

Appendix B		
Theme/Data	Codes/Notes	Data From Electronic Brainstorming and Focused Conversation (FC)
<p>Cold Chain Infrastructure and Coordination: Includes climate controlled related transportation infrastructure, distribution, and coordination. Viewed as the top priority for most Roundtable participants. Combines the top 3 multi-criteria: 1 Lack of Delivery Infrastructure: Food hubs, growers, support actors need more access to transportation networks and vehicles to get food to institutions. 2 Cold Chain & Storage Infrastructure: Limited access to refrigerated transport and warehouse storage impedes the ability to keep produce fresh and meet institutional delivery standards. 3 Geographical Dispersion: Rural institutions may be far from food hubs or farms, making logistics more expensive or impractical. Considers both short supply chains in rural</p>	<p>Impediments Rural Realities/Centering Rural AZ/?</p>	<p>The Rural AZ "Question" - 57. How can we allocate funding to support rural food storage infrastructure (climate controlled) when funding tends to land in population-dense/urban areas? 62. How can we better utilize USDA rural focused funding opportunities to better support our rural communities? 65. Can we compare and contrast urban and rural food systems in Arizona to see where urban examples do or do not apply to rural areas?</p>
	<p>Cold Chain Infrastructure - the specialized facilities, equipment, and procedures required to maintain a consistent temperature-controlled environment for the transportation and storage of temperature-sensitive goods, such as perishable food products, throughout the supply chain.</p>	<p>Lack of Delivery Infrastructure: Food hubs, growers, support actors need more access to transportation networks and vehicles to get food to institutions. #1 multi-criteria a high to very high impact #4 individual ranking with moderate to high feasibility Cold Chain & Storage Infrastructure: Limited access to refrigerated transport and warehouse storage impedes the ability to keep produce fresh and meet institutional delivery standards. #2 for multi-criteria at High</p>

<p>communities and larger supply chains within a North/South Pipeline.</p> <p>Consolidates a larger amount data mentioning “infrastructure” investment, logistics, coordination more broadly under this umbrella.</p>	<p>Coordination and Logistics</p>	<p>53. What is Value Chain Coordination and why are they so important for local/regional food systems.</p> <p>20. 5. "Air Traffic Control": how do we coordinate the hyper local, and regional coordination to move food efficiently around the state...not just delivering but back hauling, coordinating the seasonality of available foods, etc.</p> <p>#7 for multi-criteria and indi impact at high impact</p> <p>#14 for feasibility at moderate to high</p> <p>3. Delivery Logistics: Institutions require reliable, scheduled deliveries.</p> <p>#17 for for multi-criteria and individual impact at moderate to high impact</p> <p>#8 for feasibility at moderate to high feasibility</p> <p>40. How can technology help with marketing, coordination and supply chain logistics?</p> <p>6. How can we support the equitable procurement and distribution of foods across Arizona?</p> <p>73. How can local food distributions to rural communities become more supported by nonprofits?</p>
	<p>Trust/Relationships</p>	<p>30. Lack of Transparency in Data Collection and Usage: value chain actors are weary of who owns data and how its used (trust barriers with data sovereignty, etc).</p>

<p>Funding and Financial Challenges</p>	<p>What question do we want answered?</p> <p>4. What are diverse funding mechanisms for infrastructure investment?</p> <p>15. How do we tie in legislators and appropriation funding to better serve our local food system in Arizona?</p> <p>67. How do we attract new investment and funding from philanthropy to fill funding gaps in the food system?</p> <p>29. What are alternatives for funding and support with government cutbacks?</p> <p>76. How can we leverage alternative financial models, such as community-supported ventures or impact investing, to bridge funding gaps for small and mid-sized farmers looking to scale or innovate their operations in Arizona?</p> <p>24. Legislative Support via Funding: General funding \$? engagement with legislators, bill creation, program support, etc. communication both ways in this (strategic). #13 ranked multi-criteria and individual impact at moderate to high #19 ranked feasibility at moderate</p> <p>28. Lack of Communication: value chain actors and institutions may not even know which resources and programs are available or how to access critical funding support.</p>
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Cold Chain Infrastructure and Coordination Solutions	Key Barriers to Known Solution	Facilitated Conversation: What was the same about today (what keeps coming up)? <ul style="list-style-type: none">- Infrastructure for cold storage and need for transportation- Same problems again with no clear solution What is standing in way? <ul style="list-style-type: none">- Funding, coordination and communication (lots of echoes of agreement)- **Suggestion to make "Funding, Coordination, and Communication" simplified message to share VCC goals/messaging
