highlighted if the order is something they have possession of, in which the order needs pulled from inventory and set aside for pick-up.

Some of the product for sale may already be at the consumers Food Hub (if it has a retail, restaurant or storage service). Before you order, the on-line listing will tell you when the product is available at your local Food Hub.

EGGS: This is how the eggs would arrive and when:

If you lived in County-8, and the eggs producer lived in County-8, you would be able to see on the website, eggs listing, whether the eggs are at your local Food Hub, at which case, your local Food Hub manager would pull the product for you after purchasing on-line and you would pick-up the next time you go to your local Food Hub. If they are not at your local Food Hub, the eggs listing (local producer) will tell you what "earliest and

latest" date options for you to pick up at your local County-8 Food Hub. You select your date you want it to be available for pick-up and check out.

BEETS:

Once again, when you're choosing to buy from Producer Q who lives across the state from you, but you really like his product, you will see that the earliest arrival time is estimated to arrive at your local Food Hub in one week from ordering. You make the purchase, the email is sent to the producer, producer prepares your order and works toward getting the BEETS to his local Food Hub so the distribution can take place. The distribution model also needs to be on-line so consumers and producers can see when product is being picked up and transported where. It will need to be an interactive map or on-line excel document. Sort of an on-line tracking of where product is through the system.

CARROTS

You're carrots that you have ordered said they will arrive tomorrow at your local Food Hub because a neighbor retail Food Hub can fulfill the order and there is transportation tonight and tomorrow morning to your local Food Hub.

Now, you have confirmed on-line that your EGGS and CARROT'S will be at your local Food Hub tomorrow for pickup; but your BEETS will not arrive until next week. You have a choice to pick-up tomorrow the EGGS and CARROT'S; or pick them all up together next week. If he wants to pick it all up together next week, and in order to get the freshest CARROT'S & EGGS, the consumer can choose the date they would like to pick up the EGGS and CARROT'S (i.e. next week instead of tomorrow) before checking out on-line. As orders are made on-line, the Food Hub manager is triggered to pull EGGS and CARROT'S on a specific date. The CARROT'S producer, on their listing, gives an earliest date and latest date that they can deliver to their local Food Hub. Based on the distribution model (# of days from one Food Hub to another; i.e. CARROT producer Food Hub to CARROT buyer Food Hub), the arrival date to the consumers local Food Hub will be displayed on the listing. Looks like we need an interactive field, regarding availability/"Arrived" field that changes based on the distribution schedule.

If someone does not live in Montana and will not be picking up at a Food Hub, and assuming what they ordered could be mailed, then the producer will mail it, and update the website once sent. Buyer receives an email saying it was sent with shipping details. The local Food Hub can provide the service of packaging and mailing for the producer for an additional fee. Once the consumer receives their product by mail, they will update the website as received; and emails will also be sent asking them to confirm receipt. The Co-op has to perform this tracking process from producer to consumer and technology assistance (website capabilities) to support this is required.

Producer Transportation Commitments Between Food Hubs (need interviews with local producers; to be worked on over the next few months):

Show pictures of our committed fleet of trucks – producers and others willing to haul between points. **This is our distribution capability.**

Western MT Growers Co-op:

WMGC has 2 refrigerated 16' enclosed trucks with a walk-in cooler and storage facility on the S. end of Arlee (off Jocko road).

Monday:

- Arlee to Dixon (am); Dixon to Ronan.
- Arlee to Missoula (pm); Missoula to Victor (pm).

Tuesday:

- Arlee to Missoula; Missoula to Phillipsberg
- Arlee to Charlo
- hauler for 2nd delivery in Flathead.

Wednesday:

-up in the air...Charlies to and from Flathead (up E. side of Lake – Hot Springs, back W. side of lake Big Fork, Kalispell) and picks up WMGC product in Arlee - product stays overnight in MSO before going out to either Butte, Bozeman, Billings, Helena, or Great Falls. Charlies drops off for for additional hauling to Valley Distributors (Billings or Great Falls) and Associate Grocers (Great Falls, Helena?).

Thursday:

- one truck to Polson for CSA delivery
- one truck to MSO area for CSA drop off (all the way to Victor and Stevensville)

Friday:

- MSO deliveries.
- One truck to Helena or Flathead

Hot Springs Transit:

Hot Springs every wed., 1st & 3rd Fridays.

Plains: 2nd and 4th Tuesdays

Polson: 1st and 3rd Mondays

Missoula: Every Thursday, Friday (via CFVH bus) and 1st and 3rd Tuesdays.

Kalispell: 2nd and 4th Fridays

Thompson Falls: 1st Wednesdays

SKC:

Kalispell Creamery:

The Orchard on Flathead:

Ten Lakes:

Paradise Gardens:

Committed to pick-up and drop off orders from Plains FH, Paradise FH, Dixon FH, Charlo Food Hub, Ronan FH, Polson FH, Big Arm FM, once per week.

Yellow Bay: