



COLLEGE OF DuPAGE

**Organizational
and
Regular Board of Trustees Meeting**

April 21, 2016





**BOARD OF TRUSTEES OF COMMUNITY COLLEGE DISTRICT NO. 502
COUNTIES OF DuPAGE, COOK AND WILL
STATE OF ILLINOIS**

THURSDAY, APRIL 21, 2016
7:00 P.M. ~ SSC-2206

ORGANIZATIONAL & REGULAR BOARD MEETING AGENDA

Part A: Organizational Meeting

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL**
4. **PUBLIC COMMENT**
5. **OUTGOING STUDENT TRUSTEE**
 - a. Recognition of Outgoing Student Trustee Gloria Roark
 - b. Board Approval of Resolution of Appreciation for Gloria Roark
6. **INCOMING STUDENT TRUSTEE**
 - a. Student Election Results
 - b. Oath of Office – New Student Trustee
7. **ANNUAL REORGANIZATION OF THE BOARD**
 - a. Election of Board Chairman
 - b. Election of Board Vice-Chairman
 - c. Election of Board Secretary
 - d. Appointment of Treasurer
 - e. Determination of Regular Board Meetings, Dates and Locations
 - f. Change of Authorized Bank Signatures

Part B: Regular Board Meeting

1. **ROLL CALL**
2. **REPORTS**
 - a. **Chairman's Report**
 - Presidential Search, update
 - Higher Learning Commission-Chicago conference, update
 - b. **Student Trustee's Report**
 - c. **President's Report**
 - d. **Academic Committee Report**
 - e. **Budget Committee Report**
 - f. **Audit Committee Report**
 - g. **Higher Learning Commission Task Force**
3. **PRESENTATIONS**
 - **Honors Program**
4. **INFORMATION**
 - a. **Personnel Items**
 - b. **Financial Statements**
 - c. **Construction Change Orders**
 - d. **Gifts & Grants Report**
 - e. **In-Kind Donations Quarterly Report**
 - f. **Board Policy 15-55: Travel Expenses for Prospective Candidates**
 - g. **Board Policy 5-220: The Audit Committee**
 - h. **Board Policy 10-55: Investment of College Funds**
 - i. **Higher Learning Commission Criteria for Accreditation**
5. **CONSENT AGENDA** (Roll Call Vote)
 - a. **Programming Agreement between Chicago Public Media, Inc. and Community College District 502**
 - b. **2016 Pavement Sealing & Repairs Project**
 - c. **Sustainable Urban Agricultural Program**
 - d. **Budget Transfer from Contingency to Professional Services**
 - e. **Approval of Revised 2016-2017 Academic Calendar**
 - f. **Property Tax Appeals Board (PTAB) Representation**
 - g. **Ellucian Elevate Workforce Development License and Implementation**
 - h. **Eye Care Assistant Certification Program**
 - i. **Landscape Contracting and Management Degree Program**
 - j. **Ultrasound Machine for the Sonography Department**
 - k. **Personnel Items**
 - l. **Financial Reports**
 - m. **February 18, 2016 Regular Board Meeting Minutes**
 - n. **February 25, 2016 Special Board Meeting Minutes**
 - o. **Internal Auditor – use of services of Stout, Risius and Ross**
 - p. **Continuation of resolutions from April 30, 2015 Board Meeting**
6. **Request for Approval: Subsidizing arts programs at the College of DuPage, including the Buffalo Theatre Ensemble**

7. **Request for Approval: Retention of Clifton Larson Allen to provide External Audit Services**
8. **PUBLIC COMMENT**
9. **TRUSTEE DISCUSSION**
10. **CLOSED SESSION**
11. **CALENDAR DATES / Campus Events** (Note: * = Required Board Event)
 - ***Thursday, May 19, 2016 – Regular Board Meeting – SRC-2000 – 7:00 p.m.**
12. **ADJOURN**

FUTURE MEETING

Thursday May 19, 2016

7:00 p.m. – Regular Board Meeting – SRC-2000



**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD INFORMATION

1. **SUBJECT**

Student Trustee Election Results.

2. **REASON FOR CONSIDERATION**

Attached is the Certificate of Results for the Student Election prepared by the Student Life staff. This election combines the Student Trustee Election and the Student Leadership Council President and Vice President Elections. 525 students voted in this year's election.

- There were two candidates for the Student Trustee positions. Luzelena Escamilla of Hanover Park will take office at the April meeting.
- There were four candidates for the SLC President position. Kiley Pooler of Downers Grove will take office at the beginning of the summer term.
- There were four candidates for the SLC Vice-President position. Shara Refugio of Villa Park will take office at the beginning of the summer term.

3. **BACKGROUND INFORMATION**

The Student Life staff, in conjunction with the SLC Election Commission chaired by current SLC Coordinator of Operations, Diana Aspuria, managed the online elections held March 15 and 16, 2016. The results were verified by Diane Aspuria, Election Commissioner; Stephanie Quirk, Coordinator of Student Life; and Keith Zeitz, Manager of Office and Classroom Technology.

OFFICIAL RESULTS

CERTIFICATE OF RESULTS COLLEGE OF DUPAGE

COMMUNITY COLLEGE DISTRICT NO. 502 **COUNTIES OF DUPAGE, COOK AND WILL IN THE STATE OF ILLINOIS**

For the election held at College of DuPage of Community College District No. 502
on the 15th and 16th days of March, 2016.

RESULTS OF TALLY: We, the undersigned Election Commission of the Special Election held in and for Community College District No. 502, Counties of DuPage, Cook and Will in the State of Illinois, on the 15th and 16th days of March, 2016 for the purpose of electing one (1) Student Member to the Board of Trustees, for the 2016-17 term of one (1) year, do hereby certify that the results of said elections were as follows:

1-Year Term **STUDENT TRUSTEE** (listed in ballot order):

Luzelena Escamilla	received	335	votes	SEATED
Cody Castle	received	180	votes	
Miscellaneous Write-ins	received	10	votes	

STUDENT LEADERSHIP COUNCIL ELECTION

PRESIDENT

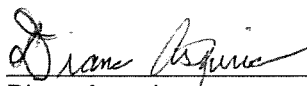
Kiley Pooler	received	225	votes	SEATED
Martha Virgen	received	80	votes	
Michael Strange	received	58	votes	
Jorge Herrera	received	141	votes	
Miscellaneous Write-ins	received	21	votes	

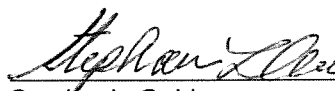
VICE PRESIDENT

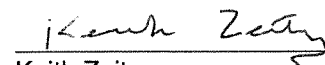
Denis Calma	received	93	votes	
Ugne Narbutaite	received	107	votes	
Luis Fernandez Lopez	received	79	votes	
Shara Refugio	received	226	votes	SEATED
Miscellaneous Write-ins	received	20	votes	

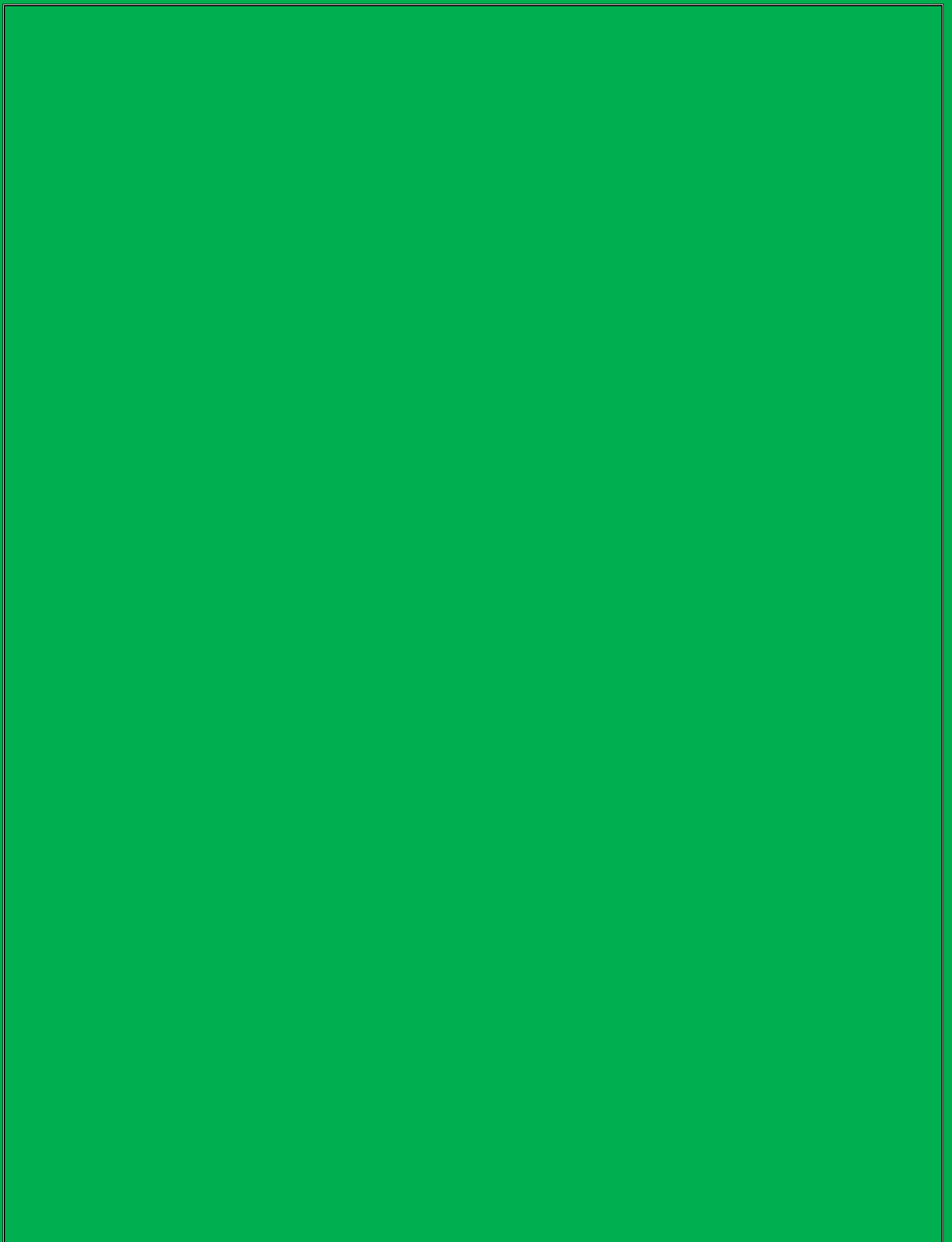
Total Votes Cast	525	votes
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Election verified 100% by:


Diana Aspuria
Election Commissioner


Stephanie Quirk
Coordinator of Student Life


Keith Zeitz
Manager of Office & Classroom Technology



OATH OF OFFICE ~ STUDENT TRUSTEE

I, Luzelena Escamilla, having been duly elected as Student Member of the Board of Trustees of College of DuPage, Community College District 502, do solemnly swear that I will, to the best of my ability, faithfully discharge the duties of the office in accordance with the Illinois Public Community College Act and the Mission and Philosophy of College of DuPage.

Sworn in on Thursday, April 21, 2016

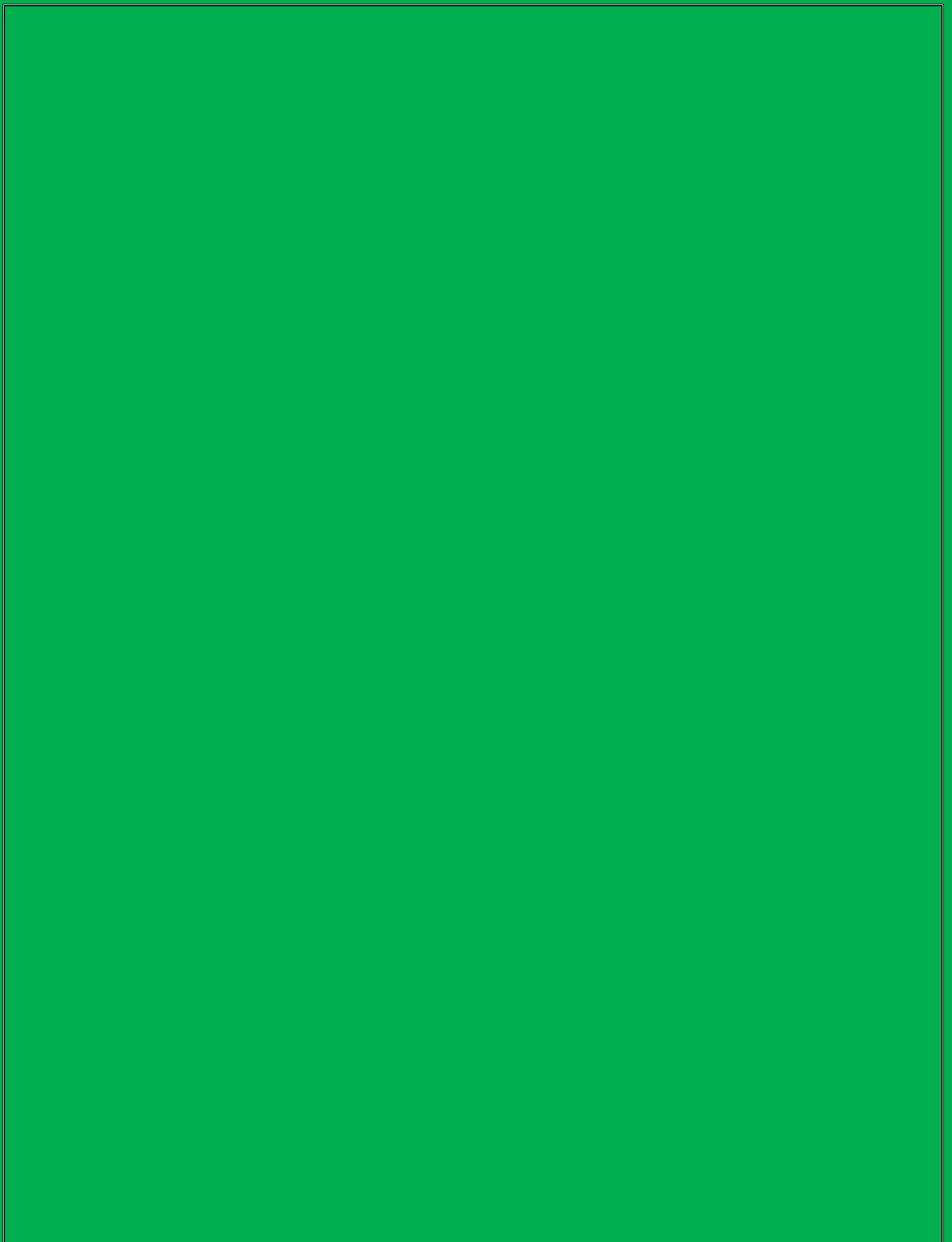
Student Trustee _____

Witness: _____

Board Secretary

Subscribed and sworn to before me this 21st day of April, 2016 by:

Erin Carrillo
Notary Public



COLLEGE OF DUPAGE
ORGANIZATIONAL BOARD MEETING
ORGANIZATION OF INCOMING BOARD OF TRUSTEES

1. SUBJECT

Nomination and Election of Board Chairman.

2. REASON FOR CONSIDERATION

Each year, the Trustees nominate and elect their Board Chairman.

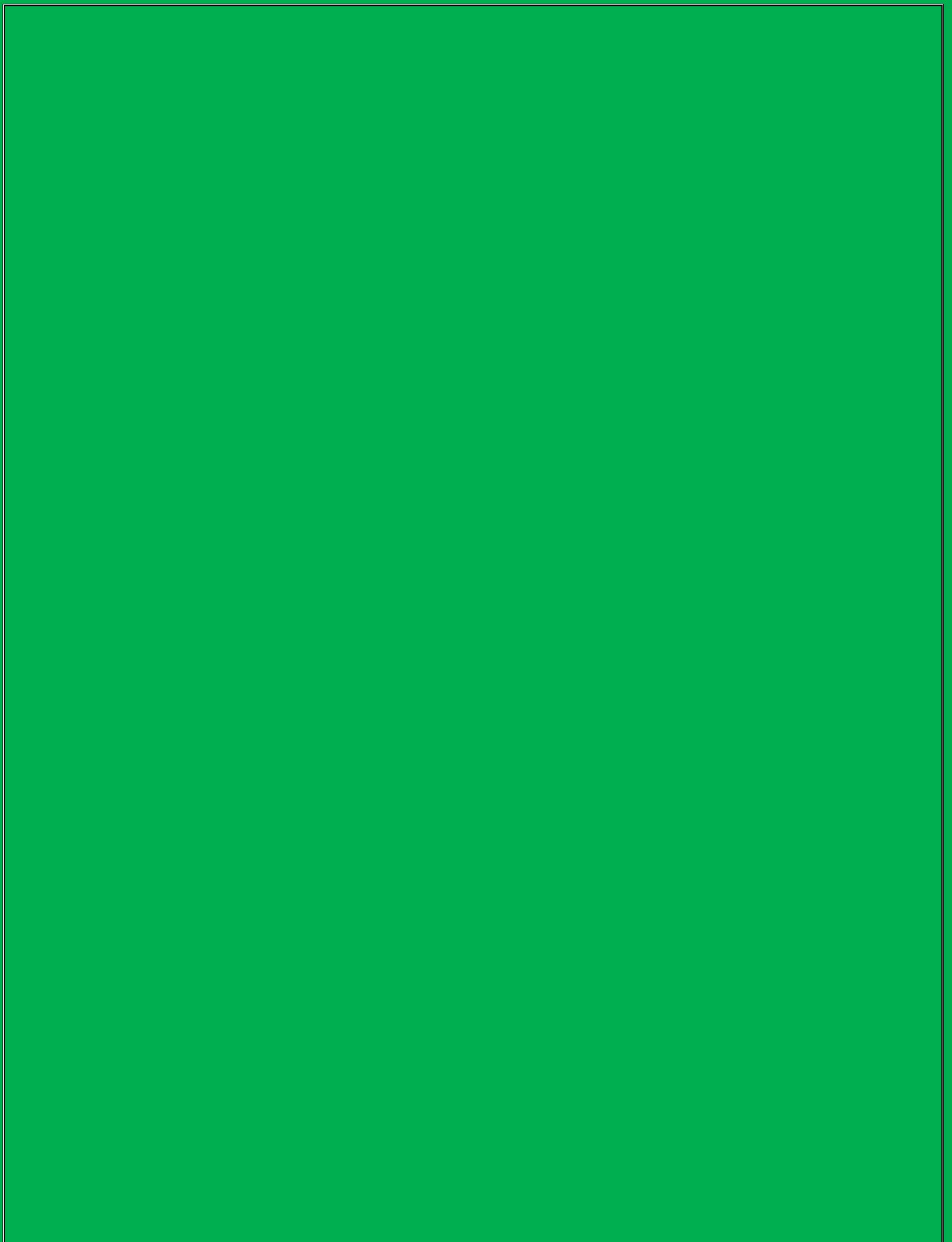
3. BACKGROUND INFORMATION

According to **Board Policy 5-55, Election of Officers**, “The Board of Trustees will annually elect or appoint a Chair, Vice-Chair, Secretary and Treasurer at its annual organizational meeting. The Board will elect from its membership a Chair and Vice-Chair. The Board may elect from its membership, as needed, a Co-Vice Chair. The Board will either elect a Secretary from the membership of the Board or appoint a Secretary who is not a member of the Board. The Board will appoint a Treasurer who is not a member of the Board, in accordance with Section 3-18 of the *Illinois Public Community College Act* 110 ILCS 805/3-18. All officers will be elected by a majority vote of the Board.”