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<p>Funding and Financial Solutions/Support</p>	<p>16. • More financial support for infrastructure support for growers within and between different regions of our state</p> <p>17. • Seek out regional funding mechanisms to support hard infrastructure investments in cold storage and transportation of local food products</p> <p>18. • Create more infrastructure in rural regions</p> <p>19. • Create new or expand existing aggregators and distributors to reduce the amount of vehicle infrastructure required to get local products to institutions</p> <p>20. • Increase funding availability for middle-of-the-supply chain infrastructure (either through federal or state government, or from private investors/donors)</p> <p>21. • Launch a diverse fundraising campaign to purchase transportation infrastructure for specific regional/place-based food value chains</p> <p>22. • Use of general funds from AZ state could be used to facilitate new transportation networks</p> <p>23. • Have institutions like Yavapai College lead the way in intentional institutional investment in shared infrastructure and/or networks of local food</p> <p>24. • Establish regional food distribution centers that consolidate products from multiple local producers for streamlined delivery to institutions</p> <p>59. Comment: Marketing and communications across all efforts, initiatives, "folders", and priorities.</p> <p>25. • We need affordable funding solutions for these infrastructure pieces</p>
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	Cost Sharing and Other Incentives/Subsidies	26. • Government incentives to producers who serve to this program to offset costs of gas and wear and tear on vehicles 27. • Provide subsidies on vegetable crops for our farmers 37. • Institutions can advocate for state and local incentives to offset costs associated with transportation and delivery (advocate on behalf of farmers and growers)
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	<p>Coordination and Logistics</p>	<p>(14 sticky dots during roundtable activity) Planning, Mapping & Coordination</p> <p>(2) 54. • Establish a regional task force to analyze current transportation gaps and develop strategic plans for infrastructure development tailored to local needs Merged items · • Outline who are the customers, who are the farms, where do trucks need to come from (#53) 58. Comments: This may be a good place for Yavapai to start! Line 54.</p> <p>8. • Coordination of purchasing, routes, and backhauling when appropriate to make the most of our current resources</p> <p>15. • Need to establish statewide coordination to find ways to leverage our existing aggregators/distributors and to help with new hubs/distributors coming into play</p> <p>1 sticky Technology and Data-Driven Logistics</p> <p>(5) 31. • Implement a centralized online platform to coordinate logistics between producers and institutions for efficient transportation scheduling 32. • Facilitate partnerships between local technology companies and food producers to develop innovative logistics solutions using data analytics and real-time tracking 33. • Harness technology like local food marketplace for food hubs and networks as "distribution infrastructure" to improve distribution logistics like delivery scheduling, cross docking, and measuring the cost effectiveness of distribution activities 34. • Develop a regional collaboration framework that connects food</p>
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<p>Resource Sharing/Ride Share/Cooperative Models</p>	<p>(2 sticky dots) Shared Transportation & Ride-Share Logistics (10)</p> <ol style="list-style-type: none"> 1. • "Ride Share" idea to share trucks and have routes of multiple producers using the same drivers 26(80) 4 SOLVE IMPEDING FACTORS 4.2 Impeding Factor #1: Solutions Merged, Added, and Voted 2. • Shared mobile delivery vehicle service for those unable to transport their product to the institution 3. • Farmers coordinate to share refrigerated vehicles 4. • Create a route that has enough sales to warrant a driver to come up from Phoenix or down from Kingman 5. • Institutions can create shared use agreements with food system actors to maximize vehicle and fleet usage 6. • Institutions can work with other institutional partners to encourage shared use of fleet vehicles 7. • Develop a cooperative model where local food producers jointly own and operate transportation resources to increase efficiency and reduce costs 8. • Coordination of purchasing, routes, and backhauling when appropriate to make the most of our current resources 9. • Transportation is a huge issue as many small farms and ranches come from rural areas and would have to transport their products to more urban areas to sell or distribute. We need to support distribution companies that will travel to multiple farms and ranches to pickup products and then distribute them to institutions. This is also a benefit as they can combine multiple farms products to achieve the quantities needed by the institutions and restaurants. <p>57. Comments: Maybe start with who is already transporting food, selling food, wanting to buy food/wanting food deliveries.</p>
