

2018 Food Hub Benchmark Study Questionnaire

The purpose of this study is to collect food hub data as of **December 31, 2017**, so please use 2017 financial and operational reporting to complete the following questions.

1. What year was the food hub established?
2. How many days per year is your food hub open for business?
3. How big is your facility (square footage)?
4. How many loading docks do you have?
5. Is your Food Hub a 'Not-For-Profit' organization?
6. Under what type of entity do you operate this business?
 - individual/general partnership
 - LLC (whether taxed as a single-member, partnership, S-corp, or C-corp)
 - Corporation (S, C, Benefit)
 - Cooperative
7. What type of governance does your organization have?
 - Informal Advisory Group
 - Formal Board of Directors
 - Senior Leadership
 - Other (describe)
8. What do you consider 'local'? (Answer with a mileage radius)
9. From how far away do you source your products? (miles)
10. What food safety requirements do you have of your suppliers?
 - Completion of hub-provided food safety training
 - Completion of external food safety training
 - Completion of FSMA-specific food safety training (PSA Grower Training)
 - USDA GAP/GHP certification
 - Harmonized GAP certification
 - GlobalGAP or other GFSI certification
 - GroupGAP Audit Program membership
 - Other (Please describe)
11. What food safety certifications do your customers require your HUB to have?
 - Good Handling Practices certification
 - Good Manufacturing Practices certification

- HACCP inspection
 - Other (Please describe)
 - None of the above
12. Does your hub grow any of your own produce or raise your own livestock?
 13. Do you buy from your own incubator farmers?
 14. How many miles were driven by the delivery fleet?
 15. How many days did you have a delivery truck on the road in 2017? (two trucks on one day equals 2 days)
 16. Do you take ownership of the products you sell?
 17. Can your customers order online?
 18. How many vendors do you buy from? (A vendor is an outfit that you, the Food Hub, buy something from.)
 19. How many of these vendors are farmers or ranchers?
 20. How much do you spend (\$) with your largest vendor?
 21. How much do you spend (\$) with your largest 10 vendors?
 22. Do you charge a membership fee to your vendors?
 23. How many customers do you sell to? (A customer is an outfit that buys something from you, the Food Hub.)
 24. What are the \$ sales to your largest customer?
 25. What are the \$ sales to your 10 largest customers?
 26. Do you charge a membership fee to your customers?
 27. What were your dollars of sales directly to:
 - Your own retail (including markets you participate in or your own CSA)
 - Food retailer (grocery/food stores/mobile markets/clubs/co-ops/CSAs/online)
 - Institutions (school, hospital, gov't, assisted living)
 - Restaurants and caterers
 - Processors
 - Other distributors (including food service companies who then sell to institutions)

28. What are the \$ of sales of items you process in-house?
29. What are the \$ of sales of value added product you buy to resell?
30. What is the value (\$) of purchased product that was thrown away (spoiled, damaged, non-salable, stolen, etc.)?
31. How many W-2s were issued?
32. How much did you pay for workman's compensation insurance and where is that expense recorded?
33. How many labor hours were used in each of these departments in 2017:
- Sales
 - Delivery/Distribution
 - Office/Accounting/IT
 - Management
 - Production/Growing
 - Marketing

34. Who does the daily accounting?

- Owner in spare time
- Owners as FT job
- FT employee
- PT employee
- Subcontractor
- No one

35. Each food hub has a unique strategy that combines goals for pricing and volume.

On the continuum of pricing, where do you aim for your business to be?

1 - Lowest price 2 3 4 5 6 7 8 – Highest Price

What is your volume strategy?

1 - Low volume 2 3 4 5 6 7 8 – High Volume