



Purchasing 40% Local and Sustainable Food by 2025

The Ohio State University Panel on Food Sustainability

Progress Report June 2017

Executive Summary

Ohio State's Panel on Food Sustainability (hereafter known as the "40% Panel" or the "Panel"; current roster in **Attachment A**), was charged with developing the action plan to "increase production and purchase of locally and sustainably sourced food to 40% by 2025." The Panel provided a report in September of 2016 with a number of recommended actions and activities, and below are accounts of progress on these. Considerable progress has been made since the September 2016 report, particularly within the workgroups described below in Action Item Three. [Detailed reports from the active workgroups and attachments follow this executive summary.](#)

Action Item One: Communications Plan

In collaboration with University communicators, the Panel developed a comprehensive communications plan to keep the campus community informed regarding ongoing Panel progress toward the food related sustainability goal. This plan lists communication channels to reach our diverse stakeholders, which include Ohio State students, faculty and staff; food producers, processors and distributors; government agencies; and the general public. A portion of the [Ohio State sustainability website was established for Panel news.](#)

Action Item Two: Perspectives

The Panel reviewed perspectives and engaged those with experience in local and sustainable sourcing. Presentations were followed by question and answer sessions. The following individuals and organizations were interviewed:

- July 8, 2016 – Zia Ahmed – OSU Dining Services; Julie Jones – Wexner Medical Center; Laura Kington and Emily Evans – Real Food Challenge
- November 17, 2016 – Anim Steel, National Director – Real Food Challenge
- April 21, 2017 – Joe Brown – Columbus City Schools; Lilian Brislen – The Food Connection, University of Kentucky

Action Item Three: Workgroups

Based on community perspectives, the Panel established Workgroups on Communication; Definitions and Criteria; Data, Metrics and Transparency; Governance; and Accountability. The attachments contain workgroup reports for all but Accountability, which will begin its work once policy has been enacted that can be reviewed. Workgroups for Curriculum Integration and Strategic Producer/Distributor Outreach will be addressed and convened in the future.



Action Item Four: Governance

The Panel has developed a proposal for an inclusive system of governance that engages students, staff, faculty, and stakeholders, ensuring a rigorous and transparent approach, as called for in the Panel charge, that provides for continuous improvement and evaluation of the initiative. The bylaws proposed by the Governance Workgroup are in the final stages of discussion and approval. The draft is included in the workgroup report.

Action Item Five: Transparency Reports

Student Life Dining Services, Medical Center Nutrition Services, and Athletics and Business Advancement have provided a report on current sources for fresh produce, meat, eggs, and dairy products through the Data, Metrics, and Transparency report produced in the Sourcing, Data Metrics, and Transparency Workgroup described below. The report shows that most of our fresh dairy and chicken is already being sourced from within Ohio.

Action Item Six: Measurement and Reporting

The Data, Metrics and Transparency Workgroup is addressing measurement data and reporting approaches as the Definitions Workgroup refines criteria for both “local” and “sustainable”. We plan to report on these metrics in December 15, 2017.

Action Item Seven: Academic Involvement

Preliminary discussions have taken place with coordinators of capstone courses in which students could contribute to the work of the Panel, and we plan to involve students in these courses by Spring Semester 2018.

Action Item Eight: External Engagement

The 40% Panel has had preliminary discussions on this topic, which will be addressed to meet the deadline on May 1, 2018.

Conclusions

The University Panel on Food Sustainability has spent considerable time and effort in a very productive nine-month period since releasing our [September 2016 Report](#). These initial steps of implementation are some of the most important and arduous ones we will take as we aim for a fully operational tracking and reporting system by the fall of 2018. We have made significant strides not only in figuring out “what” we will be tracking, but “how”, and how it will be reported to all who are concerned. More importantly, we have created a system by which crucial decisions based on varying perspectives can be made in a manner that is open and fair. We anticipate that the coming year will involve broader discussions across the campus community, including especially the constituencies most impacted by the recommendations we make. We appreciate receiving feedback and ideas from all who read this report on how we can best achieve the 40% goal. Please feel free to contact us at localfood@osu.edu.



Workgroup Reports and Attachments

Communications Workgroup

Chair(s): Tom Reeves

Members: Leslie Schaller, Dave Isaacs, Gina Langen, Mikayla Bodey, Sophie Chang
(additional support provided by Nicole Pierron-Rasul)

Meeting Dates/Times:

- 9/26/16, 2:30 PM
- 10/5/16, 3:00 PM
- 2/8/17, 11:00 AM
- 4/12/17, 2:00 PM

Findings and Results:

- Developed communications plan.
 - Established dedicated website to communicate with students, faculty, staff and other stakeholders: **osu.edu/initiatives/sustainability/ohio-state-food-sustainability-panel**;
 - Established dedicated email address for public to ask questions: **localfood@osu.edu**; and
 - Established recommendations for communicating with senior leadership, internal and external audiences.
- Developed talking points for Provost and other University leadership for progress on food sustainability goals, promoting success stories from Student Life Dining Services, in cooperation with communications professionals from Academic Affairs, Office of Energy and the Environment, Student Life, Administration and Planning, and others.
- Began discussions on how to communicate the progress of the Panel's workgroups to senior leadership and internal and external organizations.