According to **Board Policy 5-75, Term of Office (Board Member Officers)**, “All officers of the Board of Trustees who are elected from the membership at an annual organizational meeting of the Board will serve until the next succeeding annual organizational meeting, unless an officer is unable to serve due to death, incapacity, resignation or removal from office. Removal of an officer before the next succeeding annual organizational meeting will be by majority vote of the entire Board of Trustees and will be based on a finding by the Board that the removal is in the best interests of the Board.”

4. RECOMMENDATION

That the Board of Trustees elects _____ to serve as Chairman of the Board from April 21, 2016 until the next Organizational Board Meeting in April 2017.



COLLEGE OF DUPAGE
ORGANIZATIONAL BOARD MEETING
ORGANIZATION OF INCOMING BOARD OF TRUSTEES

1. SUBJECT

Nomination and Election of Board Vice-Chairman.

2. REASON FOR CONSIDERATION

Each year, the Trustees nominate and elect their Board Vice-Chairman.

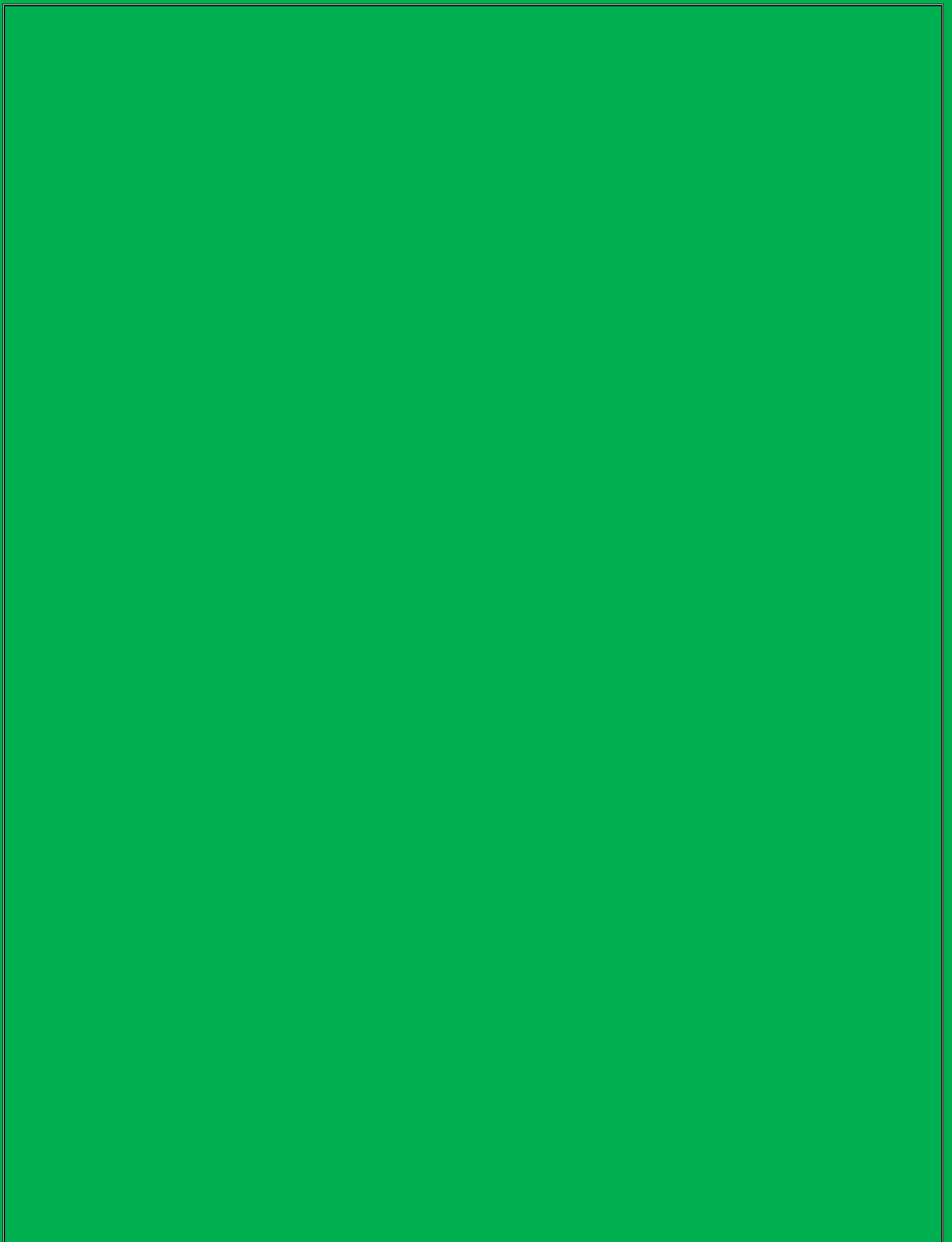
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4. RECOMMENDATION

That the Board of Trustees elects _____ to
serve as Vice-Chairman of the Board from April 21, 2016 until the next Organizational
Board Meeting in April 2017.



COLLEGE OF DuPAGE
ORGANIZATIONAL BOARD MEETING
ORGANIZATION OF INCOMING BOARD OF TRUSTEES

1. SUBJECT

Nomination and Election of Board Secretary.

2. REASON FOR CONSIDERATION

Each year, the Trustees nominate and elect their Board Secretary.

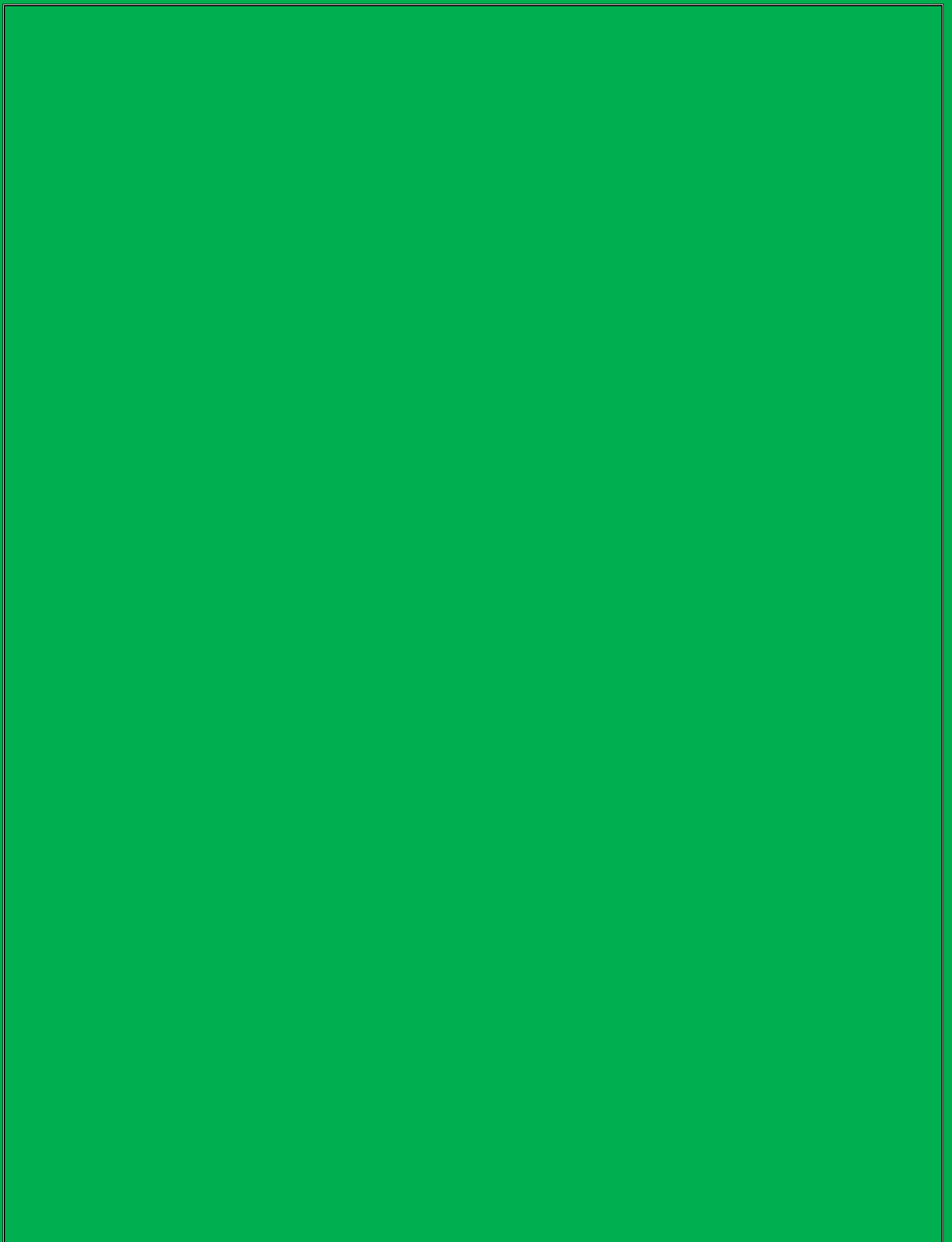
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4. RECOMMENDATION

That the Board of Trustees elects _____ to serve as Secretary of the Board from April 21, 2016 until the next Organizational Board Meeting in April 2017.



COLLEGE OF DuPAGE
ORGANIZATIONAL BOARD MEETING
ORGANIZATION OF INCOMING BOARD OF TRUSTEES

1. SUBJECT

Appointment of Treasurer.

2. REASON FOR CONSIDERATION

Each year, the Trustees appoint a Treasurer.

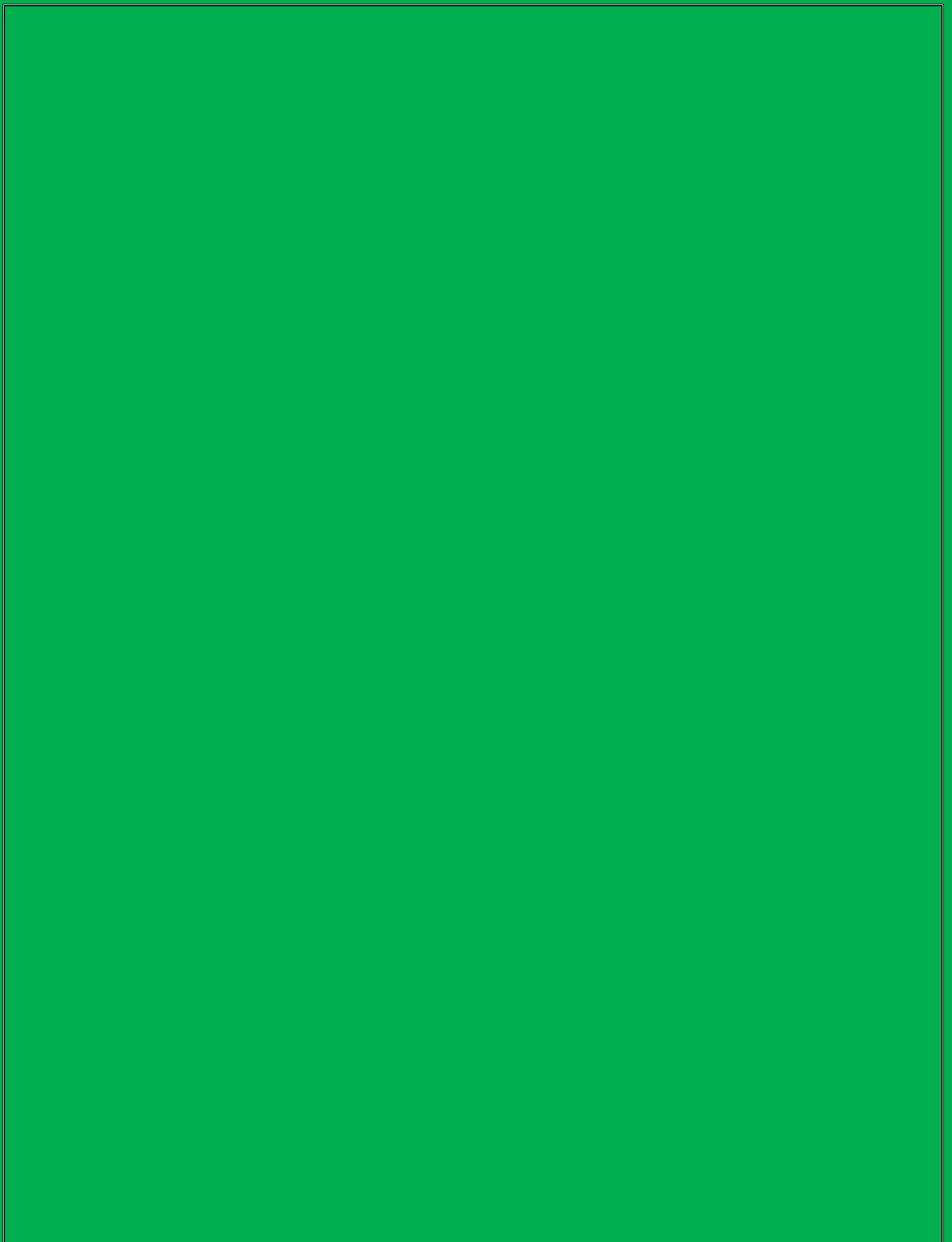
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4. RECOMMENDATION

That the Board of Trustees appoints _____, to serve as Interim Treasurer or until replaced by the Board, but in any event for a period not to exceed 1 year.



**COLLEGE OF DuPAGE
ORGANIZATIONAL BOARD MEETING**

ORGANIZATION OF INCOMING BOARD OF TRUSTEES

1. SUBJECT

Determination of Regular Board Meetings Dates.

2. REASON FOR CONSIDERATION

Each fiscal year, the Board must set their Regular Board Meeting schedule. This schedule must be published at the beginning of each College Fiscal Year in newspapers circulated within the College district.

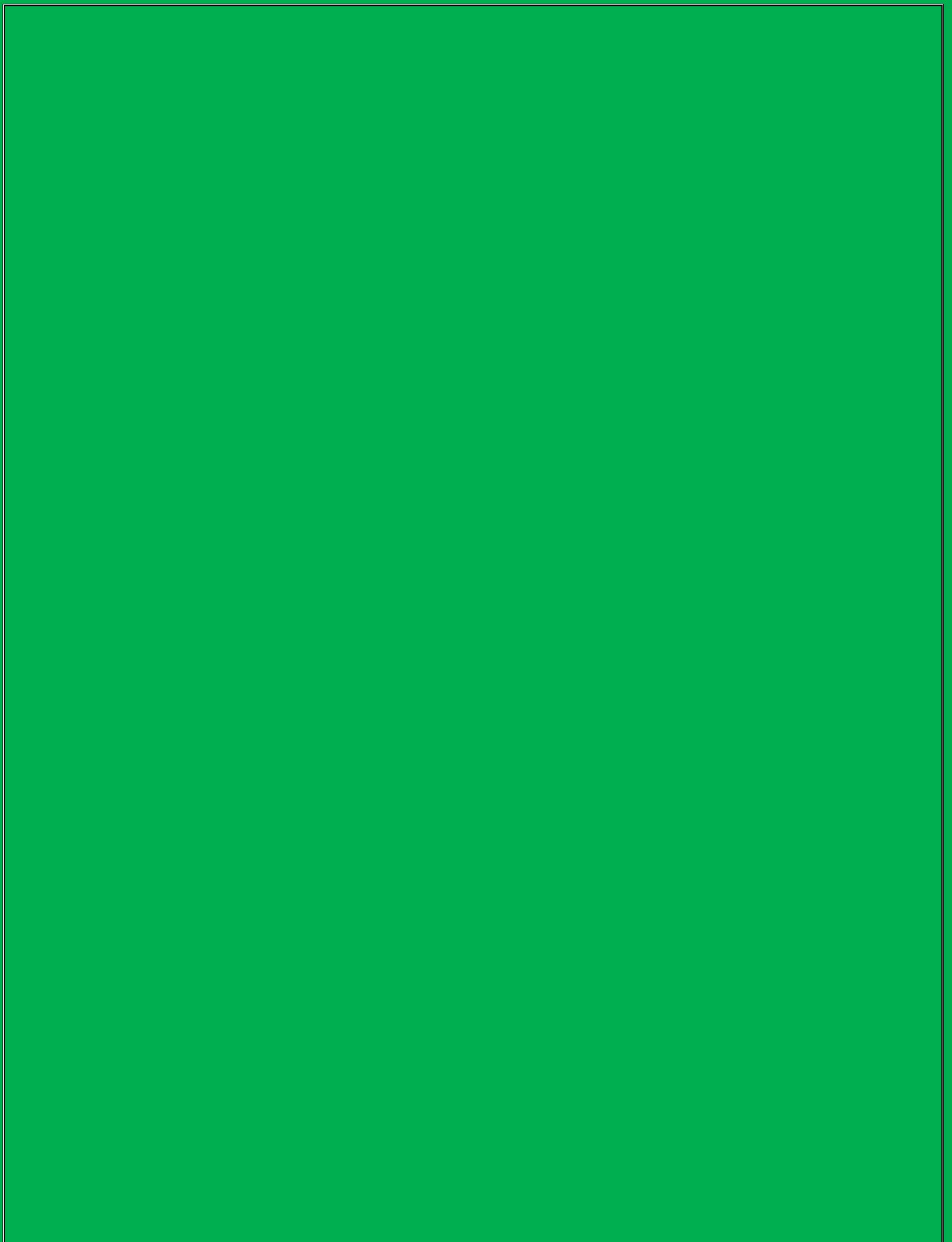
3. BACKGROUND INFORMATION

The recommendation for Board Meeting dates, times and locations is based on the convenience of the College Board of Trustees.

4. RECOMMENDATION

That the Board of Trustees approves the following dates for their regularly scheduled Monthly Board of Trustees Meetings to be held at the College of DuPage, Main Campus, 425 Fawell Boulevard, Glen Ellyn, for Fiscal Year 2017:

- **JULY:** 4th Thursday, July 28, 2016
- **AUG:** 3rd Thursday, August 18, 2016
- **SEPT:** 3rd Thursday, September 15, 2016
- **OCT:** 3rd Thursday, October 20, 2016
- **NOV:** 3rd Thursday, November 17, 2016
- **DEC:** 3rd Thursday, December 15, 2016
- **JAN:** 3rd Thursday, January 19, 2017
- **FEB:** 3rd Thursday, February 16, 2017
- **MARCH:** 3rd Thursday, March 16, 2017
- **APRIL:** 3rd Thursday, April 20, 2017
- **MAY:** 3rd Thursday, May 18, 2017
- **JUNE:** 4th Thursday, June 22, 2017



**COLLEGE OF DuPAGE
ORGANIZATIONAL BOARD MEETING**

BOARD APPROVAL

1. **SUBJECT**

Change of Authorized Bank Signatures.

2. **REASON FOR CONSIDERATION**

Each year the trustees re-elect and appoint new officers.

3. **BACKGROUND INFORMATION**

Whenever there are changes in the composition of the College's and/or the Board's officers, the Secretary to the Board is required to complete Financial Institution Resolutions authorizing such changes.

4. **RECOMMENDATION**

That the Board of Trustees authorize the Secretary of the Board and/or the Acting Interim President of the College to complete Financial Institution Resolutions authorizing the following signatures for College accounts as of April 21, 2016:

The following will be authorized signers for all accounts at financial institutions listed on the following page:

Institution	Accounts* (last three digits)
JP Morgan/Chase	Payroll (xxx981) Payable (xxx999) Concentration (xxx791) Federal Funds (xxx005) Credit Card Clearing (xxx074)
BMO	Operating Cash (xxx011)
Illinois Funds	LGIP Account (xxx577)
Fifth Third Securities	Brokerage Account (xxx821)
Multi State Bank Securities	Brokerage Account (xxx266)
Amalgamated	Custody Account (xxx000)
Northern Trust	Mutual Fund Accounts (xxx445) (xxx522)
IMET	LGIP Account (xxx101)

*As of April 14, 2016

Disbursement Approvals Required

In addition to any other approval requirements, including Board Policy 10-65 and Administrative Procedure 10-60, prior to releasing disbursements from the accounts listed above, the following must approve final release of disbursements:

Payroll, Benefits, Utility and Postage Payments

<\$25,000	Treasurer. If Treasurer not available then Controller, President, Board Chairman or Board Secretary.
>=\$25,000	Same

All Other Disbursements

<\$25,000	Treasurer. If Treasurer not available then Controller, President, Board Chairman or Board Secretary.
>=\$25,000	Two signatures: (1) Treasurer or Controller; AND (2) Board Chairman or Board Secretary. If Treasurer or Controller are not available, then the President can sign in their stead.