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<p>Relationship and Network Building (4 dots) - Duplicated from Lack of Broader Stakeholder Knowledge: Solutions</p>	<p>47. • More transparent and collaborative conversations revolved around how we can uplift and support our efforts between all stakeholders involved “Listen and empower our local farmers and ranchers”</p> <p>51. • Taking time to foster equitable relationships and trust between farmers and institutions</p> <p>52. • More producer input and planning to find out what works best with who is producing the product</p> <p>Facilitated Conversation (FC) Participant: I guess more of a comment or something that I think we discussed a lot about what all of the actors can do actors can do to help out on how to get these things going, but I think it also does it hurt to mention that a lot of the local farmers are already doing all of this on our own? We're already aggregators, procurers, growers. everything. And so it's like, if we don't figure something out, we'll find a way to get our produce out. So it's not. It's not a matter of like. Oh, farmers don't know how to sell their stuff, or we don't know how to to get into the bigger leagues, or whatever. It's just that a lot of us are we found our, I guess, like niche, or I understand that I'm not going to be warniverse, and Warners understands that there are going to be some larger scale farm. And so, like, I think we understand where our farmers are, and I think we can very easily identify where our local farmers are and just realize, okay, we have all these huge truths. But let's see what they're already doing and kind of just go off of that. So that's kind of just hope that</p>
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	<p>Other Opportunities for Support Actors</p>	<p>49. • Support actors could help connect food hubs and growers to any available funding for regional refrigerated transportation and staff to help coordinate movement of local food</p> <p>50. • Support actors to assist in finding solutions and alternatives for producers</p> <p>(2 sticky dot votes) Marketing and Communication (1) 56. • Marketing plans to alleviate stress on producers — constant FB or IG updates of "routes" being taken to get to a point that producers are used to it coming by like the garbage truck.</p> <p>59. Comment: Marketing and communications across all efforts, initiatives, "folders", and priorities [From Transcriptions RE: Solutions Discussion RE: Infrastructure Investment and Support Folder 12 sticky dots]</p> <p>Participant 1 (P1) So like marketing communications needs to be simultaneous throughout. because we're gonna have to market and communicate what we're doing to continue to build that buy in. And yeah. So I'm I'm like thinking we need to just kind of place that alongside instead of like somewhere in the sequencing of the conversation, kind of around legislators interested in projects and codifying.</p> <p>P2 I just wanna make sure that we're I'm putting it in the</p>
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	<p>Participants Individual and Shared Commitment:</p>	<p>Where do you see yourself/your role in opportunities for solutions?</p> <p>P4: obvious need for storytelling, value chain expansion – if no one knows it’s happening, how is it going to be replicable/successful?</p> <p>P6: [Our org] is storyteller and advocate for producers and farmers, it highlights gaps in what they’re doing and vows to play a bigger role in educating and expanding their marketing support services to growers</p> <p>P7: We are obviously aware of Pivot, but there is no equivalent in Yavapai. Seems silly to start something from scratch. There’s momentum up here, but we’re siloed and stuck in lanes. Growing seasons in both South and North all year round – how do we do a better job of coordinating between regions and success models – let’s learn and replicate from each other. We need more intentional networking. Large support organizations need to do a better job of being the network matchmakers.</p> <p>P8: let’s focus on being experts in our realm and recognizing we don’t have to be experts in everything. I use the phrase “I don’t need to be the experts in everything, I just need to know how to partner with them.” How can we get back to that mindset when collaborating on a project/goal rather than taking on too much as individual actors/orgs? There is always a need for network matchmaking, and we can do a better job of connecting [our org] resources to local projects.</p>
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<p>Lack of Broader Stakeholder Knowledge - Opportunity for Storytelling and Communication</p>	<p>Storytelling</p>	<p>44. How can we better tell the story of local food and show its value? Lack of Broader Stakeholder Knowledge: Internal and external actors need education and support with regard to success stories, model expansion, storytelling, and values sharing.</p> <p>19. What are the strengths of the food hubs currently working together to aggregate and distribute food statewide?</p> <p>54. How do we elevate Arizona as an important player in agriculture at a national level?</p>