Next Steps:

- Identify what Food Panel decisions, policies, or successes can be announced and distributed to internal and external audiences, and work with University Communications to formulate appropriate messaging to those audiences; and
- Identify additional committee members (2 students ideally) and any additional "ad hoc" members that should be engaged to assist with process.



Definitions and Criteria Workgroup

This group is charged with fleshing out the definitions of “local” and “sustainable” as referred to in the Panel charge, and providing sufficient measurable criteria related to meeting the 40% goal, assuring continuous improvement can be achieved and effectively communicated to the campus community.

Chair: Brian Snyder

Members: Colleen Spees, Casey Hoy, Sophie Chang, Thelma Velez, Mike Folino, Nick Kawa

Meeting Dates/Times:

- March 3, 2017
- March 23, 2017
- April 14, 2017

Findings and Results:

The output of this workgroup is divided into two parts that are intended to be integral and complementary, though not exhaustive of all information that may be of interest related to the food served in Ohio State venues. For now, the two concepts of interest will be defined separately. It will be a later decision as to how the results in each case can together comprise the desired profile of University food purchasing.

With respect to the definition of “local,” we affirmed a “zone system” for determining the degree to which a product is considered local, with each zone representing a range of specific interest to Ohio State constituents from different perspectives. We will then report on how much product is sourced from each zone on a regular basis, and also track the progress of moving such sources to be more local over time. The zones we are recommending are as follows: {see attached **Buckeye Bullseye**}

- Within 50 miles of where the food is served – reflects an expectation by many consumers and people active on food issues that food should be produced within about an hour’s drive of where it will be consumed.
- Within the state of Ohio – a range of natural interest to a state university supported by Ohio tax dollars; also relevant to food coming from the processing sector, especially if origin of the raw ingredients is of mixed or undetermined origin.
- Within 275 miles of where the food is served – this is the range enacted by the United States Congress, in the context of the Food Safety Modernization Act to be considered local with relevance to the application of various regulations and exemptions for food producers and processors who are marketing directly to consumers. This will also serve as our working definition of “local” for the sake of meeting the Panel’s charge.



- Within North America – it is recognized that the continent of North America has sufficient range of climate and growing conditions to support the production of just about everything we would really need to support the Ohio State food system. It may be possible to fully source the University’s food within this parameter, though it is not necessary to accomplish the Panel’s current goals.

The definition of “sustainable” is far more complex, and will probably continue to evolve during the beginning stages of policy development and implementation. The 40% Panel has agreed from the outset that our sustainability definition “must consider the environmental, economic and social and/or ethical impacts of our food sourcing,” as indicated in our working definition reported in the fall of 2016. Such an approach, identifying the three most important aspects of sustainability, is consistent with the way this concept has been traditionally defined and understood in our society. Following is a list of other basic determinations made by the workgroup:

- The Panel will need to establish both a minimum assumption for categorizing any product “sustainable,” as well as a pathway for recording continuous improvement over time, just as the workgroup provided in the case of determining what is local.
- Since it is not practical that the Panel could to visit or inspect all food sources, the University must rely on independent auditing and/or certifying bodies that already exist, and are generally available to farmers and businesses, to provide an assessment in the vast majority of cases.
- Establishing a clear list of desired traits with respect to food sourcing accomplishes two purposes: 1) it provides an indication of which independent certifications we should rely upon in determining sustainability, and 2) it will act as a guide in the very few cases where no relevant certification has been named or achieved.
- While the determination of important traits and certifications will be a highly fluid process in the beginning, with significant stakeholder input, it will become less so over time, with additional changes determined in the future through the Panel’s established governance procedures.
- It will be important, for the sake of both transparency and credibility, that the University clearly communicate to the public the following items a) the three aspects of sustainability that guide this goal’s implementation, b) the sustainable traits of food production the University considers most valuable, and c) the certifications we are relying upon to make a determination.

The attached *Matrix of Food Sustainability* represents our initial effort to list the most important food production traits from the point of view of each of the three aspects of sustainability, with a column added to represent those that might be more general. The certifications listed at the bottom is a preliminary list, again organized according to aspects



of sustainability, with several listed under “comprehensive” according to how they might view themselves (which is not necessarily a final determination for us). The workgroup will endeavor to determine which certifier covers what sustainability aspects. Food sources will likely be evaluated according to the number of columns they have covered, i.e. the breadth with which they have achieved the necessary criteria for sustainability. The full panel will eventually need to determine the minimum requirements for the sake of meeting our goals.