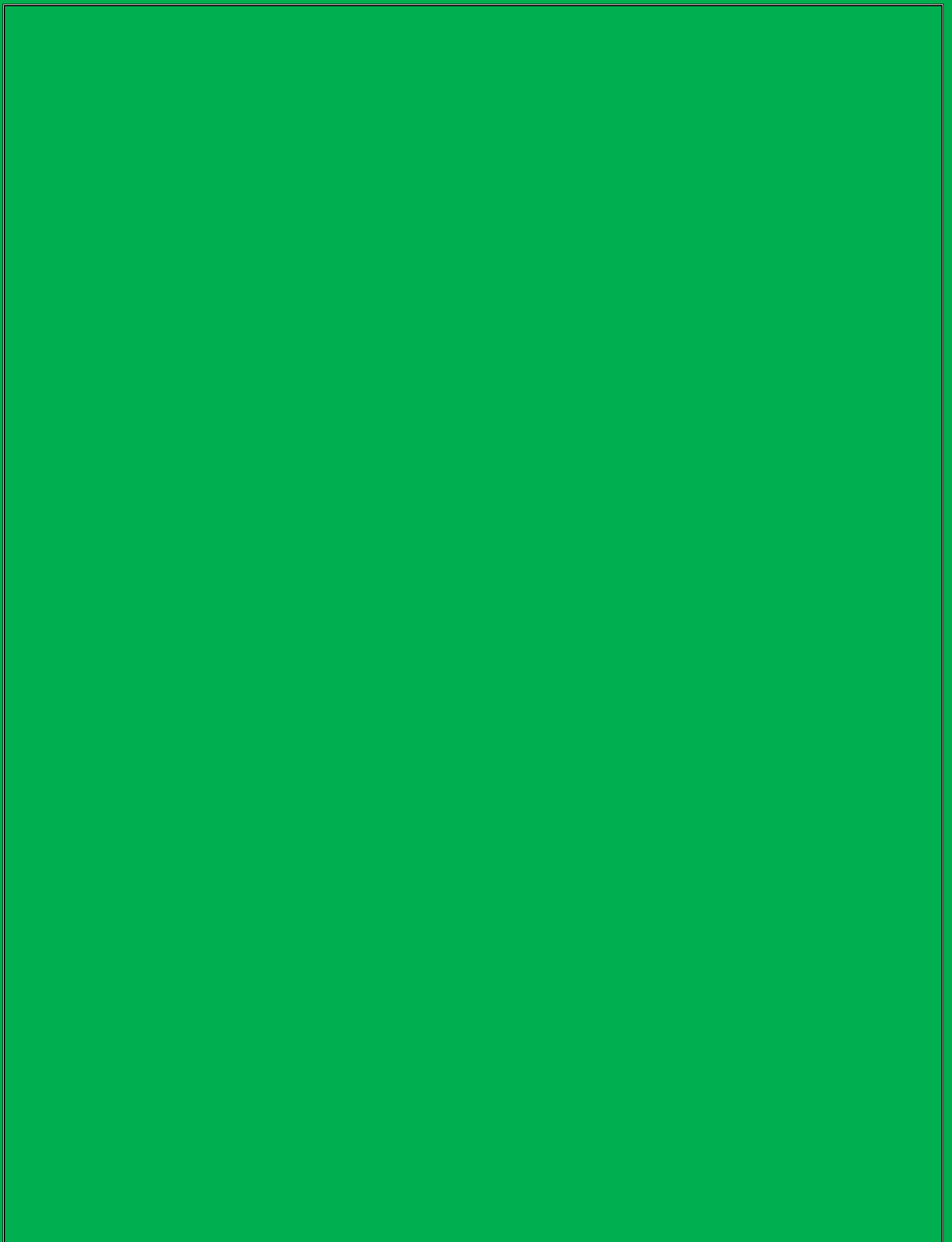
Staff Contact: Kim Michael-Lee, Interim Vice President Administrative Affairs and Treasurer
Scott Brady, Interim Controller

SIGNATURE PAGE FOR
CHANGE OF AUTHORIZED BANK SIGNATURES

This resolution was adopted by the board on April 21, 2016.

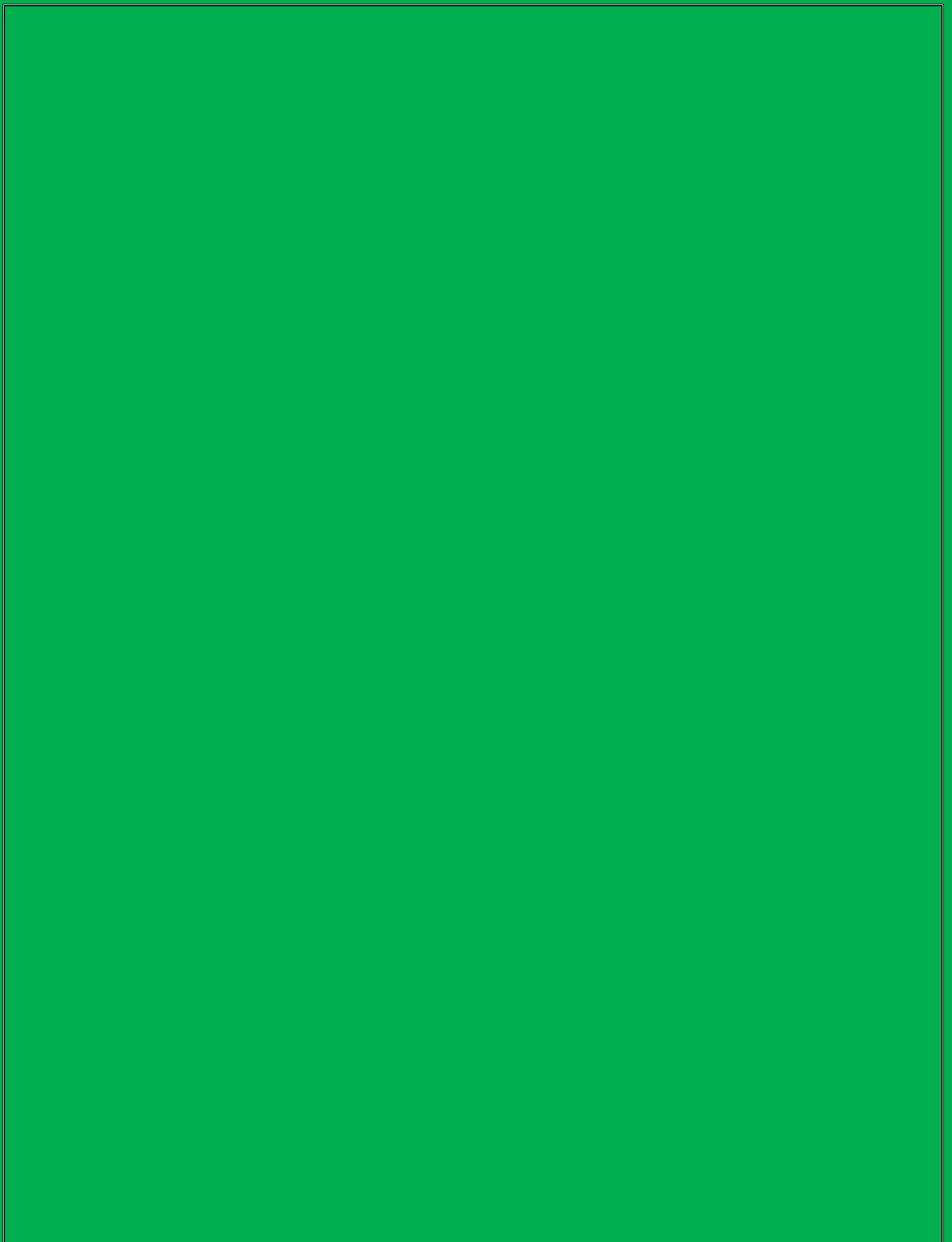
Board Chairman Date

Board Secretary Date



INFORMATION

- a. **Personnel Actions**
- b. **Financial Statements**
- c. **Construction Change Orders**
- d. **Gifts & Grants Report**
- e. **In-Kind Quarterly Donations**
- f. **Board Policy 15-55: Travel Expenses for Prospective Candidates**
- g. **Board Policy 5-220: The Audit Committee**
- h. **Board Policy 10-55: Investment of College Funds**
- i. **Higher Learning Commission Criteria for Accreditation**



**COLLEGE OF DuPAGE
SPECIAL BOARD MEETING**

BOARD INFORMATION

1. **SUBJECT**

Personnel Actions for Board Information.

2. **BACKGROUND INFORMATION**

The following personnel actions are provided for information only:

- a) Classified Appointments
- b) Classified Promotions / Transfers
- c) Classified Resignations / Terminations

Staff Contact: Linda Sands-Vankerk, Vice President, Human Resources

APPOINTMENTS

<u>Name</u>	<u>Title</u>	<u>Department</u>	<u>Start Date</u>	<u>Type</u>	<u>Salary</u>
<u>CLASSIFIED</u>					
Mary Reeter	Administrative Assistant III, Westmont	Centers	04/25/2016	New Hire Part Time	\$16,640
Jermaine Young	Administrative Assistant III	Student Services	03/30/2016	New Hire Part Time	\$15,600

PROMOTIONS / TRANSFERS

<u>Name</u>	<u>Title</u>	<u>Department</u>	<u>Start Date</u>	<u>Type</u>	<u>Salary</u>
<u>CLASSIFIED</u>					
Natalie Haraus	Administrative Assistant IV	Academic Affairs	04/11/2016	Promotion	\$35,531

RESIGNATIONS / TERMINATIONS

<u>Name</u>	<u>Title</u>	<u>Department</u>	<u>End Date</u>	<u>Type</u>	<u>Years of Service</u>
<u>CLASSIFIED</u>					
Candace Robbins	Instructional Assistant III	Westmont Center	03/21/2016	Termination	19 Yrs. 3 Mos.



COLLEGE OF DuPAGE
REGULAR BOARD MEETING

BOARD INFORMATION

1. **SUBJECT**

Financial Statements: Schedule of Investments, Operating Funds – Budget and Expenditures, Operating Cash Available to Pay Annual Operating Expenses, and Disposal of Capital Assets.

2. **REASON FOR CONSIDERATION**

Provided for Board information.

3. **BACKGROUND INFORMATION**

- a) **Schedule of Investments** – This report is presented to the Board for information each month. It lists the Schedule of Investments for each of the College's Funds. The report details the purchase and maturity dates and interest rate earned.
- b) **Operating Funds – Budget and Expenditures** – This report is presented to the Board for information each month. It lists the budget-to-actual results for the current fiscal year for the Operating Funds.
- c) **Operating Cash Available to Pay Annual Operating Expenses** – This report is presented to the Board for information each month. It shows the amount of operating cash and investments on hand and Board-approved fund balance restrictions compared to prior year annual operating expenses and presents the ratio of cash available to annual operating expenses.
- d) **Disposal of Capital Assets** - This report is presented to the Board for information on a quarterly basis. This report lists the reason for the disposal, location, number of items and their respective dollar values.
- e) **Tax Levy Collections** – This report is presented to the Board for discussion purposes on a quarterly basis (July, October, January, April). This report lists the tax receipts by counties and also by each of the funds that levy taxes.

a.

**COLLEGE OF DUPAGE
TREASURY PORTFOLIO OVERVIEW
AS OF MARCH 31, 2016**

Overview of What the College Can Invest in

- Limitations of the investment policy:*
 - Insured or collateralized bank accounts
 - Federally guaranteed securities (no more than 25% callable)
 - Certain high quality commercial paper (limited in policy to 20%)
 - Maximum duration of 270 days
 - Municipal bonds in top 4 categories rated (AAA to BBB)
 - Treasury money markets (provided investment <5% of mutual fund size)
 - Other money markets rated AA or above (limited to 5% of fund balance policy)
 - Certain investment funds such as IIIT, PFM Prime, Illinois Funds with limitations as to percentages
- Policy lays out safety as primary consideration, followed by liquidity, followed by return

*Summary. Please refer to Policy 10-55 for exact language

Overview of Investment Performance

- For the quarter ended March 31, 2016, the College had an *average cash and investment* balance of \$266.3 million. The *average investment* balance was \$244.6 million.

	QE 12/31/15	QE 3/31/16	Fiscal YTD
Average Investment Balance (\$millions)	\$ 259.2	\$ 244.6	\$ 251.3
Interest Earned (Yield)	\$ 328,480	\$ 395,546	\$ 992,294
Annualized Yield %	0.51%	0.63%	0.53%
Realized Gain/(Loss)	\$ (7,448)	\$ 1,444	\$ (15,505)
Yield + Realized Gain/(Loss)	\$ 321,032	\$ 396,990	\$ 976,789
Annualized Yield + Realized Gain/(Loss)%	0.50%	0.63%	0.52%
Unrealized Gain/(Loss)*	\$ (309,634)	\$ 85,420	\$ (228,421)
Net Yield + Realized & Unrealized Gain/(Loss)	\$ 11,398	\$ 482,410	\$ 748,368
Annualized %	0.02%	0.77%	0.40%

*Unrealized gains/losses from Great Lakes and PFM portfolios due mainly to market price fluctuations. Given high quality of assets, if held to term losses are unlikely.

- 1 – Return, here and on following pages, calculated by: (total income plus realized & unrealized gain/loss)/average period portfolio balance.
- 2 – The average period balance is calculated using the total balance at the beginning and at the end of that period.
- 3 – College owns certain securities, including commercial paper, which are bought at a discount or premium and pay interest when matured.

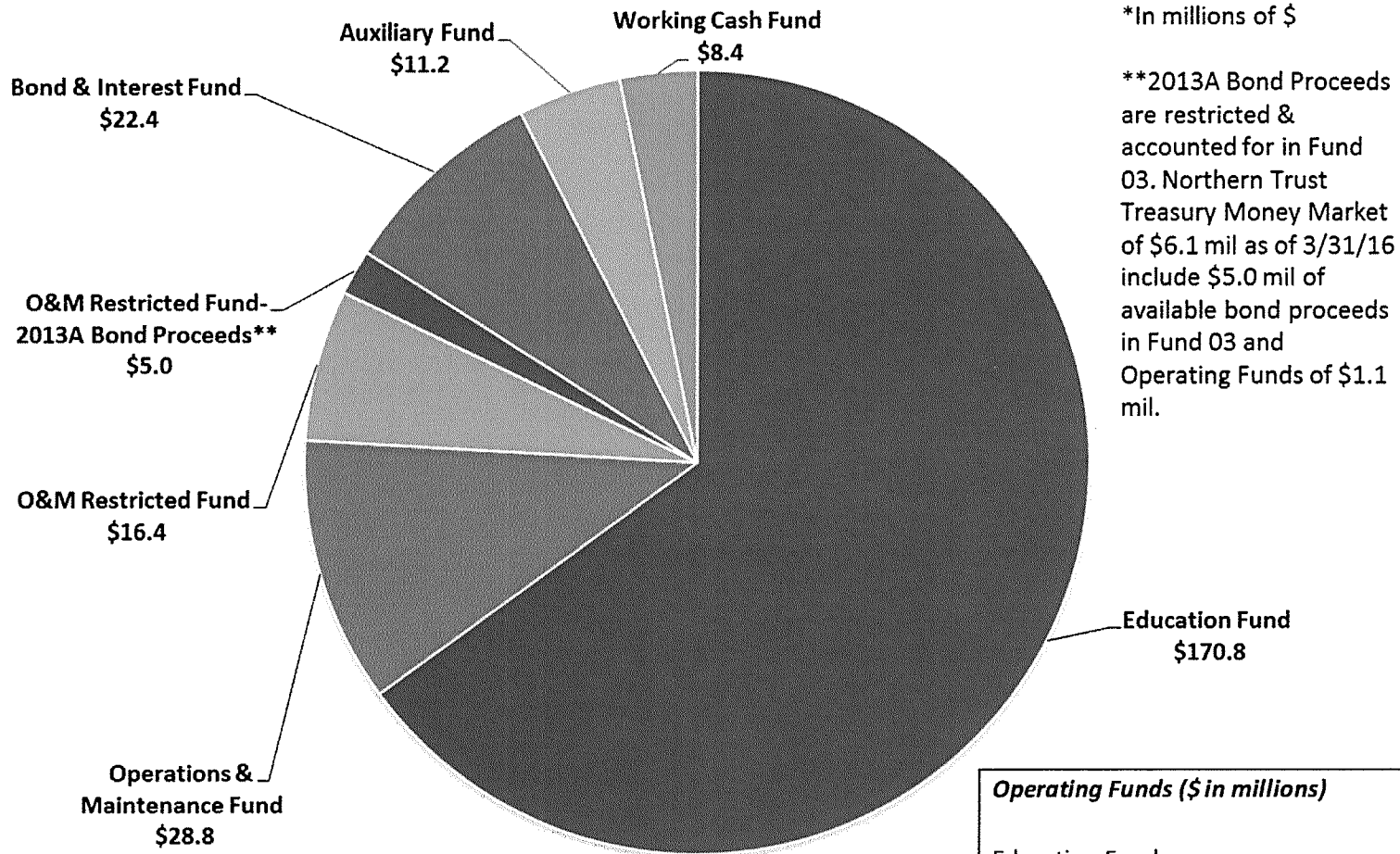
Investment Monthly Balance Summary

- \$262.8 million cash and investment balance at month-end

Monthly Ending Balances (\$ millions)

	<u>6/30/15</u>	<u>12/31/15</u>	<u>3/31/16</u>	<u>Change: 6/30/15 to Month-End</u>
Amalgamated Trust (Gov't. Agencies)	\$ 55.4	\$ -	\$ -	\$ (55.4)
Associated Bank Public Funds MM	-	58.7	58.7	58.7
BMO Asset Management	-	-	91.2	91.2
Chase HY Savings	64.6	-	-	(64.6)
Great Lakes Portfolio	20.0	45.3	-	(20.0)
Fifth Third CDs	6.0	2.7	0.7	(5.3)
MB Financial NOW	20.0	58.2	58.3	38.3
Multibank CDs	4.5	2.0	1.3	(3.2)
Northern Trust	33.7	6.5	33.3	(0.4)
PFM Operating	25.9	25.9	-	(25.9)
PFM Short Term	-	20.1	-	-
PFM Prime Series	-	11.0	-	-
PMA/ISDLAF	0.3	-	-	(0.3)
Wheaton NOW	16.2	16.2	-	(16.2)
Subtotal	<u>246.6</u>	<u>246.6</u>	<u>243.5</u>	<u>(3.1)</u>
Cash & Cash Equivalents	<u>17.2</u>	<u>21.9</u>	<u>19.3</u>	<u>2.1</u>
Total Cash & Investments	<u>\$ 263.8</u>	<u>\$ 268.5</u>	<u>\$ 262.8</u>	<u>\$ (1.0)</u>

March 31, 2016 Portfolio Overview: Assets by Fund Allocation (\$262.8 MM total)