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<p>Lack of Broader Stakeholder Knowledge: Internal and external actors need education and support with regard to success stories, model expansion, storytelling, and values sharing.</p>	<p>Multi-criteria polling has this ranked at #16. But it provides a useful theme for coding and analysis. Roundtable participants saw this as having moderate to high impact on farm-to-institution. They also saw it as #1 for feasibility for creating a solution</p> <p>Lack of Communication: value chain actors and institutions may not even know which resources and programs are available or how to access critical funding support. Ranked #22 for multicriteria Participants rated this as moderate to high impact. #22 in polling. It is also rated #3 for feasibility and is seen as highly feasible for solution.</p> <p>10. How can communication between producers and buyers be streamlined, especially around over production/last minute availability/etc.?</p> <p>Policy and Legal Impediments Folder - 24. Legislative Support via Funding: General funding \$? engagement with legislators, bill creation, program support, etc. communication both ways in this (strategic). Ranked #12 in multi-criteria Ranked #12 for impact with moderate to high impact. #19 for feasibility with moderate feasibility for solution Included for the word “communication”</p>
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<p>Lack of Buyer Knowledge: Food service directors may not know where or how to source local food, or may perceive it as risky or burdensome. Specific to "Institutions" and "Procurement" - Duplicated in Institutional Procurement Doc.</p>	<p>#5 on the multi-criteria poll</p> <p>Many Roundtable participants agreed that this had a very high impact on farm-to-institution potential. It was #5 in the polling for impact. It was also #6 for feasibility with views of moderate to high feasibility for a solution.</p> <p>Supporting data</p> <p>14. Lack of Market Transparency: Institutions may not even know the availability or pricing of local foods due to poor market visibility and communication. (ChatGPT)</p> <p>#23 on multi-criteria</p> <p>Participants rated this as moderate to high impact. #23 in polling.</p> <p>Also rated #5 in polling for feasibility with views of moderate to high feasibility</p> <p>21. Lack of Buyer Knowledge 2.0: Foods that are grown which are perceived as "foreign," culturally-appropriate foods not grown locally (ChatGPT)</p> <p>#27 multi-criteria</p> <p>Participants rated this as moderate impact. #27</p> <p>It also polled at #10 for feasibility with moderate to high feasibility.</p> <p>7. What are high demand products for institutions?</p>
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<p>Solutions to Lack of Knowledge</p>	<p>Relationship and Network Building (4 dots)</p>	<p>47. • More transparent and collaborative conversations revolved around how we can uplift and support our efforts between all stakeholders involved “Listen and empower our local farmers and ranchers”</p> <p>51. • Taking time to foster equitable relationships and trust between farmers and institutions</p> <p>52. • More producer input and planning to find out what works best with who is producing the product</p> <p>FC Participant: I guess more of a comment or something that I think we discussed a lot about what all of the actors can do actors can do to help out on how to get these things going, but I think it also does it hurt to mention that a lot of the local farmers are already doing all of this on our own? We're already aggregators, procurers, growers. everything. And so it's like, if we don't figure something out, we'll find a way to get our produce out. So it's not. It's not a matter of like. Oh, farmers don't know how to sell their stuff, or we don't know how to to get into the bigger leagues, or whatever. It's just that a lot of us are we found our, I guess, like niche, or I understand that I'm not going to be warniverse, and Warners understands that there are going to be some larger scale farm. And so, like, I think we understand where our farmers are, and I think we can very easily identify where our local farmers are and just realize, okay, we have all these huge truths. But let's see what they're already doing</p>