Barriers and recommendations:

While the definition of “local” is a fairly straightforward concept in principle, because most food is derived from a definable source or collection of sources, many modern food manufacturers and purveyors have limited capacity or incentives to keep track of such things. Zia Ahmed noted in our Panel meetings that existing Ohio State vendors are upgrading their procedures and information systems to determine and demonstrate where the food they are selling is produced. This effort will help the University provide additional sourcing transparency to all stakeholders. This should be considered an early indication of the Panel’s success, coming even before full implementation.

We fully understand that the definition of “sustainable” is far more complicated, and will generate differences of opinion that go beyond identifying a source, including the question of whether or not sustainability is even definable at all in the context of this goal. The fact that this will be hard is not, however, an argument to avoid doing the best we can. The Panel will need a strong governance procedure, and a credible presence on campus in the years to come, to help make ongoing determinations as new information becomes available through relevant research and is promoted by various interest groups.

The workgroup also struggled with how to view highly processed foods. These foods are difficult to categorize by their raw ingredients. We agreed that all foods are assumed to be outside of the definitions of “local” and “sustainable” unless there is clear and sufficient reason to count them in. We are not operating by way of prohibition, but the definitions are a high bar to meet by design. We should be able to identify the source of at least 50% of the ingredients (assumed by volume) of a manufactured product in order for it to qualify to be local or sustainable according to definitions. The workgroup established these high expectations with the full understanding that a majority of the University’s current food might not qualify within one or both categories, which would not prevent us from meeting the 40% stated objective of this project.



Next Steps:

- Continue implementing the Buckeye Bullseye approach for tracking the origin of food purchases aggressively, across the whole University.
- The matrix approach for determining sustainability, while complete in its outline form, needs considerable thought and review from a broad group of campus stakeholders. A more complete and descriptive set of desired traits and research into relevant external certifications, should come together over the next six months or so, at which time the tool created will become more fixed. The workgroup anticipates that the matrix will likely become a manual at least a few pages in length, with enough detail to be successfully applied by University personnel in the future.
- The Panel will need to make many ad hoc decisions in the future, after systems for determining what is local and sustainable have been determined with a high degree of clarity. The group's governance procedures will need to be developed to deal with decisions that may fall into remaining gray areas.

Attachments:

- **Attachment B:** *Buckeye Bullseye* template for determining localness of food purchases
- **Attachment C:** *Matrix of Food Sustainability* (draft 5/5/17)

Governance Workgroup

This group has focused on developing organizational bylaws for how the 40% Panel makes decisions. It is important in maintaining the credibility of the effort to achieve 40% local and sustainable food purchasing on Ohio State campuses to maintain a governance procedure that is representative of the campus communities and consistent in the way the rules are developed and applied. The attached bylaws are intended to assure that credibility.

Chair: Mikayla Bodey (graduated in Spring 2017);

Members: Kareem Usher, Kate Bartter, Kate Larson, Ryan Schmiesing

Next steps:

- Familiarize 40% Panel with existing University governance structures; and
- Develop recommendations for how the University might approach updating policies and procedures with respect to food purchasing in future years

Attachments:

- **Attachment D:** Panel on Food Sustainability Organizational Bylaws



Sourcing, Data Metrics, and Transparency Workgroup

This workgroup will create the framework for data collection on metrics for local and sustainable sourcing, analysis, and transparent reporting to the University and public.

Chair(s): Zia Ahmed and Casey Hoy;

Members: Julie Jones, Joe Brown, David Wituszynski, Matt Brown

Meeting Dates/Times:

- 4/28/2017 11AM to 12:30PM
- 5/5/2017 3PM to 4PM

Findings and Results:

Student Life Dining (SLD) and Medical Center Nutrition Services (MCNS) have explored data requirements for evaluating the extent to which current purchasing fits the definition of “local”, as established by the Definitions and Criteria workgroup. Staff selected categories of primarily fresh foods to experiment with the data collection and analysis needed to achieve transparency:

- Dairy – We looked at liquid dairy with no significant further processing. Borden Dairy Co of Cincinnati, OH, is supplying a major portion of the dairy purchased by both SLD (73%) and MCNS. Borden provided data on their sources. In most months about 85% of the raw dairy for Borden comes from Ohio farmers. The remaining 15% is purchased from a Cooperative that sources from both Michigan and Ohio farmers. They currently do not have a way to track the source of individual milk containers. Approximately 7.5% of SLD liquid dairy purchases are from Superior Dairy in Canton, OH. Although they claim that most of their milk is local, we have not further verified this information. Approximately 10% of SLD liquid dairy purchases, including all heavy cream, comes from Smith Foods in Orville, OH. They claim that 50% of their raw milk comes from Ohio, although no additional information is currently available. We have requested, but not yet received, information about the remaining 9.5% of SLD dairy purchases, but we know that this mostly comes from Saputo Dairy in Wisconsin.
- Eggs – Shell eggs are the only unprocessed eggs that SLD and MCNS are purchasing, comprising approximately 7% of the total egg purchase for SLD. These eggs are being purchased from US FOODS and are produced by Weaver Bros farm and packaged by Eggs America under the Glenview Farm brand name. Weaver Bros is a fourth generation Ohio family egg farm started in 1929. They currently have 5 million laying hens including Organic and Cage Free. Farms are certified by independent auditing firms and are compliant with American Humane Association and UEP certified animal



care. They have 305 employees and most of their laying hens are in Ohio with a few in eastern Indiana.