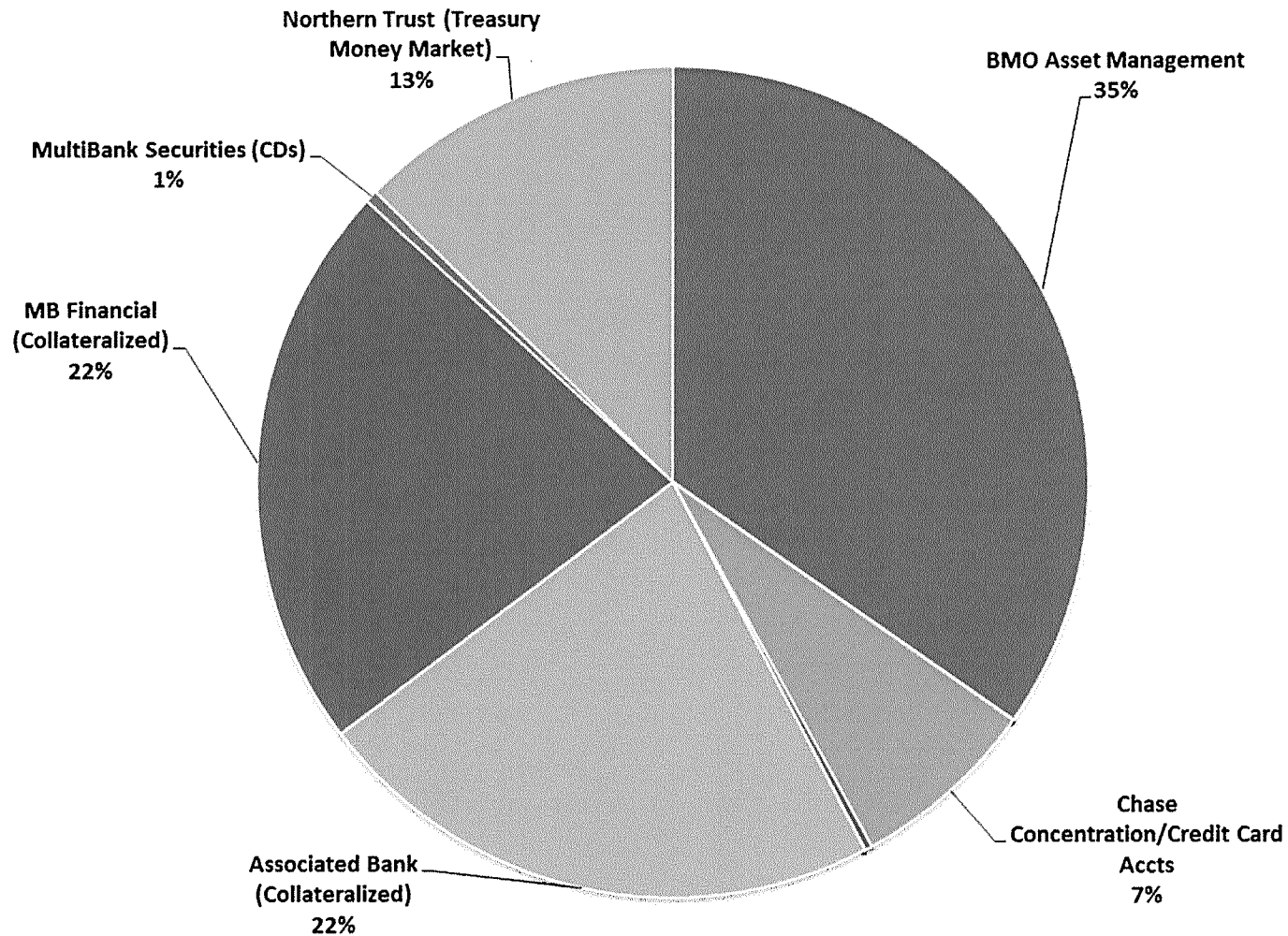
*In millions of \$

**2013A Bond Proceeds are restricted & accounted for in Fund 03. Northern Trust Treasury Money Market of \$6.1 mil as of 3/31/16 include \$5.0 mil of available bond proceeds in Fund 03 and Operating Funds of \$1.1 mil.

Education Fund	\$ 170.8
Operations & Maintenance Fund	28.8
Less: Agency Funds Balance	(0.6)
Add: Restricted Purposes Fund Balance	2.3
Total Operating Cash/Investments	\$ 201.3

Note: Cash and investments held in College of DuPage's name. For accounting purposes, cash and investments are held in the Education Fund and allocated to other funds.

March 31, 2016 Portfolio Overview: Assets by Location/Firm (\$262.8 MM total)



March 31, 2016 Portfolio Overview:

Assets by Investment Type (\$262.8 MM total)

<u>Institution</u>	<u>Holding Type</u>	<u>Balance</u>	<u>% of Total Investments</u>
Fifth Third Securities	Certificates of Deposit	747,115	0.3%
Fifth Third Securities	Money Market Mutual Fund - Invest in US Treasury Securities	322	0.0%
Multi-Bank Securities, Inc (MBS)	Certificates of Deposit	1,245,204	0.5%
Multi-Bank Securities, Inc (MBS)	Money Market Mutual Fund - Invest in US Treasury Securities	11	0.0%
BMO Asset Management	Fed Agency Bond / Note	23,790,412	9.8%
BMO Asset Management	Municipal Bonds	45,380,940	18.6%
BMO Asset Management	Commercial Paper	15,028,420	6.2%
BMO Asset Management	Money Market	7,036,594	2.9%
U.S. Bank (IL Funds)	Local government investment pool	7	0.0%
Northern Trust (capital)	Money Market Mutual Fund - Invest in US Treasury Securities	6,082,236	2.5%
Northern Trust	Money Market Mutual Fund - Invest in US Treasury Securities	27,262,413	11.2%
Amalgamated Bank (Great Lakes)	Money Market Mutual Fund - Invest in US Treasury Securities	5,000	0.0%
PMA Financial (Associated Bank)	Savings	321	0.0%
Associated Bank	Money Market	58,724,706	24.1%
MB Financial	Money Market	58,263,810	23.9%
Total Investments		243,567,510	100.0%
Total Operating Investments Balance (Total, less Northern Trust Capital)		237,485,274	
Chase Concentration & Petty Cash Balances		19,273,985	
Total Cash & Investments		262,841,495	

Notes:

1. All Fifth Third and MBS CDs (8 total) are less than \$250,000 each (FDIC coverage limit)
2. IL Funds is rated AAAm by S&P, per it's website. No mention of any other rating service rating (like Moody's).
3. All other investments compliant with College's current investment policy as of month-end.

March 31, 2016 Portfolio Overview:

Assets by Investment Type, continued (\$262.8 MM total)

- Assets by investment type, organized by investment policy categories:

Row Labels	Sum of Balance	Sum of % of Total Investments
☐1	126,017,750	51.7%
Certificates of Deposit	1,992,319	0.8%
Money Market	124,025,110	50.9%
Savings	321	0.0%
☐2	23,790,412	9.8%
Fed Agency Bond / Note	23,790,412	9.8%
☐3	7	0.0%
Local government investment pool	7	0.0%
☐5	15,028,420	6.2%
Commercial Paper	15,028,420	6.2%
☐7	33,349,982	13.7%
Money Market Mutual Fund - Invest in US Treasury Securities	33,349,982	13.7%
☐10	45,380,940	18.6%
Municipal Bonds	45,380,940	18.6%
Grand Total	243,567,510	100.0%

BMO Asset Management

- During March, the College transferred assets from the Great Lakes and PFM investment portfolios to BMO Asset Management.

BMO  Financial Group
BMO Harris Bank N.A.

College of DuPage- Operating Cash

Account Number:
Statement Period: 03/01/16 through 03/31/16

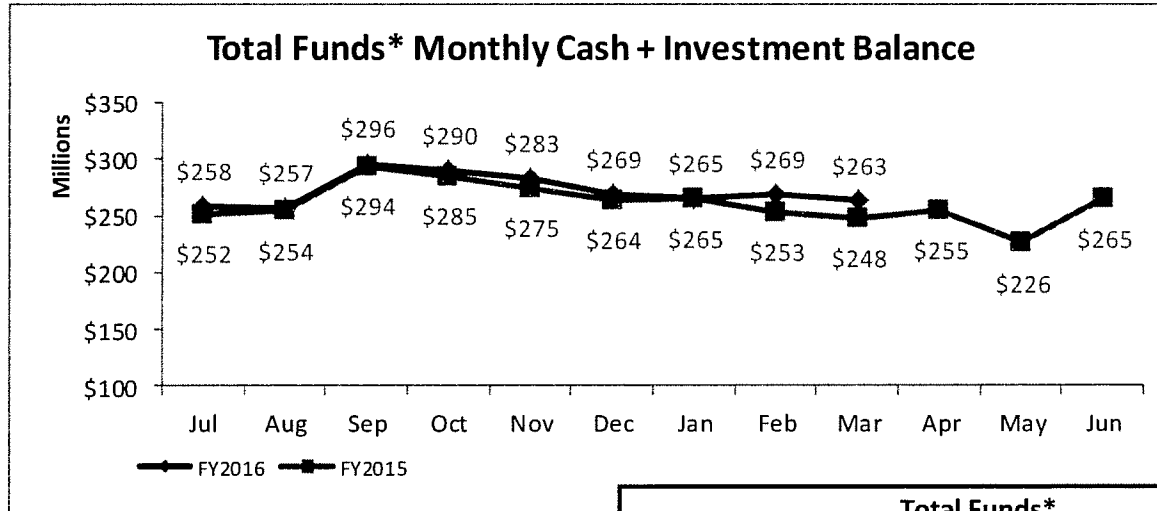
Investment Position 03/31/16

	Total Cost	Total Market	Market Appreciation/ Depreciation	% of Account at Market	Accrued Income	Estimated Annual Income	Market Yield
Fixed Income							
Treasury and Federal Agencies Short (Less Than 5 Years)	23,736,102.46	23,790,411.67	54,309.21	25.96	44,044.90	278,404.00	1.17 %
Total Treasury and Federal Agencies	<u>23,736,102.46</u>	<u>23,790,411.67</u>	<u>54,309.21</u>	<u>25.96</u>	<u>44,044.90</u>	<u>278,404.00</u>	<u>1.17 %</u>
State and Municipal Short (Less Than 5 Years)	45,706,197.35	45,380,939.95	- 325,257.40	49.53	302,351.92	881,582.00	1.94 %
Total State and Municipal	<u>45,706,197.35</u>	<u>45,380,939.95</u>	<u>- 325,257.40</u>	<u>49.53</u>	<u>302,351.92</u>	<u>881,582.00</u>	<u>1.94 %</u>
Total Fixed Income	<u>69,442,299.81</u>	<u>69,171,351.62</u>	<u>- 270,948.19</u>	<u>75.49</u>	<u>346,396.82</u>	<u>1,159,986.00</u>	<u>1.68 %</u>
Cash Equivalent	22,065,013.67	22,065,013.67	0.00	24.08	46,017.66	10,466.00	.05 %
Total Assets	<u>91,507,313.48</u>	<u>91,236,365.29</u>	<u>- 270,948.19</u>	<u>99.57</u>	<u>392,414.48</u>	<u>1,170,452.00</u>	<u>1.28 %</u>
Accrued Income							
Interest	392,414.48	392,414.48		.43			
Total Accrued Income	<u>392,414.48</u>	<u>392,414.48</u>	<u>0.00</u>	<u>.43</u>			
Total Assets and Accruals	<u>91,899,727.96</u>	<u>91,628,779.77</u>	<u>- 270,948.19</u>	<u>100.00</u>	<u>392,414.48</u>	<u>1,170,452.00</u>	<u>1.28 %</u>

BMO Asset Management Investment Transfer

- Timeline of significant events:
 - March 3, 2016: Board approves use of BMO Global Asset Management as College's investment manager
 - March 18, 2016: Executed agreements with BMO
 - March 21 & 22, 2016: Assets totaling \$91 million transferred to BMO from Great Lakes and PFM portfolios
- Events after month-end:
 - April 8, 2016: Associated Bank and MB Bank balances transferred to BMO (~\$117 million)

Monthly Trends



Note: In FY15 the College drew down \$8.0 million in Federal Financial Aid in January and \$200,000 in February.

Due to the Spring 2016 term beginning one week later than Spring 2015, the College drew down \$0 in January in FY16, and \$12.9 million in February, causing the variance noted on the chart.

Previous year trend is expected to be followed going forward.

Total Funds*					
FY2015 Key Revenue & Expenditure					
Seasonality Chart					
	Property Taxes	Tuition & Fees	Salary Expense	Debt Service Expense	Cash + Investment Balance As Of
Jul 2014	\$ 2,105,962	\$ 31,106,675	\$ 5,569,351	\$ 1,928,325	\$ 251,935,814
Aug	3,909,321	17,510,958	6,850,529	-	254,017,896
Sep	42,494,341	3,117,493	8,213,334	-	293,880,122
Oct	2,583,327	3,758,089	14,337,264	-	285,088,859
Nov	1,518,442	12,087,768	9,618,088	5,215,378	274,565,860
Dec	1,215,971	13,097,735	9,301,405	6,863,325	263,858,126
Jan 2015	22,943	11,051,542	6,854,215	-	264,730,102
Feb	1,514,908	1,274,740	9,263,099	-	253,370,721
Mar	3,161,013	2,396,890	9,405,749	-	247,980,231
Apr	163,289	2,328,007	9,349,649	-	254,782,610
May	884,256	2,557,046	11,520,336	20,285,378	225,515,828
Jun 2015	48,423,069	516,200	9,123,552	-	264,591,657
Total FY15	\$ 107,996,843	\$ 100,803,142	\$ 109,406,571	\$ 34,292,405	\$ 264,591,657

*total funds = Funds 01-07, 10

OTHER INFORMATION: 2013A BONDS

College of DuPage – 2013A Building Bonds

College of DuPage - 2013A Building Bonds

Date of Issue	5/31/2013
Original Bond Proceeds ⁽¹⁾	\$ 93,455,230
Original Expense Budget	93,455,230
Expenses to-date ⁽²⁾	(89,408,622)
Total investment income to-date	905,019
Future Funds Available ⁽³⁾	\$ 4,951,628

Notes:

- (1) Original bond proceeds were \$97.5 million. \$93.5 million were allocated to the Construction Fund and \$4.0 million were allocated to the Bond and Interest Fund as capitalized interest.
- (2) The expenses to-date represent actual disbursements and \$555,000 of Issuance Costs paid at the time of the bond issuance.
- (3) Future funds available reflect original bond proceeds plus investment income less expenses to date

College of DuPage – 2013A Building Bonds Project Summary

Construction Bond Proceeds Spent to-date (Referendum #2)

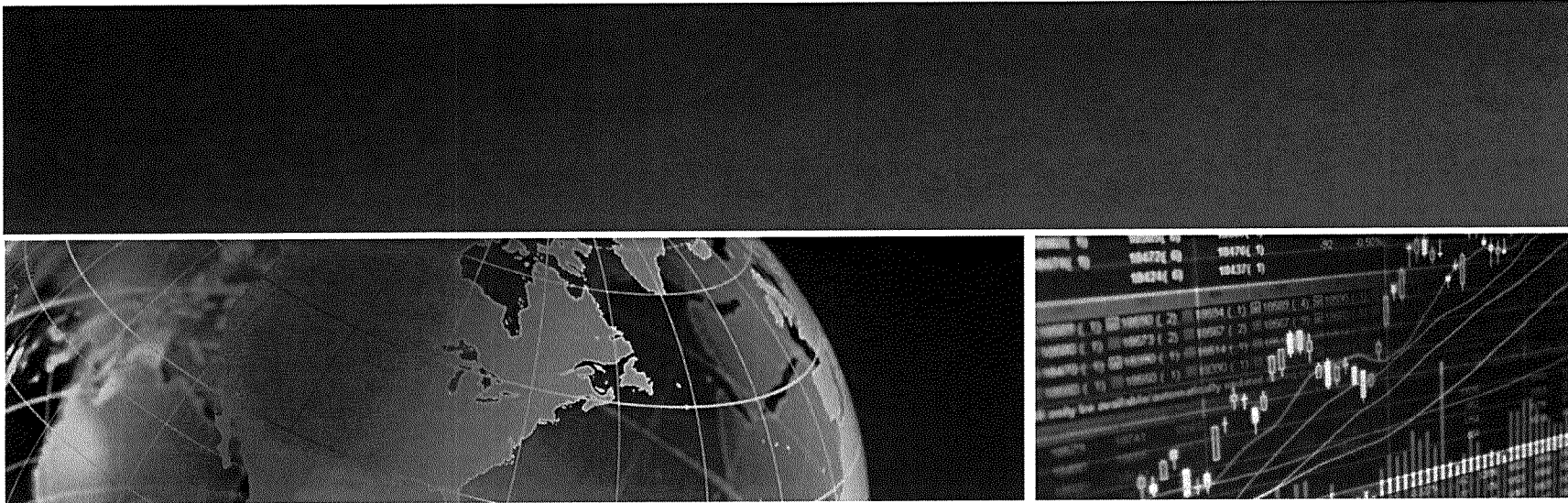
(000's)

Project	Spent
Student Resource Center (SRC)	\$ 39,695
Seaton Computing Center (SCC)	6,910
McAninch Arts Center (MAC)	33,816
Physical Education Center (PE)	25,045
Site & Ground (Campus Wide)	14,140
Infrastructure (Campus Wide)	4,269
Homeland Security	15,722
Parking Improvements	8,328
Naperville Regional Center	5,783
Campus Maintenance Center	9,433
Athletic Facilities	1,951
SRC - South Lobby Glass	1,422
SRC - South Lobby Hallway	1,247
Campus Artwork	105
Campus Site Improvements	1,015
Parking West	5,555
Irrigation & Drainage	1,110
FY 14 - Site, Infra., Prkg Improvements	3,378
FY 15 - Site, Infra., Prkg Improvements	51
Subtotal	\$ 178,975
Less: Amounts Applied to 2011A Building Bonds	(90,121)
Project Spending to-date, 2013A Building Bonds	\$ 88,854
Add: Issuance costs	555
2013A Building Bonds Expenses to-date	\$ 89,409

Notes:

- 1) Amounts are unaudited and based on amounts in the College's accounting system
- 2) Amounts are based on cash payments and do not include retentions

APPENDIX:
MARCH 31, 2016
BMO ASSET MANAGEMENT
PORTFOLIO SUMMARY



03/31/2016

Prepared for
College of Dupage

BMO  **Global Asset Management**
A part of BMO Financial Group

Summary

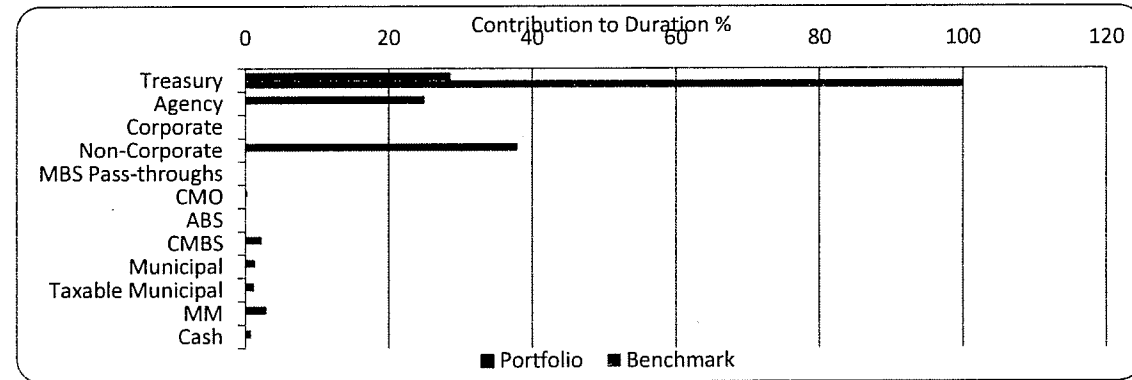
College of DuPage

03/31/2016

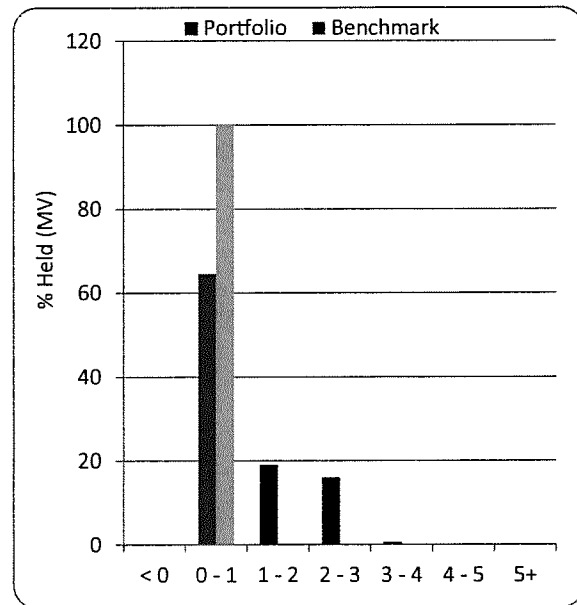
Fundamentals Portfolio Benchmark

Port Mkt Val (000)	91,624	
YTW	1.10	0.45
Coupon	1.30	0.00
Maturity (Yrs)	0.88	0.50
Quality	Aa1	Aaa
Eff Dur	0.846	0.519