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	<p>Participants Individual and Shared Commitment:</p>	<p>Where do you see yourself/your role in opportunities for solutions?</p> <p>P4: obvious need for storytelling, value chain expansion – if no one knows it’s happening, how is it going to be replicable/successful?</p> <p>P6: [Our org] is storyteller and advocate for producers and farmers, it highlights gaps in what they’re doing and vows to play a bigger role in educating and expanding their marketing support services to growers</p> <p>P7: We are obviously aware of Pivot, but there is no equivalent in Yavapai. Seems silly to start something from scratch. There’s momentum up here, but we’re siloed and stuck in lanes. Growing seasons in both South and North all year round – how do we do a better job of coordinating between regions and success models – let’s learn and replicate from each other. We need more intentional networking. Large support organizations need to do a better job of being the network matchmakers.</p> <p>P8: let’s focus on being experts in our realm and recognizing we don’t have to be experts in everything. I use the phrase “I don’t need to be the experts in everything, I just need to know how to partner with them.” How can we get back to that mindset when collaborating on a project/goal rather than taking on too much as individual actors/orgs? There is always a need for network matchmaking, and we can do a better job of connecting [our org] resources to local projects.</p>
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<p>Institutional Procurement Impediments and Opportunities</p>	<p>Rigid Procurement Rules: Public institutions often must follow state procurement rules (e.g., lowest-bid contracts, formal RFP processes) that favor large-scale suppliers.</p>	<p>Multi-criteria polling has this ranked at #4. Supporting data relevant to “procurement rules” OR practices is included</p> <p>Forward Contracting and Production Planning: Working with farmers to plan for consistent volumes and harvesting schedules to ensure consistent supply week to week, month to month.</p> <p>Ranked #7 for feasibility with moderate to high feasibility for solutions.</p> <p>26. How do we begin to support forward contracting with institutions and farmers?</p> <p>Budget and Price Sensitivity: Local foods may have higher per-unit costs than commodity food. Institutional buyers face tight budgets that prioritize cost over origin.</p> <p>Menu Planning Rigidities: Pre-planned menus and contracts may not accommodate seasonal or variable product availability from local farms.</p> <p>Tracking and Reporting Difficulties: Institutions may not have systems to track the percentage of local food purchased, making it hard to measure progress or justify changes.</p>
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<p>Food Safety</p>	<p>Food Safety Regulations: Food safety regulations at state, county, and hyper local level that effect the value chain for local food systems.</p> <p>#21 multi-criteria #21 for impact at moderate to high #13 for feasibility mod to high</p> <p>70. How do we make food safety protocols for small farmers easier to achieve and more affordable ?</p> <p>5. Statewide conversation on food safety regulations that impact local food movement.</p> <p>Tracking and Reporting Difficulties: Institutions may not have systems to track the percentage of local food purchased, making it hard to measure progress or justify changes.</p>
<p>Processing Infrastructure (does that fit in Institutional Procurement?)</p>	<p>48. How can we develop and pay for some regional food processing centers and can store it, that take what is in season, freeze it, or otherwise prepare it for institutional meals, to extend and expand local food availability?</p> <p>Lack of Processing facilities to value add to final product: processing local food to its final form to be included in K-12 and Early Childhood Education.</p> <p>Ranked #6 for impact with high impact</p>

	<p>Also see above codes and data - Lack of Buyer Knowledge: Food service directors may not know where or how to source local food, or may perceive it as risky or burdensome. #5 on the multi-criteria poll</p>	
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<p>Solutions to Institutional Procurement Challenges</p>	<p>Marketing and Communication</p>	<p>52. Institutions can train and teach other buyers how to "fire" 3rd party procurement companies (Aramark, etc). to create localized buying power (share knowledge).</p> <p>(2 sticky dot votes) Marketing and Communication (1) 56. • Marketing plans to alleviate stress on producers — constant FB or IG updates of "routes" being taken to get to a point that producers are used to it coming by like the garbage truck.</p> <p>59. Comment: Marketing and communications across all efforts, initiatives, "folders", and priorities From Transcriptions RE: Solutions Discussion RE: Infrastructure Investment and Support Folder 12 sticky dots</p> <p>P2....You're talking about marketing communication.</p> <p>P1 Yes, I mean, I think that's a piece of it. I almost feel like every one of these has a marketing communication component to it that we need to.</p> <p>P3 I agree. I think that, like Number 23 here, I think that's the storytelling piece that we've been talking about like the good news. And that's really a marketing piece. But to go toward looking for funding, to be able to make this happen. Other spaces, too.</p> <p>[*23. • Have institutions like Yavapai College lead the way in intentional institutional investment in shared infrastructure</p>
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