- Fresh Meat – We are defining this as Fresh/Frozen Meat with no further additives. Additional review may be needed for items like the blended burger that uses 50% mushroom and 50% ground beef, or sausage links where the primary ingredient is ground pork. This year SLD purchased all fresh chicken from local Ohio farms, at least 95% from Gerber Chicken in Kidron, OH. Gerber sources chicken from 150 mostly Amish farms within a 50-mile radius of their processing facility. Their products are part of third party source verification program through Where Food Comes From® (WFCF). SLD purchased less than 5% of the total fresh chicken from other sources, mostly Case Farm in Ohio. We do not have additional information about Case Farm’s sourcing or practices.
- Produce – SLD and MCNS has begun to analyze produce data, which is inherently complex. We will focus on their top 20 produce items as we determine how to proceed.

Barriers:

- It can be difficult to peel through the layers of information and intermediate steps in the supply chain to get to the ultimate source of ingredients.
- Processing represents a continuum of operations from the unaltered product in the field through to the point of sale, so separating fresh from processed items is sometimes challenging.
- Distinct reporting for manufacturers or processors as distinct from the source of their products.
- Standardized reporting for all distributors.
- Often multiple marketing brands are used for the same product (e.g. the case with shell eggs, above).
- The wide variety of products makes it difficult to organize the data collection and analysis.
- Often it is difficult to separate product sources since they tend to be blended by intermediaries.

Recommendations:

- We should document the impact of OSU purchasing on economic development in the Ohio food system. An example is a connection made by SLD between Gerber Poultry and an Ohio processor that will produce breaded chicken products that previously had been sourced from outside of Ohio.



Next Steps:

We plan to expand the data collection, analysis and reporting in the following ways:

- Continue to examine produce purchases, initially the 20 top items followed by other produce categories.
- Expand on the existing data by requesting information on additional products from the same sources, for example yogurt, processed meat, etc. This lowers the marginal cost of collecting data.
- Collect and analyze data for coffee, a good example of a product for which the manufacturing (roasting and packaging) may be local but the source would (by necessity) be distant.
- Identify food purchasing data collection, analysis and reporting projects that could serve as good undergraduate class projects.
- Experiment with ways to share the data and analysis with the University community and the public.

Attachments: 3 examples of possible graphical display of results

- **Attachment E:** Example graphical presentation of qualification of purchases as local
- **Attachment F:** Example map of dairy manufacturer and dairy farms
- **Attachment G:** Example map of poultry processor and poultry farms