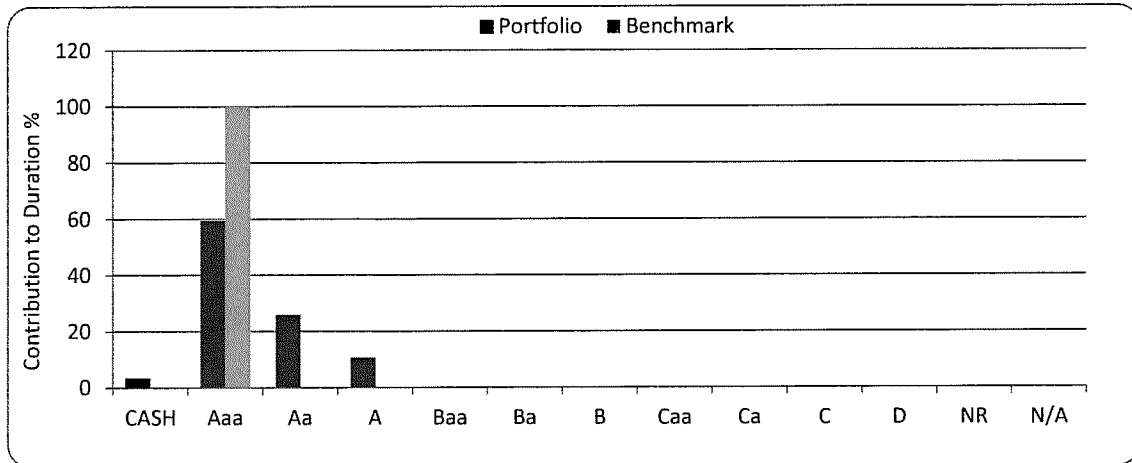
Contribution to Duration by Sector



Effective Duration Allocation



Contribution to Duration by Quality

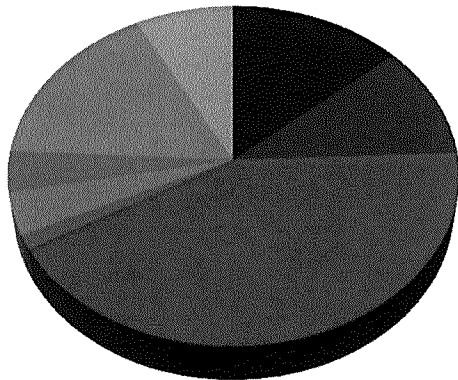


Sector & Quality Allocations

College of DuPage

03/31/2016

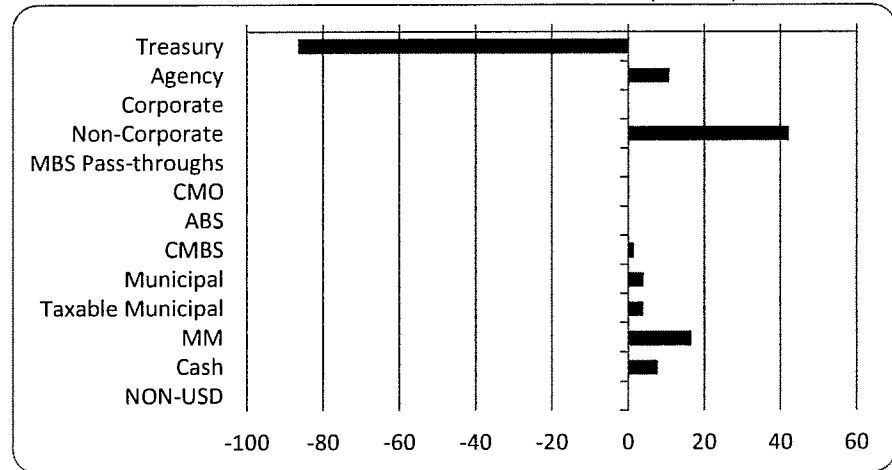
Sector Allocation



- Treasury: 13.6%
- Agency: 10.8%
- Non-Corporate: 42.1%
- CMO: 0.2%
- CMBS: 1.4%
- Municipal: 4.0%
- Taxable Municipal: 3.9%
- MM: 16.4%
- Cash: 7.7%
- N/A: 0.0%

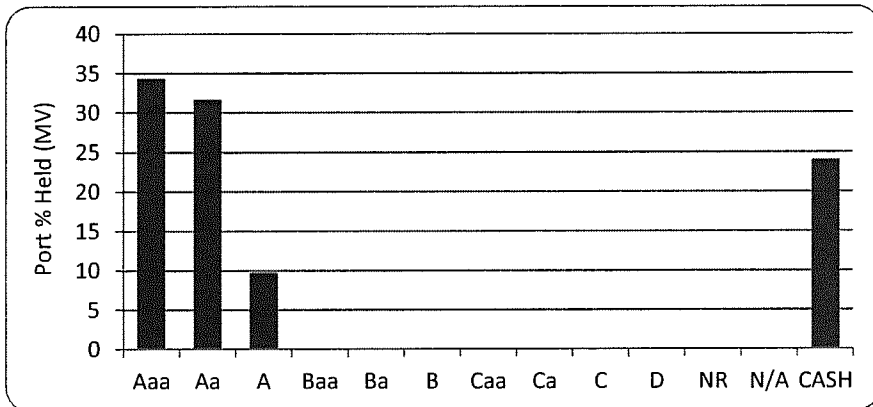
Sector Difference Relative to Benchmark (% MV Held)

Benchmark: 180 DAY T-BILL INDEX (180DY)



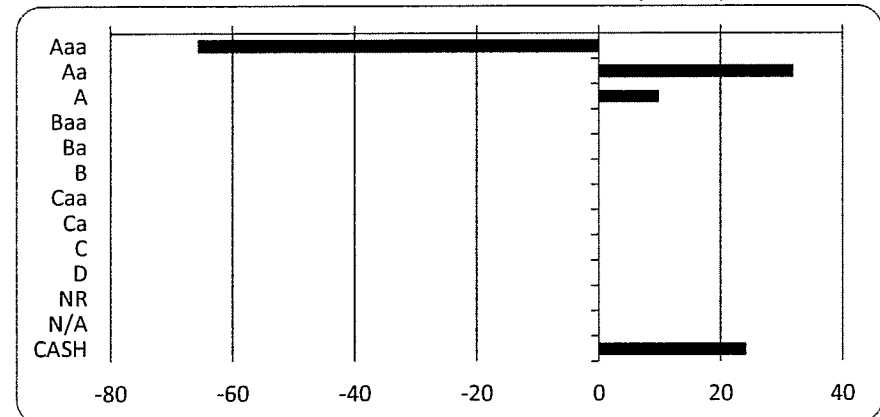
Quality Allocation

Quality Rating: Aa1



Quality Difference Relative to Benchmark (% MV Held)

Benchmark: 180 DAY T-BILL INDEX (180DY)



Average Life Schedule

College of DuPage 03/31/2016

Average Life	Market Value	% of Total
0 - 6 Months	\$ 49,357,909	53.9%
6 Months - 1 Year	\$ 4,395,677	4.8%
1 Year - 2 Years	\$ 14,111,498	15.4%
2 Years - 3 Years	\$ 14,187,983	15.5%
> 3 Years	\$ 9,570,431	10.4%
Total	\$ 91,623,498	100.0%

Standard Holdings

03/31/2016

Sector 1	Par (000)	Issuer Name	Quality	Coupon (%)	Maturity	Mkt Value (\$)	% Held (MV)	Avg Life	Eff Dur
CASH	7,037		Aaa	0.30	Avg Life=0.1	7,037,000	7.68	0.083	0.082
	7,037	CASH & EQUIVALENTS	Aaa	0.30	4/30/2016	7,037,000	7.68	0.083	0.082
TSY	12,380		Aaa	1.00	Avg Life=1.8	12,465,131	13.60	1.799	1.775
	1,700	UNITED STATES TREAS NTS	Aaa	1.00	3/31/2017	1,706,477	1.86	1.000	0.994
	1,250	UNITED STATES TREAS NTS	Aaa	0.63	5/31/2017	1,252,092	1.37	1.167	1.158
	1,720	UNITED STATES TREAS NTS	Aaa	0.50	7/31/2017	1,717,427	1.87	1.333	1.325
	1,000	UNITED STATES TREAS NTS	Aaa	1.88	9/30/2017	1,017,460	1.11	1.500	1.482
	650	UNITED STATES TREAS NTS	Aaa	0.63	11/30/2017	650,418	0.71	1.667	1.652
	225	UNITED STATES TREAS NTS	Aaa	0.75	12/31/2017	225,528	0.25	1.750	1.735
	485	UNITED STATES TREAS NTS	Aaa	0.75	3/31/2018	485,010	0.53	2.000	1.980
	1,025	UNITED STATES TREAS NTS	Aaa	0.63	4/30/2018	1,024,815	1.12	2.083	2.058
	1,350	UNITED STATES TREAS NTS	Aaa	1.00	5/31/2018	1,361,115	1.49	2.167	2.134
	300	UNITED STATES TREAS NTS	Aaa	1.38	7/31/2018	304,742	0.33	2.333	2.292
	1,775	UNITED STATES TREAS NTS	Aaa	1.38	9/30/2018	1,800,382	1.96	2.500	2.459
	250	UNITED STATES TREAS NTS	Aaa	1.50	12/31/2018	255,482	0.28	2.750	2.690
	650	UNITED STATES TREAS NTS	Aaa	1.63	3/31/2019	664,183	0.72	3.000	2.933
AGY	9,775		Aaa	1.34	Avg Life=2.0	9,888,025	10.79	2.001	1.954
	210	TENNESSEE VALLEY AUTH	Aaa	4.88	12/15/2016	219,258	0.24	0.750	0.695
	1,000	FEDERAL NATL MTG ASSN	Aaa	1.25	1/30/2017	1,006,903	1.10	0.833	0.829
	515	FEDERAL HOME LOAN BANKS	Aaa	0.63	5/30/2017	515,841	0.56	1.167	1.155
	1,330	FEDERAL HOME LN MTG CORP	Aaa	1.00	7/28/2017	1,337,129	1.46	1.333	1.313
	415	TENNESSEE VALLEY AUTH	Aaa	6.25	12/15/2017	459,867	0.50	1.750	1.617
	1,300	FEDERAL HOME LOAN BANKS	Aaa	0.88	3/19/2018	1,302,979	1.42	2.000	1.946
	1,300	FEDERAL NATL MTG ASSN	Aaa	0.88	3/28/2018	1,302,695	1.42	2.000	1.970
	1,300	FEDERAL NATL MTG ASSN	Aaa	1.13	10/19/2018	1,316,136	1.44	2.583	2.503
	1,105	FEDERAL NATL MTG ASSN	Aaa	1.38	1/28/2019	1,122,521	1.23	2.833	2.771
	1,300	FEDERAL NATL MTG ASSN	Aaa	1.00	2/26/2019	1,304,696	1.42	2.917	2.864
OGVT	38,010		Aa3	1.85	Avg Life=0.8	38,549,795	42.07	0.777	0.760
	415	RHODE ISLAND HSG & MTG FIN	Aa2	0.83	4/1/2016	416,712	0.45	0.003	0.003
	500	NEW YORK ST MTG AGY HOMEOWN	Aa1	0.78	4/1/2016	501,950	0.55	0.003	0.003

Sector 1	Par (000)	Issuer Name	Quality	Coupon (%)	Maturity	Mkt Value (\$)	% Held (MV)	Avg Life	Eff Dur
	420	RHODE ISLAND HSG & MTG FIN	Aa2	1.27	4/1/2016	422,667	0.46	0.003	0.003
	1,250	NEW YORK ST MTG AGY HOMEOWN	Aa1	1.25	4/1/2016	1,257,825	1.37	0.003	0.003
	575	RHODE ISLAND HSG & MTG FIN	Aa2	1.15	4/1/2016	578,306	0.63	0.003	0.003
	1,490	KENTUCKY ASSET / LIABILITY	Aa3	1.03	4/1/2016	1,497,659	1.63	0.003	0.003
	135	MASSACHUSETTS ST DEV FIN AG	Aa1	0.44	5/1/2016	135,222	0.15	0.083	0.085
	300	WISCONSIN ST GEN FD ANNUAL	Aa3	1.08	5/1/2016	301,415	0.33	0.083	0.085
	240	FARGO N D TAXABLE REF IMPT	Aa1	2.00	5/1/2016	242,295	0.26	0.083	0.085
	650	REGIONAL TRANSN AUTH ILL GO	Aa3	0.55	5/6/2016	651,651	0.71	0.083	0.098
	550	COLORADO MESA UNIV COLO ENT	Aa2	2.30	5/15/2016	555,581	0.61	0.083	0.123
	1,250	MC LENNAN CNTY TEX PUB FAC	Aa3	1.00	6/1/2016	1,254,204	1.37	0.167	0.169
	1,550	MAINE MUN BD BK LIQUOR OPER	A1	1.71	6/1/2016	1,560,979	1.70	0.167	0.169
	840	CONCORD N C LTD OBLIG LTD O	Aa2	0.85	6/1/2016	842,380	0.92	0.167	0.169
	500	OMAHA NEB PUB FACS CORP LEA	Aa2	4.13	6/1/2016	508,980	0.56	0.167	0.168
	1,000	TRUSTEES BOSTON COLLEGE TAX	Aa3	1.33	7/1/2016	1,005,120	1.10	0.250	0.251
	500	ROCKDALE CNTY GA WTR & SEW	Aa2	0.99	7/1/2016	501,773	0.55	0.250	0.251
	300	METROPOLITAN TRANSN AUTH N	Aaa	0.58	7/1/2016	300,466	0.33	0.250	0.251
	570	SCOTTSDALE ARIZ MUN PPTY CO	Aa1	2.00	7/1/2016	574,816	0.63	0.250	0.251
	1,700	CALIFORNIA EARTHQUAKE AUTH	A3	1.19	7/1/2016	1,707,080	1.86	0.250	0.251
	3,850	FLORIDA HURRICANE CATASTROP	Aa3	1.30	7/1/2016	3,867,190	4.22	0.250	0.251
	300	INDIANA BD BK REV SCH SEVER	A2	6.01	7/15/2016	308,237	0.34	0.250	0.289
	400	COTATI-ROHNERT PK CALIF UNI	Aa2	1.10	8/1/2016	401,405	0.44	0.333	0.336
	200	UNIVERSITY TEX UNIV REVS FI	Aaa	3.08	8/15/2016	202,612	0.22	0.333	0.374
	700	ARIZONA SCH FACS BRD CTFS P	Aa3	0.95	9/1/2016	700,425	0.76	0.417	0.420
	500	MARYLAND ST CMNTY DEV ADMIN	Aa2	1.13	9/1/2016	500,254	0.55	0.417	0.419
	225	IRONDALE ALA GO WTS A	Aa2	0.80	10/1/2016	225,545	0.25	0.500	0.500
	215	CALIFORNIA EDL FACS AUTH RE	A2	1.25	10/1/2016	216,649	0.24	0.500	0.498
	1,000	NEW YORK N Y GO BDS 2012D-	Aa2	1.70	10/1/2016	1,013,900	1.11	0.500	0.498
	630	SHELBY CHARTER TWP MICH GO	Aa1	2.00	10/1/2016	640,905	0.70	0.500	0.498
	650	MEADVILLE PA GO BDS C	A1	1.31	10/1/2016	654,881	0.71	0.500	0.498
	225	NEW YORK N Y CITY HSG DEV C	Aa2	0.86	11/1/2016	226,123	0.25	0.583	0.585
	1,000	SAN FRANCISCO CALIF CITY &	Aa3	4.00	11/1/2016	1,034,717	1.13	0.583	0.576
	895	SPRINGBORO OHIO CMNTY CITY	Aa2	0.90	12/1/2016	898,941	0.98	0.667	0.666
	330	NEW YORK ST DORM AUTH REVS	Aaa	0.87	12/1/2016	331,397	0.36	0.667	0.666
	250	SOUTH DAKOTA BRD REGTS HSG	Aa2	4.88	4/1/2017	265,471	0.29	1.000	0.963

Sector 1	Par (000)	Issuer Name	Quality	Coupon (%)	Maturity	Mkt Value (\$)	% Held (MV)	Avg Life	Eff Dur
	795	CLEMSON UNIV S C UNIV REVS	Aa3	4.00	5/1/2017	835,089	0.91	1.083	1.051
	500	MONTGOMERY CNTY MD REV LTD	Aa1	5.00	5/1/2017	533,122	0.58	1.083	1.045
	200	UNIVERSITY CALIF REVS FOR P	Aa2	0.93	5/15/2017	201,216	0.22	1.083	1.112
	300	NEW CASTLE PA SANTN AUTH SW	Aa2	4.24	6/1/2017	315,143	0.34	1.167	1.133
	750	NEW JERSEY ECONOMIC DEV AUT	A3	1.80	6/15/2017	754,962	0.82	1.167	1.184
	1,000	HAWAII ST GO BDS ES	Aa2	1.23	8/1/2017	1,007,522	1.10	1.333	1.322
	500	LOS ANGELES CALIF CMNTY COL	Aa1	1.31	8/1/2017	503,009	0.55	1.333	1.320
	40	MISSISSIPPI ST TAXABLE GO R	Aa2	1.09	10/1/2017	40,380	0.04	1.500	1.481
	465	GEORGIA ST GO BDS 2010-C	Aaa	2.59	10/1/2017	483,316	0.53	1.500	1.460
	500	NEW YORK N Y CITY HSG DEV C	Aa2	1.27	11/1/2017	505,356	0.55	1.583	1.562
	300	ATLANTA & FULTON CNTY GA RE	Aa1	1.55	12/1/2017	304,547	0.33	1.667	1.640
	500	LA SALLE & BUREAU CNTYS ILL	A1	5.15	12/1/2017	539,323	0.59	1.667	1.588
	250	ROSEMONT ILL TAXABLE GO REF	A3	3.00	12/1/2017	256,990	0.28	1.667	1.612
	300	MACON & DE WITT CNTYS ILL C	A1	3.75	12/1/2017	313,443	0.34	1.667	1.603
	1,980	NEW JERSEY ECONOMIC DEV AUT	A3	2.42	6/15/2018	1,987,818	2.17	2.167	2.122
	1,000	LOS ANGELES CNTY CALIF REDE	Aa3	2.06	8/1/2018	1,016,968	1.11	2.333	2.271
	2,000	INDUSTRY CALIF PUB FACS AUT	Aa2	3.04	1/1/2019	2,116,805	2.31	2.750	2.595
	525	FLORIDA ST BRD ADMIN FIN CO	Aa3	2.16	7/1/2019	529,049	0.58	3.250	3.130
CMO	170		Aaa	4.50	Avg Life=1.0	176,139	0.19	1.000	1.002
	170	FHLMC 4459- NB	Aaa	4.50	1/15/2020	176,139	0.19	1.000	1.002
CMBS	1,302		Aaa	1.21	Avg Life=2.4	1,305,369	1.42	2.415	1.363
	215	FNMA 2015-M1- ASQ2	Aaa	1.63	2/25/2018	216,693	0.24	1.750	1.777
	125	FNMA 2015-M07- ASQ2	Aaa	1.55	4/25/2018	125,625	0.14	1.917	1.922
	94	FNMA 2015-M3- FA	Aaa	0.62	6/25/2018	93,798	0.10	2.083	0.462
	84	FNMA 2015-M4- FA	Aaa	0.61	9/25/2018	83,674	0.09	2.333	0.481
	46	FNMA 2015-M08- FA	Aaa	0.58	11/25/2018	45,637	0.05	2.333	0.472
	110	FNMA 2015-M15- ASQ2	Aaa	1.90	1/25/2019	111,450	0.12	2.250	2.226
	240	FNMA 2015-M13- ASQ2	Aaa	1.65	9/25/2019	241,944	0.26	2.583	2.553
	388	FNMA 2015-M12- FA	Aaa	0.74	4/25/2020	386,548	0.42	3.000	0.472
MUNI	7,055		Aa1	2.51	Avg Life=0.3	7,163,886	7.82	0.254	0.268
	175	NORTHWEST SUBN MUN JT ACTIO	Aa2	2.00	5/1/2016	176,663	0.19	0.083	0.085
	2,580	ILLINOIS ST SALES TAX REV R	Aaa	4.00	6/15/2016	2,627,492	2.87	0.167	0.207
	3,500	OAKLAND CALIF TRANS 2015-1	Aaa	1.00	6/30/2016				