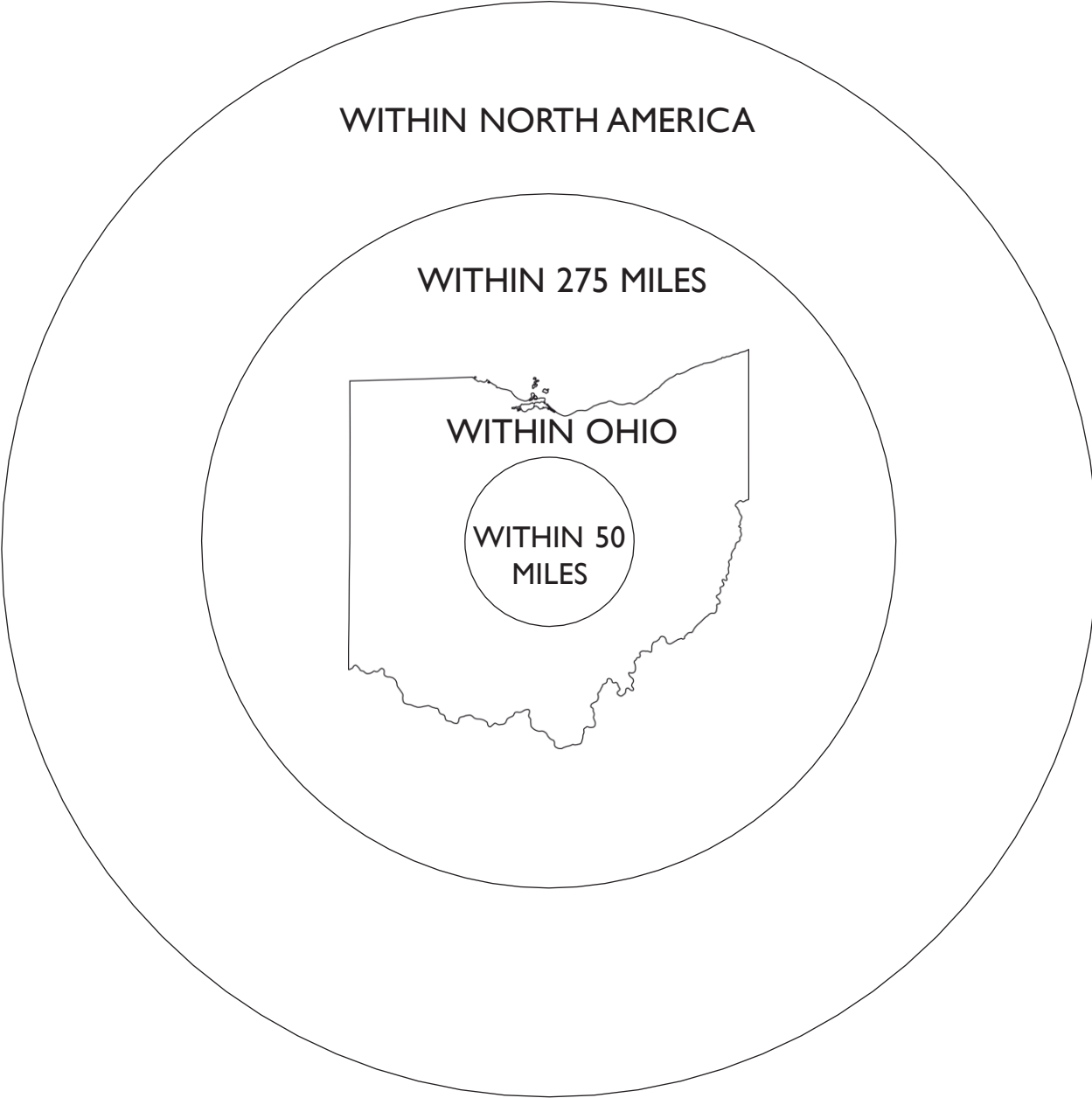
Attachment A

Current Composition of the FOOD SUSTAINABILITY PANEL

Member	Category	From	Email Address
Leslie Schaller	Community Partner	AceNET	leslies@acenetworks.org
Matt Brown	Community Partner	Planning Administrator, Franklin County Economic Development & Planning Department	mybrown@franklincountyohio.gov
Colleen Spees	Faculty	College of Medicine	spees.11@osu.edu
Kareem Usher	Faculty	Knowlton School	usher.21@osu.edu
Casey Hoy	Faculty	Faculty Director, InFACT	hoy.1@osu.edu
Nick Kawa	Faculty	Anthropology	kawa.5@osu.edu
Jill Clark	Faculty	John Glenn College of Public Affairs	clark.1099@osu.edu
Zia Ahmed	Staff	Senior Director, Dining Services	ahmed.290@osu.edu
Lesa Holford	Staff – Alternate for Zia Ahmed	Associate Director, Dining Services	holford.8@osu.edu
Kate Bartter	Staff	Director, OEE	arnold.680@osu.edu
Mike Shelton	Staff –Alternate for Kate Bartter	Associate Director, OEE	shelton.267@osu.edu
Molly Calhoun	Staff	Assoc. VP, Student Life	calhoun.1@osu.edu
Tom Reeves	Staff – Alternate for Molly Calhoun	Student Life	reeves.5@osu.edu
Ryan Schmiesing	Staff	Associate Provost	schmiesing.3@osu.edu
Brian Snyder	Staff	Exec. Director, InFACT	snyder.1534@osu.edu
Julie Jones	Staff	Wexner Medical Center	iones.165@osu.edu
Mike Folino	Staff, alternate for Julie Jones	Wexner Medical Center	folino.3@osu.edu
Sarah Brown	Student	President, RHAC	brown.5471@osu.edu
Kate Larson	Student, alternate for Sarah Brown	Member, RHAC	larson.449@osu.edu
Sophie Chang	Student	Vice President, USG; CFAES SENR	chang.1310@osu.edu
Thelma Velez	Student	NSF Doctoral Fellow, CFAES SENR	velez.71@osu.edu
David Wituszynski	Student	Graduate Research Associate, CFAES FABE	wituszynski.1@osu.edu
Mallory Reynolds	Student	Health Promotion, Nutrition and Exercise Science	reynolds.825@osu.edu



"Buckeye Bullseye"



Matrix of Food Sustainability (draft 5/5/17)