Sector 1	Par (000)	Issuer Name	Quality	Coupon (%)	Maturity	Mkt Value (\$)	% Held (MV)	Avg Life	Eff Dur
	150	MILWAUKEE WIS REV SCH REV AN	Aaa	2.00	6/30/2016	151,853	0.17	0.249	0.248
	650	LAKE CNTY ILL CMNTY UNIT SC	A2	5.00	12/1/2016	678,338	0.74	0.667	0.656
MM	15,090		Aa1	0.00	Avg Life=0.2	15,038,157	16.41	0.153	0.151
	5,000	JPMORGAN SECURITIES LLC	Aa1	0.00	5/13/2016	4,979,050	5.43	0.117	0.116
	5,000	BNP PARIBAS SA	Aa1	0.00	5/13/2016	4,980,000	5.44	0.117	0.116
	5,090	BANK TOKYO MITSUBISHI UFJ LT	Aa1	0.00	6/20/2016	5,079,107	5.54	0.221	0.221
Total:	90,819		Aa1	1.30	Avg Life=0.9	91,623,502	100.00	0.875	0.846

Disclosure

The purpose and nature of this piece is informational and educational. The analysis and views expressed in this proposal reflect personal views about the subject and not related to any specific security recommendations. The information and statistics in this report have been obtained from sources we believe are reliable but we do not warrant their accuracy or completeness. We do not undertake to advise the reader as to changes of our views in the future. This is not a solicitation of an order to buy or sell any securities. Past performance is no guarantee of future results.

Certain of the statements contained herein are statements of future expectations and other forward-looking statements that are based on management's current views and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. We do not undertake to advise the reader as to changes of our views in the future. Actual results, performance or events may differ materially from those in such statements due to, without limitation, (1) general economic conditions, (2) performance of financial markets, (3) interest rate levels.

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COLLEGE OF DUPAGE
FISCAL YEAR 2016 BUDGET AND EXPENDITURES
March 31, 2016
As of March 31, 2016 19 of 26 Payrolls have occurred = 73.1%

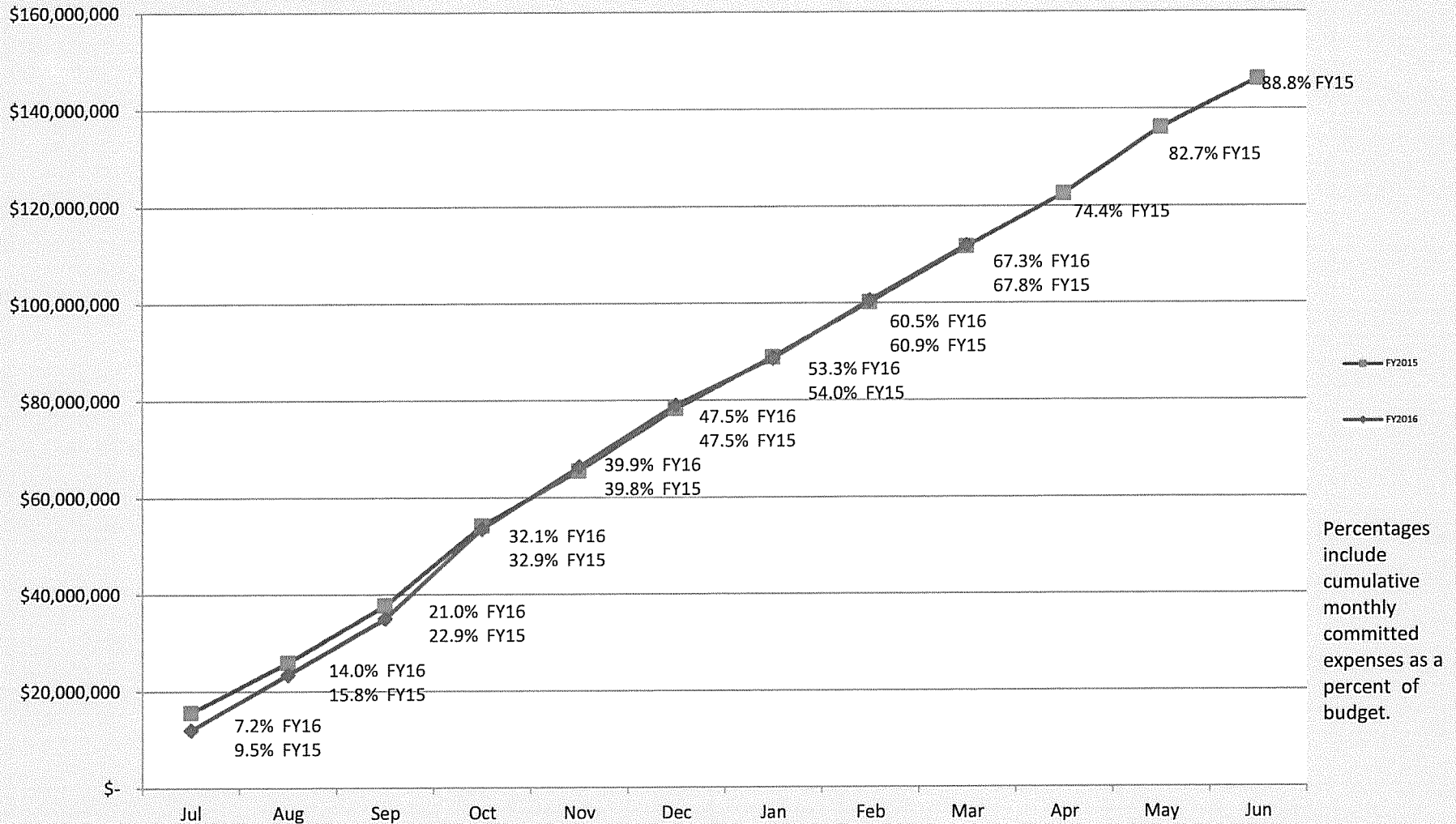
DIVISION	ANNUAL BUDGET	EXPENDITURES (1) YEAR TO DATE	FUTURE COMMITMENTS	TOTAL COMMITTED	UNCOMMITTED BALANCE	% OF BUDGET COMMITTED
EDUCATION FUND						
President	\$ 940,890	\$ 429,423	\$ -	\$ 429,423	\$ 511,467	45.64%
Board of Trustees	126,966	32,164	-	32,164	94,802	25.33%
Government Relations	349,054	169,717	847	170,564	178,490	48.86%
Executive Vice President						
Executive VP Administration	426,584	387,485	-	387,485	39,099	90.83%
Academic Affairs Administration	4,672,429	2,624,003	91,897	2,715,900	1,956,529	58.13%
Business & Technology	16,205,848	11,608,570	217,420	11,825,990	4,379,858	72.97%
Health & Social Sciences	32,901,408	22,759,701	272,662	23,032,363	9,869,045	70.00%
Liberal Arts	22,463,872	16,085,103	73,560	16,158,663	6,305,209	71.93%
Library	10,347,655	6,632,832	126,252	6,759,084	3,588,571	65.32%
Continuing Education	2,507,125	2,041,546	72,991	2,114,537	392,588	84.34%
Academic Affairs Total	89,098,337	61,751,755	854,782	62,606,537	26,491,800	70.27%
Student Affairs	17,228,954	10,536,063	298,756	10,834,819	6,394,135	62.89%
Information Technology	15,240,198	10,181,447	657,024	10,838,471	4,401,727	71.12%
Plan & Inst Effectiveness	820,317	529,629	9,950	539,579	280,738	65.78%
Total Executive Vice President	122,814,390	83,386,379	1,820,512	85,206,891	37,607,499	69.38%
Administrative Affairs						
Administrative Affairs Admin.	492,161	251,439	3,934	255,373	236,788	51.89%
Business Affairs	2,109,385	1,294,282	410,915	1,705,197	404,188	80.84%
Police Department	2,254,817	1,504,760	75,878	1,580,638	674,179	70.10%
Finance Office	5,029,036	2,763,209	2,655	2,765,864	2,263,172	55.00%
Facilities/Plant Administration	4,818,335	2,865,238	498,355	3,363,593	1,454,742	69.81%
Risk Management	371,050	232,567	920	233,487	137,563	62.93%
General Institutional	17,988,045	10,761,116	61,389	10,822,505	7,165,540	60.16%
Total Administrative Affairs	33,062,829	19,672,611	1,054,046	20,726,657	12,336,172	62.69%
Human Resources	2,809,034	1,634,158	94,232	1,728,390	1,080,644	61.53%
Development & Foundation	1,787,249	912,196	23,119	935,315	851,934	52.33%
External Relations	4,325,056	2,305,426	363,716	2,669,142	1,655,914	61.71%
Total Education Fund:	\$ 166,215,468	\$ 108,542,074	\$ 3,356,472	\$ 111,898,546	\$ 54,316,922	67.32%
OPERATIONS & MAINTENANCE FUND						
Administrative Affairs	\$ 13,947,327	\$ 7,559,477	\$ 873,559	\$ 8,433,036	\$ 5,514,291	60.46%
Information Technology	632,628	316,325	266,133	582,458	50,170	92.07%
Total Operations & Maintenance Fund:	\$ 14,579,955	\$ 7,875,802	\$ 1,139,692	\$ 9,015,494	\$ 5,564,461	61.83%
Total General Funds	\$ 180,795,423	\$ 116,417,876	\$ 4,496,164	\$ 120,914,040	\$ 59,881,383	66.88%

NOTES:

(1) The expenditures are based on unaudited numbers from the general ledger.

b.

**College of DuPage
FY2015 & FY2016 Education Fund Committed Expenditures
Unaudited**



COLLEGE OF DUPAGE
Operating Cash Available to Pay Annual Operating Expenses
as of March 31, 2016 - Unaudited

Net % of Operating Cash/Investments Available to Pay Operating Expenses

	<u>Without Restrictions</u>	<u>Net of Board Approved Fund Balance Restrictions</u>
Total Operating Cash/Investments	\$ 201,255,557	\$ 201,255,557
Current Fund Balance Restrictions		
Future Pension Obligations	-	(17,000,000)
Information Technology Plan	-	(5,000,000)
Capital Development Board 25% Match	-	(6,250,000)
Retiree OPEB Liability	-	(14,000,000)
New Teaching and Learning Center	-	(33,000,000)
Funded Depreciation	-	(16,000,000)
Current Fund Balance Restrictions	-	(91,250,000)
Net Operating Cash/Investments	201,255,557	110,005,557
FY2015 Operating Expenses *	159,870,543	159,870,543
Net % Of Operating Cash/Investments Available To Pay Annual Operating Expenses	125.9%	68.8%

* - Includes \$159.3 million of operating expenses (net of \$0.4 million of bad debt expense), plus \$0.6 million of transfers out.

**COLLEGE OF DUPAGE
DISPOSAL OF CAPITAL ASSETS
SUMMARY PAGE**

d.

FOR THE PERIOD JANUARY 1, 2016 THROUGH MARCH 31, 2016

REASON FOR DISPOSAL	NUMBER OF ITEMS	ORIGINAL COST VALUE	PROCEEDS
SOLD	51	\$ 319,204.08	\$ 12,479.52
OBSOLETE	26	818,650.25	-
SCRAP	14	\$ 154,859.06	-
DAMAGED	0	-	-
TRADED-IN	0	-	-
<hr/>			
TOTAL	91	\$ 1,292,713.39	\$ 12,479.52

To be reviewed at the Board of Trustees Meeting - April, 2016

**COLLEGE OF DUPAGE
DISPOSAL OF CAPITAL ASSETS
FOR THE PERIOD JANUARY 1, 2016 THROUGH MARCH 31, 2016**

d.

DISPOSAL DATE	FIXED ASSET TAG NUMBER	DESCRIPTION	ACQUISITION DATE	ACQUISITION METHOD	ORIGINAL COST	REASON FOR DISPOSAL	PROCEEDS
02/29/2016	000067926	XEROS PHASER 7400DT LASER PRINTER	02/12/2008	PR	\$ 2,968.00	SOLD	\$ 41.96
02/29/2016	000066677	PHASER 5500 PRINTER	08/03/2006	PR	\$ 2,636.68	SOLD	\$ 41.96
02/29/2016	000061372	COMPUTER EQUIPMENT	09/16/2002	PR	\$ 2,562.31	SOLD	\$ 41.96
02/29/2016	000062931	LASER PRINTERS	09/08/2003	PR	\$ 3,158.08	SOLD	\$ 41.96
02/29/2016	000057839	OFFICE MACHINES	09/08/2000	PR	\$ 2,992.72	SOLD	\$ 41.96
02/29/2016	000057840	OFFICE MACHINES	09/08/2000	PR	\$ 2,992.72	SOLD	\$ 41.96
02/29/2016	000056433	LASER PRINTERS	03/31/2000	PR	\$ 2,769.00	SOLD	\$ 41.96
02/29/2016	000055121	LASER PRINTERS	09/27/1999	PR	\$ 2,934.00	SOLD	\$ 41.96
03/31/2016	000058433	OTHER-COMPUTER EQUIPMENT	01/31/2001	PR	\$ 6,938.00	SOLD	\$ 284.46
03/31/2016	000067021	GATEWAY E9525R SERVER	05/23/2007	PR	\$ 7,688.00	SOLD	\$ 315.21
03/31/2016	000067022	GATEWAY E9520T SERVER	07/12/2007	PR	\$ 7,468.00	SOLD	\$ 306.19
03/31/2016	000067921	GATEWAY 9525R SERVER	09/17/2007	PR	\$ 5,400.36	SOLD	\$ 221.41
03/31/2016	000067018	GATEWAY E9520T SERVER	07/30/2007	PR	\$ 7,468.00	SOLD	\$ 306.19
03/31/2016	000067019	GATEWAY E-9520T SERVER	07/12/2007	PR	\$ 7,468.00	SOLD	\$ 306.19
03/31/2016	000067991	SHARP XG-C430 PROJECTION SYSTEM	09/18/2007	PR	\$ 2,599.00	SOLD	\$ 106.56
03/31/2016	000066647	SHARP PROJECTOR	02/12/2007	PR	\$ 2,887.00	SOLD	\$ 118.37
03/31/2016	000066650	SHARP PROJECTOR	02/12/2007	PR	\$ 2,887.00	SOLD	\$ 118.37
03/31/2016	000064940	9515 SERVER	09/26/2005	PR	\$ 7,950.00	SOLD	\$ 325.95
03/31/2016	000064955	GATEWAY 9515 SERVER	09/30/2005	PR	\$ 7,420.00	SOLD	\$ 304.22
03/31/2016	000068703	GATEWAY SERVER E-9525R	06/23/2008	PR	\$ 6,533.00	SOLD	\$ 267.85
03/31/2016	000069320	ROUTING SWITCH	12/03/2008	PR	\$ 4,208.00	SOLD	\$ 172.53
03/31/2016	000069317	ROUTING SWITCH	12/03/2008	PR	\$ 4,208.00	SOLD	\$ 172.53
03/31/2016	000069751	HP PROLIANT DL580 SERVER	03/25/2009	PR	\$ 21,273.00	SOLD	\$ 872.19
03/31/2016	000069304	ROUTING SWITCH	12/03/2008	PR	\$ 4,208.00	SOLD	\$ 172.53
03/31/2016	000069305	ROUTING SWITCH	12/03/2008	PR	\$ 4,208.00	SOLD	\$ 172.53
03/31/2016	000069302	ROUTING SWITCH	12/03/2008	PR	\$ 4,208.00	SOLD	\$ 172.53
03/31/2016	000068327	NORTEL ETHERNET 48 PORT 5520 SWITC	01/02/2008	PR	\$ 4,208.00	SOLD	\$ 172.53
03/31/2016	000068337	NORTEL ETHERNET 48 PORT 5520 SWITC	01/02/2008	PR	\$ 4,208.00	SOLD	\$ 172.53
03/31/2016	000068338	NORTEL ETHERNET 48 PORT 5520 SWITC	01/02/2008	PR	\$ 4,208.00	SOLD	\$ 172.53
03/31/2016	000068339	NORTEL ETHERNET 48 PORT 5520 SWITCH	01/02/2008	PR	\$ 4,208.00	SOLD	\$ 172.53
03/31/2016	000068340	NORTEL ETHERNET 48 PORT 5520 SWITCH	01/02/2008	PR	\$ 4,208.00	SOLD	\$ 172.53
03/31/2016	000068420	OVERLAND NEO 2000	04/17/2008	PR	\$ 13,250.00	SOLD	\$ 543.25
03/31/2016	000068697	GATEWAY SERVER	10/03/2008	PR	\$ 6,533.00	SOLD	\$ 267.85
03/31/2016	000070130	ROUTING SWITCH	05/05/2009	PR	\$ 4,208.00	SOLD	\$ 172.53
03/31/2016	000070147	ROUTING SWITCH	05/05/2009	PR	\$ 4,208.00	SOLD	\$ 172.53
03/31/2016	000070171	PROLIANT SERVER	06/09/2009	PR	\$ 6,341.00	SOLD	\$ 259.98
03/31/2016	000070172	PROLIANT SERVER	06/09/2009	PR	\$ 6,341.00	SOLD	\$ 259.98

COLLEGE OF DUPAGE
DISPOSAL OF CAPITAL ASSETS
FOR THE PERIOD JANUARY 1, 2016 THROUGH MARCH 31, 2016

d.

DISPOSAL DATE	FIXED ASSET TAG NUMBER	DESCRIPTION	ACQUISITION DATE	ACQUISITION METHOD	ORIGINAL COST	REASON FOR DISPOSAL	PROCEEDS
03/31/2016	000070163	HP DI380 SERVER	06/10/2009	PR	\$ 7,334.89	SOLD	\$ 300.73
03/31/2016	000070156	ROUTING SWITCH	05/05/2009	PR	\$ 4,208.00	SOLD	\$ 172.53
03/31/2016	000070224	HP PROLIANT SERVER	06/18/2009	PR	\$ 9,055.00	SOLD	\$ 371.26
03/31/2016	000070225	HP PROLIANT SERVER	06/18/2009	PR	\$ 9,055.00	SOLD	\$ 371.26
03/31/2016	000070482	HP PROLIANT SERVER	08/25/2009	PR	\$ 16,643.00	SOLD	\$ 682.36
03/31/2016	000070890	HP DI380 G7 SERVER	10/13/2010	PR	\$ 9,251.62	SOLD	\$ 379.32
03/31/2016	99G007056	LASER PRINTERS	05/27/2003	PR	\$ 2,810.50	SOLD	\$ 115.23
03/31/2016	000070653	HP PROLIANT SERVER	12/17/2009	PR	\$ 11,602.00	SOLD	\$ 475.68
03/31/2016	000070174	PROLIANT SREVER	06/08/2009	PR	\$ 6,523.00	SOLD	\$ 267.44
03/31/2016	000070805	HP DL380 G6 SREVER	05/05/2010	PR	\$ 4,458.00	SOLD	\$ 182.78
03/31/2016	000070793	HP STORAGE WORKS	05/10/2010	PR	\$ 11,199.00	SOLD	\$ 459.16
03/31/2016	000070772	HP DL 380G6 SERVER	02/23/2010	PR	\$ 7,942.01	SOLD	\$ 325.62
03/31/2016	000070773	HP DL 380 G6 SERVER	02/23/2010	PR	\$ 7,942.01	SOLD	\$ 325.62
03/31/2016	000071078	Hp Proliant DI380 G Server	03/08/2011	PR	\$ 11,226.18	SOLD	\$ 460.27
TOTAL					\$ 319,204.08		\$ 12,479.52

**COLLEGE OF DUPAGE
DISPOSAL OF CAPITAL ASSETS
FOR THE PERIOD JANUARY 1, 2016 THROUGH MARCH 31, 2016**

d.

DISPOSAL DATE	FIXED ASSET TAG NUMBER	DESCRIPTION	ACQUISITION DATE	ACQUISITION METHOD	ORIGINAL COST	NET BOOK VALUE	REASON FOR DISPOSAL	PROCEEDS
02/15/2016	000069691	DS 6800 LICENSES	02/03/2009	PURCHASE	\$ 3,399.42	\$ -	OBSOLETE	\$ -
02/15/2016	000064546	SOFTWARE (=>\$1000)	09/14/2004	PURCHASE	\$ 38,250.00	\$ -	OBSOLETE	\$ -
02/15/2016	000063352	COMPUTER EQUIPMENT	04/02/2004	PURCHASE	\$ 284,208.00	\$ -	OBSOLETE	\$ -
02/15/2016	000061870	DENTAL EQUIPMENT	05/15/2003	PURCHASE	\$ 8,695.00	\$ -	OBSOLETE	\$ -
02/15/2016	000061871	DENTAL EQUIPMENT	05/15/2003	PURCHASE	\$ 10,684.33	\$ -	OBSOLETE	\$ -
02/15/2016	000061872	DENTAL EQUIPMENT	05/15/2003	PURCHASE	\$ 10,684.34	\$ -	OBSOLETE	\$ -
02/15/2016	000064876	PERIPHERAL EQUIPMENT	06/21/2005	PURCHASE	\$ 110,950.00	\$ -	OBSOLETE	\$ -
02/15/2016	000044804	SOFTWARE (=>\$1000)	11/05/1993	PURCHASE	\$ 7,200.00	\$ -	OBSOLETE	\$ -
02/15/2016	000044499	SOFTWARE (=>\$1000)	06/29/1994	PURCHASE	\$ 9,600.00	\$ -	OBSOLETE	\$ -
02/15/2016	000031319	SOFTWARE (=>\$1000)	08/31/1986	PURCHASE	\$ 17,500.00	\$ -	OBSOLETE	\$ -
02/15/2016	000031436	SOFTWARE (=>\$1000)	09/01/1987	PURCHASE	\$ 20,169.00	\$ -	OBSOLETE	\$ -
02/15/2016	000028110	SOFTWARE (=>\$1000)	12/01/1985	PURCHASE	\$ 120,000.00	\$ -	OBSOLETE	\$ -
02/15/2016	000040507	OTHER-COMPUTER EQUIPMENT	12/12/1988	PURCHASE	\$ 9,360.00	\$ -	OBSOLETE	\$ -
02/15/2016	000040508	OTHER-COMPUTER EQUIPMENT	01/04/1990	PURCHASE	\$ 10,308.00	\$ -	OBSOLETE	\$ -
02/15/2016	000040126	COMPUTER EQUIPMENT	07/03/1991	PURCHASE	\$ 56,303.00	\$ -	OBSOLETE	\$ -
02/15/2016	000050318	SOFTWARE (=>\$1000)	04/09/1997	PURCHASE	\$ 30,825.00	\$ -	OBSOLETE	\$ -
02/15/2016	000048725	SOFTWARE (=>\$1000)	02/20/1996	PURCHASE	\$ 5,256.00	\$ -	OBSOLETE	\$ -
02/15/2016	000055959	SOFTWARE (=>\$1000)	10/29/1999	PURCHASE	\$ 9,230.00	\$ -	OBSOLETE	\$ -
02/15/2016	000053971	COMMUNICATION EQUIPMENT	01/19/1999	PURCHASE	\$ 8,400.00	\$ -	OBSOLETE	\$ -
02/15/2016	000053972	COMMUNICATION EQUIPMENT	01/19/1999	PURCHASE	\$ 7,500.00	\$ -	OBSOLETE	\$ -
02/15/2016	000058858	SOFTWARE (=>\$1000)	09/15/1986	PURCHASE	\$ 6,900.00	\$ -	OBSOLETE	\$ -
02/15/2016	000058509	SOFTWARE (=>\$1000)	02/14/2001	PURCHASE	\$ 2,926.58	\$ -	OBSOLETE	\$ -
02/15/2016	000058510	SOFTWARE (=>\$1000)	02/14/2001	PURCHASE	\$ 2,926.58	\$ -	OBSOLETE	\$ -
02/15/2016	000056757	SOFTWARE (=>\$1000)	06/30/2000	PURCHASE	\$ 21,500.00	\$ -	OBSOLETE	\$ -
02/29/2016	000044669	POWER SUPPLY EQUIPMENT	09/27/1994	PURCHASE	\$ 2,795.00	\$ -	OBSOLETE	\$ -
02/29/2016	000066310	SHARP PROJECTION SYSTEM	04/18/2006	PURCHASE	\$ 3,080.00	\$ -	OBSOLETE	\$ -
TOTAL					\$ 818,650.25	\$ -		\$ -

**COLLEGE OF DUPAGE
DISPOSAL OF CAPITAL ASSETS
FOR THE PERIOD JANUARY 1, 2016 THROUGH MARCH 31, 2016**

d.

DISPOSAL DATE	FIXED ASSET TAG NUMBER	DESCRIPTION	ACQUISITION DATE	ACQUISITION METHOD	ORIGINAL COST	NET BOOK VALUE	REASON FOR DISPOSAL	PROCEEDS
2/29/2016	000052678	CABINETS	09/10/1998	PR	\$ 3,388.00	\$ -	SCRAP	\$ -
02/29/2016	000054049	DESKS/WORKSTATIONS	03/31/1999	PR	\$ 4,304.66	\$ -	SCRAP	\$ -
02/29/2016	000054047	DESKS/WORKSTATIONS	03/31/1999	PR	\$ 16,789.97	\$ -	SCRAP	\$ -
02/29/2016	000054045	DESKS/WORKSTATIONS	03/31/1999	PR	\$ 12,715.98	\$ -	SCRAP	\$ -
02/29/2016	000054043	DESKS/WORKSTATIONS	03/31/1999	PR	\$ 19,031.30	\$ -	SCRAP	\$ -
02/29/2016	000054040	DESKS/WORKSTATIONS	03/31/1999	PR	\$ 18,790.47	\$ -	SCRAP	\$ -
03/31/2016	000052702	OTHER-LABORATORY EQUIP	04/06/1992	PR	\$ 23,738.00	\$ -	SCRAP	\$ -
03/31/2016	000058481	OFFICE FURNITURE	06/30/2001	PR	\$ 4,384.26	\$ -	SCRAP	\$ -
03/31/2016	000058479	OFFICE FURNITURE	06/30/2001	PR	\$ 6,749.96	\$ -	SCRAP	\$ -
03/31/2016	000051891	OFFICE FURNITURE	12/22/1997	PR	\$ 3,954.60	\$ -	SCRAP	\$ -
03/31/2016	000051892	OFFICE FURNITURE	12/22/1997	PR	\$ 3,894.65	\$ -	SCRAP	\$ -
03/31/2016	000037510	OTHER-LABORATORY EQUIP	04/06/1992	PR	\$ 29,560.00	\$ -	SCRAP	\$ -
03/31/2016	000060580	OFFICE FURNITURE	05/24/2002	PR	\$ 3,439.79	\$ -	SCRAP	\$ -
03/31/2016	000061503	LAB EQUIPMENT/MACHINERY	11/27/2002	PR	\$ 4,117.42	\$ -	SCRAP	\$ -
TOTAL					\$ 154,859.06	\$ -		\$ -

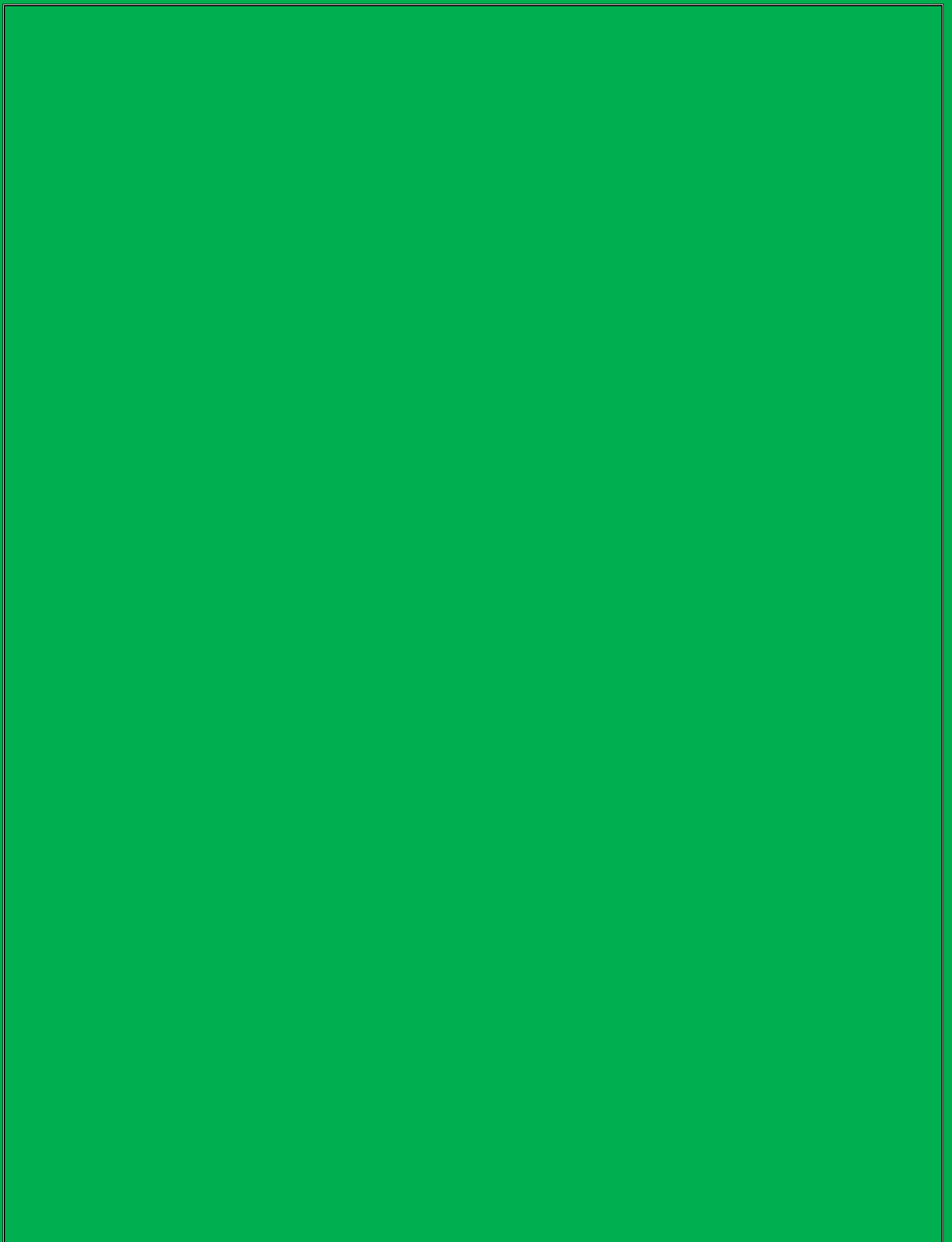
COLLEGE OF DUPAGE
COMMUNITY COLLEGE DISTRICT NO. 502
TAX LEVY COLLECTIONS - CURRENT AND 4 PREVIOUS LEVY YEARS
RECEIVED THROUGH MARCH 31, 2016

LEVY YEAR	ASSESSED VALUATIONS	EXTENSIONS	AMOUNT COLLECTED	COLLECTED AS % OF EXTENSION	DUPAGE COUNTY TAX RATE
2014	\$ 36,639,612,040	\$ 109,556,200	\$ 108,996,707	99.49%	0.2975
2013	36,804,412,816	109,567,598	109,120,028	99.59%	0.2956
2012	38,763,381,046	104,007,287	103,161,301	99.19%	0.2681
2011	42,017,143,168	104,753,164	104,262,335	99.53%	0.2495
2010	<u>45,371,787,099</u>	<u>105,572,929</u>	<u>104,986,077</u>	<u>99.44%</u>	0.2349
TOTAL	\$ 199,596,336,169	\$ 533,457,178	\$ 530,526,448	99.45%	

2014 LEVY COLLECTIONS:

COUNTY	2014 ASSESSED VALUATION	2014 EXTENSION	AMOUNT COLLECTED	COLLECTED AS % OF EXTENSION
COOK	\$ 2,969,341,483	\$ 9,470,932	\$ 9,415,711	99.42%
DUPAGE	31,405,750,165	93,432,107	93,093,454	99.64%
WILL	<u>2,264,520,392</u>	<u>6,653,161</u>	<u>6,487,542</u>	<u>97.51%</u>
TOTAL	\$ 36,639,612,040	\$ 109,556,200	\$ 108,996,707	99.49%

FUND	COOK COUNTY 2014 TAX RATE	COOK COUNTY RECEIPTS	DUPAGE COUNTY 2014 TAX RATE	DUPAGE COUNTY RECEIPTS	WILL COUNTY 2014 TAX RATE	WILL COUNTY RECEIPTS	TOTAL RECEIPTS
EDUCATIONAL	0.2086	\$ 6,155,184	0.1958	\$ 61,269,644	0.1934	\$ 4,272,197	\$ 71,697,025
OPERATIONS AND MAINTENANCE	0.0341	1,006,188	0.0322	10,075,968	0.0317	699,343	11,781,499
BOND	<u>0.0764</u>	<u>2,254,339</u>	<u>0.0695</u>	<u>21,747,842</u>	<u>0.0687</u>	<u>1,516,002</u>	<u>25,518,183</u>
TOTAL	0.3191	\$ 9,415,711	0.2975	\$ 93,093,454	0.2938	\$ 6,487,542	\$ 108,996,707



COLLEGE OF DuPAGE
REGULAR BOARD MEETING

BOARD INFORMATION

1. **SUBJECT**

Construction Change Orders for Board Information.

2. **REASON FOR CONSIDERATION**

Change orders will be funded from the designated project's overall budget and fall within the approved budget. These change orders are presented for information because they fall below the \$100,000 threshold.

3. **BACKGROUND INFORMATION**

Change Order Value:	Required Approvals:
\$0 to \$50,000	Director of Facilities Planning & Development
\$50,001 to \$100,000	Director of Facilities Planning & Development Acting Interim President
<ul style="list-style-type: none">• \$100,001 and above• Single Change Order more than 10% of contract• Multiple Change Orders more than 20% of contract	Director of Facilities Planning & Development Acting Interim President Board of Trustees

a) **Referendum-Related Projects**

College Requested Change: HTC Legat #05 and #06.

b) **Capital Budget Projects**

None

SUMMARY OF CONSTRUCTION CHANGE ORDERS

a) REFERENDUM-RELATED PROJECTS

HOMELAND TRAINING CENTER (HTC): The change orders listed below for the Homeland Training Center do not increase the overall project budget. All costs listed below will be removed from or added (credits) to the project contingency.

- **HTC – LEGAT #05: CREDIT (\$39,796.25).** This credit change is for the combined cost of the errors on the project. This was a College requested change order. Funds will be deducted from Legat’s base contract and funds will be added to the Owner’s Contingency.

Subcontractor	Original Contract	Change Orders Amount to Date	Amount of This Change Order	New Contract Value
Legat	\$1,395,323.00	\$5,865.71	(\$39,796.25)	\$1,361,392.46
Total this C.O.			(\$39,796.25)	

- **HTC – LEGAT #06: CREDIT (\$33,237.63).** This credit change is for the unused reimbursable in Legat’s contract. This was a College requested change order. Funds will be deducted from Legat’s base contract and funds will be added to the Owner’s Contingency.

Subcontractor	Original Contract	Change Orders Amount to Date	Amount of This Change Order	New Contract Value
Legat	\$1,395,323.00	(\$33,930.54)	(\$33,237.63)	\$1,328,154.83
Total this C.O.			(\$33,237.63)	

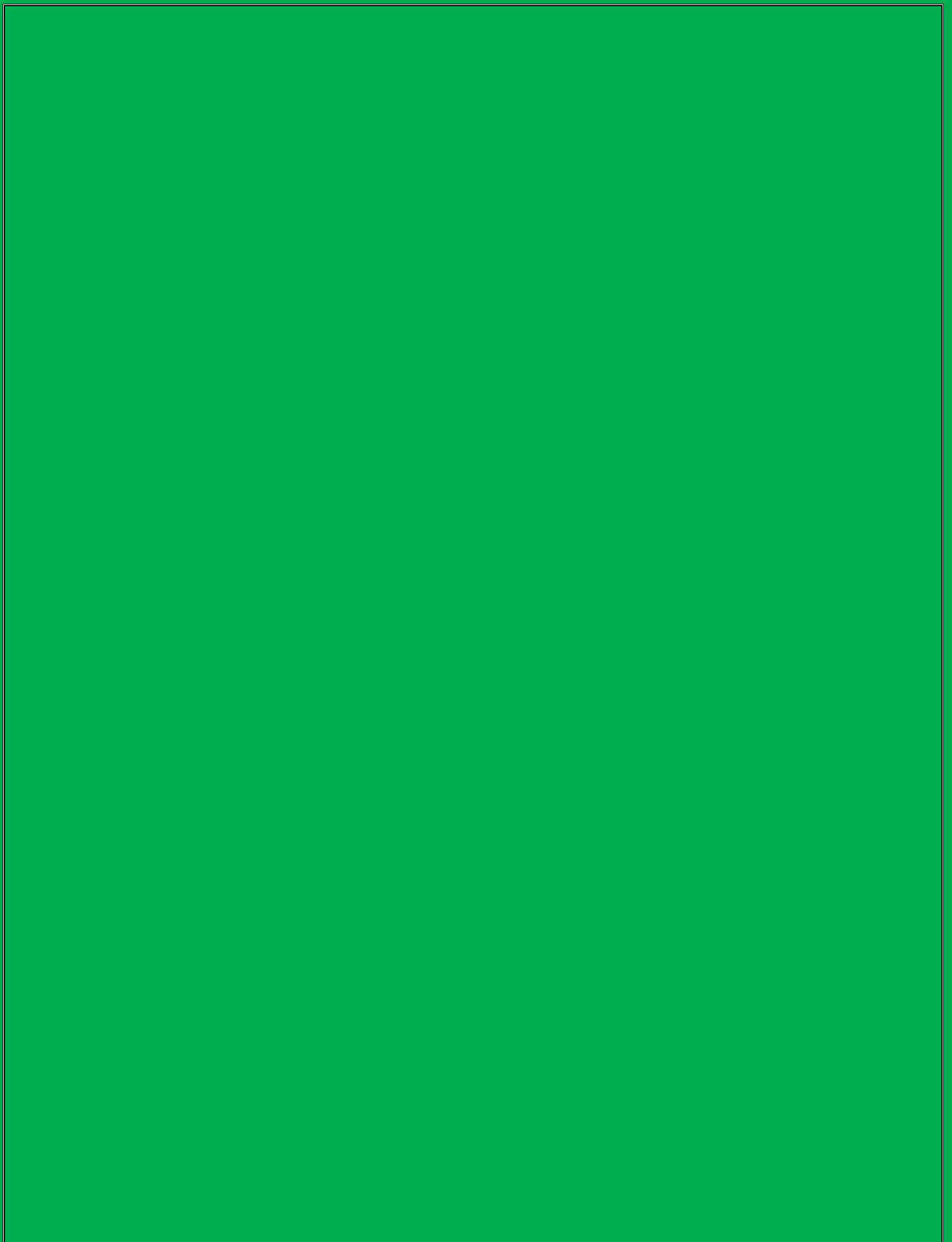
None of the changes above increased the overall Budget of the HTC project. All funds were removed from or added to the Owners contingency. Below are the remaining Owner Contingency Funds.