	Economic Viability	Environmental Soundness	Social Responsibility	General/Comprehensive
	Collective Production/Marketing	Soil & Water Conservation	Human Responsibility	Operational Transparency
	- Cooperatives	- Conservation Plans	- Accessibility of food	Continuous Improvement Systems
	- Food Hubs	- Intensive use of cover crops	- Affordability of food	Quality Management Systems
	Ownership & Scale	- Water monitoring systems	- Nutritional quality of food	Integrated Systems Approaches
	- Farmer ownership/control	- Organic matter in soil	- Worker fairness standards	Balancing Energy Inputs/Outputs
	- Local ownership/control	- Microbial life in soil	- Supporting minority farmers	Increasing Biodiversity
	- Fair Trade	- Conservation tillage	- Supporting women farmers	Genetic Conservation
	- GMO Free	Input Reduction	Animal Responsibility	Waste Reduction Systems
	- Family-sized operations	- Pesticide/herbicide reduction	- Humane treatment for livestock	
	Profitability	- Input substitution	- Accessibility to outdoors	
	- Direct to consumer sales	Systems Emphasis	- wildlife conservation	
	- Valuing quality vs. quantity	- Crop rotations	Community Responsibility	
	- Paying for nutrient density	- Nutrient cycling (aquaponics)	- Food security	
	- Cost management strategies	- Organic production	- Public health outcomes	
		- Rotational grazing	- Active community involvement	
		Seafood	- Social service farms/businesses	
		- sustainably farmed	- Culturally appropriate food	
		- sustainably wild-caught		
	Fair Trade Certified	Integrated Pest Management	Animal Welfare Approved	Food Alliance
	Non-GMO Project	Marine Stewardship Council	Certified Humane	National Organic Program
		Monterey Bay Aquarium	CW - Fair Food Program	Certified Naturally Grown
		Salmon Safe	American Grassfed Assocation	Rainforest Certified
			Bird Friendly Coffee	ANSI/LEO -- 4000
				Demeter Biodynamic
				Protected Harvest
				Slow Food "Ark of Taste"



Attachment D

The Ohio State University Panel on Food Sustainability Organizational Bylaws

Draft 5/31/17

I. Preamble

In April of 2016, the Executive Vice President and Provost, and Senior Vice President for Student Life, charged the University Panel on Food Sustainability (the Panel) with delivering a “full accounting of accomplishments related to food sustainability across the institution” and the development “of a strategic plan to accomplish our 2025 goal to increase the production and purchase of locally and sustainably sourced food to 40% by 2025.” To effectively and efficiently carry out this charge, the Panel has adopted the following organizational bylaws governing how it will operate:

II. Membership

A. Panel Composition

1. The University Panel on Food Sustainability shall strive for balanced representation of food system stakeholders in the campus community through Panel membership.
2. The Panel shall be comprised of not more than twenty (20) members, including at least five (5) faculty members, five (5) staff members, five (5) student representatives, and no more than five (5) external partners, described as follows:
 - a. Faculty
 - i. Faculty representatives shall be of diverse academic and research interests.
 - ii. Faculty members with interests in institutional purchasing, agriculture, planning, economics, sustainability, and food system work.
 - b. Students
 - i. Students from governing organizations including but not limited to: Undergraduate Student Government, Residence Halls Advisory Council, and the Council of Graduate Students shall be given preference.
 - ii. Students with an interest in food system planning may also be seated on the Panel.
 - c. Staff
 - i. Staff with job directives in sustainability and food shall be given preference.
 - ii. Staff with an interest in food system planning may also be seated on the Panel.



- d. External Partners
 - i. External partners unaffiliated with the University may obtain a seat on the Panel.
 - ii. External partners seated on the Panel shall not be in a position to financially benefit from decisions or recommendations made by the Panel.
- B. Attendance
 - 1. A member of the Panel may not miss more than three (3) consecutive all-Panel meetings.
 - 2. Panelists may send an alternate in their place.
 - a. An alternate must be of the same membership category as the seated member (i.e. faculty, staff, student or external partner)
 - b. Panelists sending an alternate will not be considered absent.
 - 3. Panelists may use video conferencing, teleconferencing, or other means of digital connection to attend the meeting without attendance penalty.
 - 4. A panelist missing more than three (3) meetings in a row without sending an alternate will be replaced.
 - a. The Panel Co-Chairs may choose to waive this requirement for extraordinary circumstances.
- C. Quorum
 - 1. Quorum shall be defined as a minimum of three (3) faculty, three (3) students, and three (3) staff members.
 - 2. No decision or recommendation may be advanced without a quorum present.
- D. Leadership Team
 - 1. Leadership for the Panel shall be provided by a 3-member team comprised of the director of dining services, either the faculty or executive director of InFACT, and one student assigned by either USG or CGS.

III. Decision Structure

- A. Consensus
 - 1. The Panel shall make decisions or recommendations by reaching consensus, which is determined at the discretion of the three (3) Co-Chairs in the context of a duly called meeting.
 - 2. Members of the Panel who do not agree with a decision or recommendation reached by consensus may indicate as such by following the process outlined in section IV.B.
 - 3. Consensus is not inherently unanimous.
- B. Dissenting Opinions
 - 1. Should a Panel member disagree with consensus reached by the Panel, he or she may submit a statement of dissent for the record.
- C. Recommendation Submissions
 - 1. The Panel shall be open to potentially including agenda topics from the university community and/or external stakeholders.
 - 2. Agenda topics are to be submitted to the Panel leadership or their designee for potential inclusion.



3. Agenda topics may include, but not be limited to, time at a meeting to share ideas, thoughts, feedback, or to present a formal proposal or recommendation.

IV. Record-Keeping Requirements

- A. The Panel shall strive for transparency in all meeting records.
- B. Minutes, articles of dissent, and presentations given to the Panel must be made public on the Panel website within five (5) working days of a full Panel meeting.
- C. Agendas must be sent to Panel members at least 48 hours in advance of a full Panel meeting.
- D. Articles of dissent must be posted with their corresponding minutes.

V. Working Groups

- A. Purpose – To allow the Panel to more quickly and efficiently advance the work of the Panel, further engage diverse voices into the conversation, and allow for individuals to work closely on areas of intense interest.
- B. Role – To develop recommendations and/or suggested courses of action to the larger body for consideration.
- C. Working Groups will spend time on details, research and identifying pros and cons to their recommendations.
- D. Working groups will present their findings to the full Panel for consideration.
- E. Panel meetings shall not be used to do (or re-do) the work of a Working Group, but rather to react to the overall proposal, accept as is, accept with minor modifications, or ask for additional work to address issues or opportunities that have been raised by the membership.

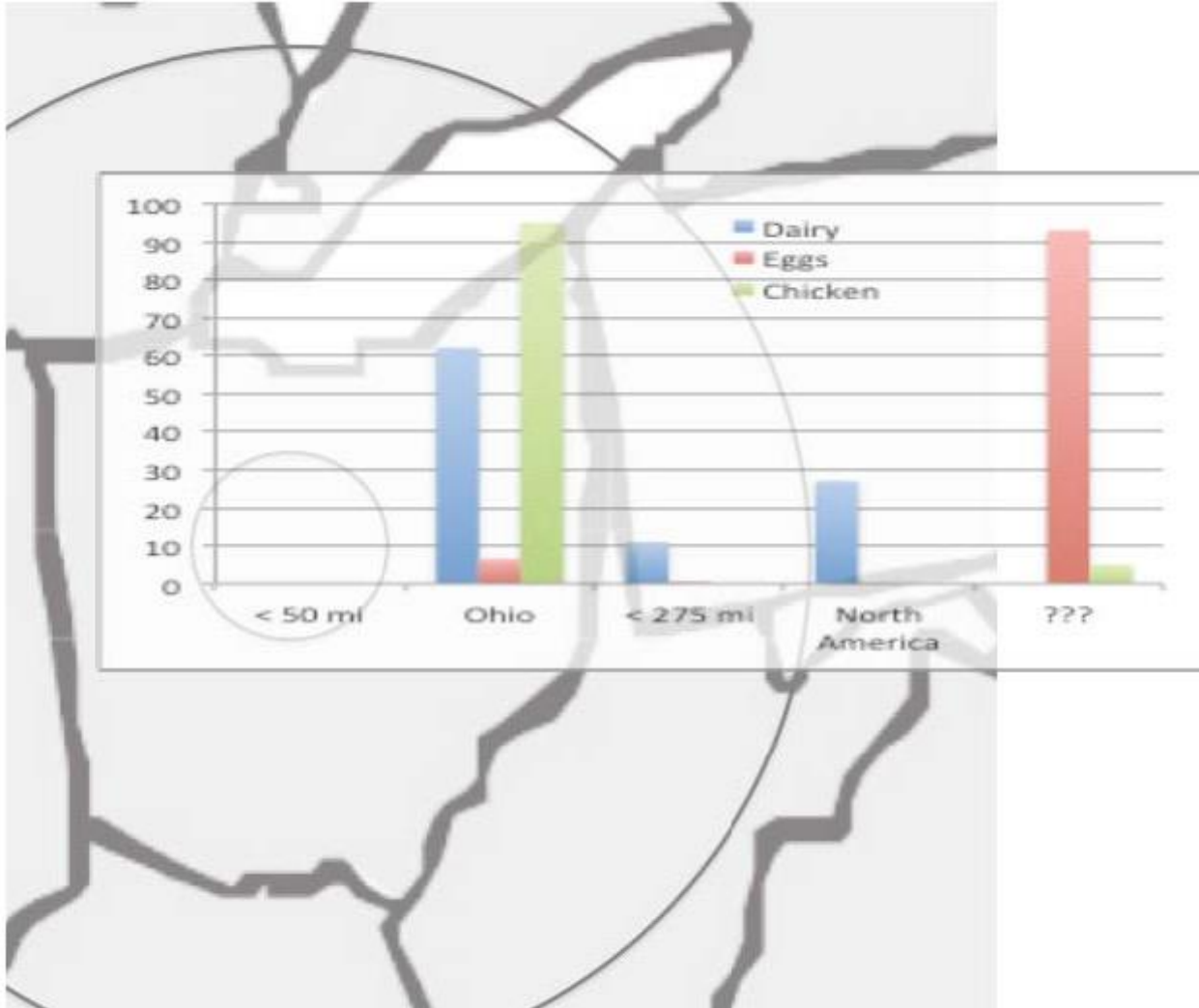
VI. Adoption and Amendment of Bylaws

Bylaws may be adopted or amended by a two-thirds vote of Panel members present at any duly called meeting where a quorum is achieved and drafts have been shared the day before the meeting or earlier. Amendments to the drafts that are, in the opinion of the Co-Chairs present, considered minor may occur within the context of such a meeting before a vote is taken.



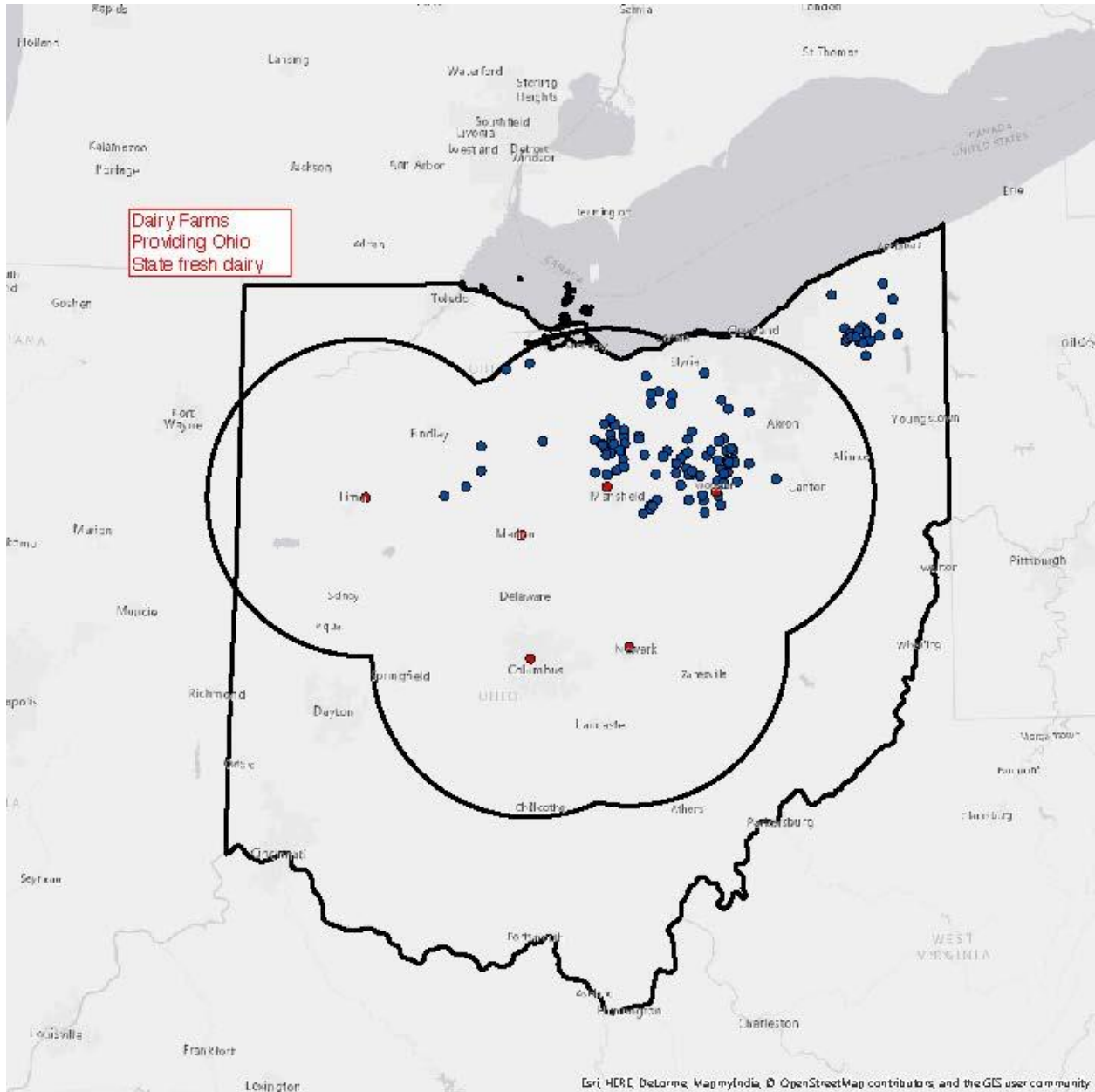
Attachment E

Graphical presentation of qualification of purchases as local



Attachment F

Map of dairy manufacturer and dairy farms



Attachment G

Map of poultry processor and poultry farms