Project Contingency Balance:	\$210,002.08
Total Cost transfer to Contingency	<u>\$73,033.88</u>
Remaining Project Contingency Balance	<u>\$283,035.96</u>

b) CAPITAL BUDGET PROJECTS

None

Staff Contact: Bruce Schmiedl, Director of Facilities Planning and Development



**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD INFORMATION

1. **SUBJECT**

Grants and Gifts Status Report.

2. **REASON FOR CONSIDERATION**

The Board is provided with a monthly update of grants and gifts.

3. **BACKGROUND INFORMATION**

The attachment reports the current status of operational public and private grants to the College of DuPage and the College of DuPage Foundation, and status of cash donations and in-kind gifts to the College of DuPage Foundation.

Staff Contact: Karen M. Kuhn, M.S., CFRE
Interim Executive Director, Foundation
Assistant Vice President, Development

Barbara S. Abromitis, Ed.D., CFRE
Director, Grants

**College of DuPage Foundation
Monthly Gift Summary Report**

March 1, 2016 - March 31, 2016

Fund Description	Gift Count	Cash	Stock	Pledge Balance	Gifts-In-Kind	Planned	Total
A.R.C. Memorial Scholarship	5	\$12.00	\$0.00	\$253.50	\$0.00	\$0.00	\$265.50
ACT-SO (Afro-Academic, Cultural, Technical and Scientific Olympics) Fund	2	\$10.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10.00
Alice Giordano Alumni Scholarship	3	\$10.00	\$0.00	\$253.50	\$0.00	\$0.00	\$263.50
Athletic Department Support	2	\$50.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50.00
Belushi Artist-In-Residence Fund	5	\$53.76	\$0.00	\$0.00	\$0.00	\$0.00	\$53.76
Carol Stream Community College Scholarship	3	\$20.00	\$0.00	\$390.00	\$0.00	\$0.00	\$410.00
Center for Entrepreneurship Fund for Workforce Development	2	\$20.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20.00
Certificate of GED Scholarship	1	\$25.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25.00
Chief George Graves Scholarship Fund	3	\$20.00	\$0.00	\$312.00	\$0.00	\$0.00	\$332.00
Classified Personnel Committee (CPC) Scholarship Fund	2	\$15.40	\$0.00	\$0.00	\$0.00	\$0.00	\$15.40
COD Foundation's Achievers Scholarship	1	\$100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100.00
COD Foundation's Returning Adult Scholarship	5	\$12.00	\$0.00	\$50.00	\$0.00	\$0.00	\$62.00
COD Foundation's Single Parent Scholarship	4	\$40.00	\$0.00	\$0.00	\$0.00	\$0.00	\$40.00
COD Foundation's Textbook Scholarship	4	\$33.00	\$0.00	\$260.00	\$0.00	\$0.00	\$293.00
College of DuPage Faculty Association Scholarship	2	\$20.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20.00
Community Education Farm Fund	6	\$33.34	\$0.00	\$0.00	\$0.00	\$0.00	\$33.34
Culinary & Hospitality Program	3	\$3.32	\$0.00	\$86.67	\$0.00	\$0.00	\$89.99
Donald Carter Memorial Scholarship	2	\$106.00	\$0.00	\$0.00	\$0.00	\$0.00	\$106.00
Dr. Joseph and Donna Collins Student Success Scholarship	3	\$400.00	\$0.00	\$300.00	\$0.00	\$0.00	\$700.00
Early Childhood Education Fund	11	\$106.76	\$0.00	\$1,516.00	\$0.00	\$0.00	\$1,622.76
Engineering Program Fund	2	\$1,600.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,600.00
Everyone Matters Scholarship Fund	3	\$504.00	\$0.00	\$0.00	\$0.00	\$0.00	\$504.00
G.E.D. Scholarship Fund	2	\$100.00	\$0.00	\$50.00	\$0.00	\$0.00	\$150.00
General Scholarship Endowment Fund	3	\$3.34	\$0.00	\$86.67	\$0.00	\$0.00	\$90.01
General Scholarship Fund	25	\$385.00	\$0.00	\$102.00	\$0.00	\$0.00	\$487.00
Glenbard North High School Scholarship	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
Hawthorn Garden Club Scholarship Fund	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
Hispanic-Latino Scholarship	4	\$54.00	\$0.00	\$0.00	\$0.00	\$0.00	\$54.00
Homeland Security Programs	2	\$10.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10.00
Honors Program Fund	3	\$110.00	\$0.00	\$250.00	\$0.00	\$0.00	\$360.00
Horticulture Student Competition	4	\$432.86	\$0.00	\$0.00	\$0.00	\$0.00	\$432.86
Jill Johnson Hall Memorial Scholarship	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
John Belushi Memorial Scholarship Fund	3	\$101.92	\$0.00	\$0.00	\$0.00	\$0.00	\$101.92
Kathy Marszalek Memorial Scholarship	2	\$2,000.00	\$0.00	\$6,000.00	\$0.00	\$0.00	\$8,000.00
Lakeside Pavilion Program Support	11	\$875.00	\$0.00	\$5,000.00	\$0.00	\$0.00	\$5,875.00
Lifelong Learning Program	10	\$2,670.00	\$0.00	\$225.00	\$0.00	\$0.00	\$2,895.00
Margarita Salazar Respiratory Therapy Scholarship	2	\$116.00	\$0.00	\$0.00	\$0.00	\$0.00	\$116.00
Mayes/McLean Scholarship	1	\$500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00
McAninch Arts Center General Fund	24	\$1,466.30	\$0.00	\$2,052.00	\$4,095.00	\$0.00	\$7,613.30
Michael Browning Memorial Scholarship	1	\$2,335.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,335.00
Music Program Fund	3	\$10.00	\$0.00	\$86.66	\$0.00	\$0.00	\$96.66
Naperville Woman's Club Scholarship	1	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200.00

**College of DuPage Foundation
Monthly Gift Summary Report**

March 1, 2016 - March 31, 2016

Fund Description	Gift Count	Cash	Stock	Pledge Balance	Gifts-In-Kind	Planned	Total
New Philharmonic Orchestra	20	\$5,425.00	\$0.00	\$650.00	\$0.00	\$0.00	\$6,075.00
Norman F. Hallis Memorial Scholarship for Automotive Technology Excellence	1	\$0.00	\$0.00	\$3,000.00	\$0.00	\$0.00	\$3,000.00
Nursing Alumni Scholarship	2	\$20.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20.00
Resource for Excellence Fund	25	\$1,727.50	\$0.00	\$260.00	\$0.00	\$0.00	\$1,987.50
Reverend Dr. Martin Luther King Jr. Scholarship	1	\$2,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,000.00
Rocio Automotive Technology Scholarship	1	\$0.00	\$0.00	\$3,000.00	\$0.00	\$0.00	\$3,000.00
Rocio Computer & Internetworking Technology (CIT) Scholarship	1	\$0.00	\$0.00	\$3,000.00	\$0.00	\$0.00	\$3,000.00
Ronald Lemme Lecture Series	5	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
Ruth Walbeck Memorial Scholarship	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
Student Leadership Academy Program Support	2	\$20.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20.00
Study Abroad Scholarship Fund	6	\$220.00	\$0.00	\$52.00	\$0.00	\$0.00	\$272.00
The Christopher Drop Welding Scholarship	2	\$0.00	\$0.00	\$390.00	\$0.00	\$0.00	\$390.00
Tom Galloway Memorial Scholarship	1	\$50.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50.00
Troy Scholarship for Engineering	2	\$25.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25.00
Troy Scholarship for Nursing	2	\$25.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25.00
Vocational Skills Program Fund for Special Populations	3	\$40.00	\$0.00	\$0.00	\$0.00	\$0.00	\$40.00
WDCB Employer Matching Gift Revenue (EMG)	8	\$295.00	\$0.00	\$760.00	\$0.00	\$0.00	\$1,055.00
WDCB Events	13	\$226.34	\$0.00	\$0.00	\$0.00	\$0.00	\$226.34
WDCB Future Fund	1	\$29.32	\$0.00	\$0.00	\$0.00	\$0.00	\$29.32
WDCB Individual Gifts	1,981	\$99,606.92	\$0.00	\$0.00	\$0.00	\$0.00	\$99,606.92
WDCB Merchandising	3	\$74.10	\$0.00	\$0.00	\$0.00	\$0.00	\$74.10
WDCB Underwriting	22	\$14,954.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,954.00
Wilbur Walker Dodge Memorial Scholarship	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
William W. Steele Memorial Scholarship	2	\$70.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70.00
Youth Leadership Program	2	\$10.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10.00
Grand Totals:		\$145,382.18	\$0.00	\$28,386.00	\$4,095.00	\$0.00	\$177,863.18

2,286 Gift(s) listed

2,123 Donor(s) listed

College of DuPage Foundation
Fiscal Year 2016 Gift Summary Report
 Year-to-Date as of March 31, 2016

Fund Description	Gift Count	Cash	Stock	Pledge Balance	In-Kind	Planned	Total
A.R.C. Memorial Scholarship	40	\$614.00	\$0.00	\$253.50	\$0.00	\$0.00	\$867.50
ACT-SO (Afro-Academic, Cultural, Technical and Scientific Olympics) Fund	19	\$95.00	\$0.00	\$0.00	\$0.00	\$0.00	\$95.00
Alice Giordano Alumni Scholarship	20	\$95.00	\$0.00	\$253.50	\$0.00	\$0.00	\$348.50
Athletic Department Support	19	\$475.00	\$0.00	\$0.00	\$0.00	\$0.00	\$475.00
August Zarcone Memorial Scholarship	2	\$250.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250.00
August Zarcone Memorial Scholarship Endowment	1	\$40.00	\$0.00	\$0.00	\$0.00	\$0.00	\$40.00
Automotive Service Technology Program	7	\$0.00	\$0.00	\$0.00	\$15,760.00	\$0.00	\$15,760.00
Batavia Plain Dirt Gardeners Scholarship	2	\$2,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,000.00
Belushi Artist-In-Residence Fund	65	\$4,463.28	\$0.00	\$1,907.72	\$0.00	\$0.00	\$6,371.00
Betty and Ron Krupp Veterans Scholarship	2	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,000.00
Bison Cares Educational Scholarship	1	\$9,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,000.00
Cancer Federation Scholarship	1	\$150.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150.00
Carol Stream Community College Scholarship	20	\$190.00	\$0.00	\$390.00	\$0.00	\$0.00	\$580.00
Catherine M. Brod Scholarship for Speech and Theatre	9	\$692.28	\$0.00	\$0.00	\$0.00	\$0.00	\$692.28
Center for Entrepreneurship Fund for Workforce Development	19	\$190.00	\$0.00	\$0.00	\$0.00	\$0.00	\$190.00
Certificate of GED Scholarship	3	\$10,275.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,275.00
Chief George Graves Scholarship Fund	28	\$270.00	\$0.00	\$312.00	\$0.00	\$0.00	\$582.00
Classified Personnel Committee (CPC) Scholarship Fund	19	\$146.30	\$0.00	\$0.00	\$0.00	\$0.00	\$146.30
COD Foundation's Achievers Scholarship	1	\$100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100.00
COD Foundation's Returning Adult Scholarship	36	\$99.00	\$0.00	\$50.00	\$0.00	\$0.00	\$149.00
COD Foundation's Single Parent Scholarship	39	\$430.00	\$0.00	\$0.00	\$0.00	\$0.00	\$430.00
COD Foundation's Textbook Scholarship	21	\$101.00	\$0.00	\$260.00	\$0.00	\$0.00	\$361.00
College of DuPage Faculty Association Scholarship	20	\$1,190.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,190.00
Community Education Farm Fund	57	\$316.73	\$0.00	\$0.00	\$0.00	\$0.00	\$316.73
Culinary & Hospitality Program	22	\$331.54	\$0.00	\$86.67	\$0.00	\$0.00	\$418.21
Culinary Student Scholarship (Teen Culinary Challenge)	1	\$1,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,500.00
DeLara Family Scholarship Fund	1	\$3,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,000.00
Donald Carter Memorial Scholarship	19	\$1,007.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,007.00
Dr. Joseph and Donna Collins Student Success Scholarship	40	\$3,340.00	\$0.00	\$300.00	\$0.00	\$0.00	\$3,640.00
Dr. Robert J. Frank Scholarship	3	\$575.00	\$0.00	\$0.00	\$0.00	\$0.00	\$575.00
DuPage Chapter Mothers and More Scholarship	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
E.R. Valintis Scholarship	1	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00
Early Childhood Education Fund	82	\$5,089.22	\$0.00	\$1,516.00	\$0.00	\$0.00	\$6,605.22
Eileen Ward Textbook Scholarship	7	\$1,350.00	\$0.00	\$500.00	\$0.00	\$0.00	\$1,850.00
Engineering Program Fund	4	\$6,600.00	\$0.00	\$0.00	\$1,100.00	\$0.00	\$7,700.00
Everyone Matters Scholarship Fund	21	\$588.00	\$0.00	\$0.00	\$0.00	\$0.00	\$588.00
Flexible Steel Lacing Scholarship	1	\$3,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,500.00
Floral Design Memorial Scholarship	1	\$500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00
Football Program Fund	1	\$492.00	\$0.00	\$0.00	\$0.00	\$0.00	\$492.00
Forbes Electric /Keller Margery Maurer Scholarship Endowment	1	\$100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100.00
G.E.D. Scholarship Fund	12	\$7,368.73	\$0.00	\$50.00	\$0.00	\$0.00	\$7,418.73
General Scholarship Endowment Fund	20	\$31.73	\$0.00	\$86.67	\$0.00	\$0.00	\$118.40
General Scholarship Fund	227	\$10,196.00	\$0.00	\$102.00	\$0.00	\$0.00	\$10,298.00
George Macht Endowment	1	\$0.00	\$10,057.25	\$0.00	\$0.00	\$0.00	\$10,057.25
Glenbard North High School Scholarship	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
H. J. Kleemann Engineering Scholarship	1	\$250.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250.00

College of DuPage Foundation
Fiscal Year 2016 Gift Summary Report
Year-to-Date as of March 31, 2016

Fund Description	Gift Count	Cash	Stock	Pledge Balance	In-Kind	Planned	Total
Hawthorn Garden Club Scholarship Fund	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
Healthcare Instructional Support	2	\$100.00	\$0.00	\$0.00	\$4,902.00	\$0.00	\$5,002.00
Healthcare Instructional Support Endowment	1	\$25,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00
Hispanic-Latino Scholarship	38	\$513.00	\$0.00	\$0.00	\$0.00	\$0.00	\$513.00
Homeland Security Programs	20	\$15,095.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,095.00
Honors Program Fund	3	\$110.00	\$0.00	\$250.00	\$0.00	\$0.00	\$360.00
Horticulture Student Competition	5	\$532.86	\$0.00	\$0.00	\$0.00	\$0.00	\$532.86
ICCSF Healthcare Scholarship	2	\$1,600.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,600.00
IDEA Center Program Support Fund	1	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200.00
Jill Johnson Hall Memorial Scholarship	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
John Belushi Memorial Scholarship Fund	30	\$1,162.86	\$0.00	\$0.00	\$0.00	\$0.00	\$1,162.86
Kathy Marszalek Memorial Scholarship	2	\$2,000.00	\$0.00	\$6,000.00	\$0.00	\$0.00	\$8,000.00
Kathy Testa Memorial Challenge Scholarship	1	\$6,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,500.00
Lakeside Pavilion Program Support	224	\$2,336.00	\$0.00	\$5,000.00	\$0.00	\$0.00	\$7,336.00
Library Development Fund	1	\$43.54	\$0.00	\$0.00	\$0.00	\$0.00	\$43.54
Lifelong Learning Program	48	\$3,640.00	\$0.00	\$260.00	\$0.00	\$0.00	\$3,900.00
Luke Laudolff Memorial Scholarship	1	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00
MAC Madness Event	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
MAC Motown Event	119	\$26,731.15	\$0.00	\$250.00	\$8,280.00	\$0.00	\$35,261.15
MACtastic Treat Seats - Tickets for Kids and Families Endowment	1	\$25,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00
Margarita Salazar Respiratory Therapy Scholarship	20	\$1,102.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,102.00
Marriott Chicagoland Business Council Hospitality Scholarship	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
Matt Rassier Memorial Endowed Scholarship	2	\$25,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00
Matt Rassier Memorial Scholarship	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
Mayes/McLean Scholarship	2	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
McAninch Arts Center General Fund	178	\$22,058.20	\$1,000.00	\$2,052.00	\$4,095.00	\$0.00	\$29,205.20
McAninch Endowment for the Arts Fund	1	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00	\$5,000.00
Meteorology Program Fund	8	\$435.00	\$0.00	\$0.00	\$0.00	\$0.00	\$435.00
Michael Browning Memorial Scholarship	1	\$2,335.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,335.00
Morrissey Dental Hygiene Scholarship	1	\$0.00	\$2,045.24	\$0.00	\$0.00	\$0.00	\$2,045.24
Music Program Fund	20	\$95.00	\$0.00	\$86.66	\$0.00	\$0.00	\$181.66
Naperville Rotary Charities and the Rotary Club of Naperville Scholarship	1	\$40,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$40,000.00
Naperville Woman's Club Scholarship	1	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200.00
New Philharmonic Orchestra	339	\$87,845.70	\$0.00	\$100,435.00	\$0.00	\$0.00	\$188,280.70
Norman F. Hallis Memorial Scholarship for Automotive Technology Excellence	1	\$0.00	\$0.00	\$3,000.00	\$0.00	\$0.00	\$3,000.00
Nursing Alumni Scholarship	9	\$80.00	\$0.00	\$120.00	\$0.00	\$0.00	\$200.00
Paralegal Studies Program Scholarship	2	\$1,000.00	\$0.00	\$2,000.00	\$0.00	\$0.00	\$3,000.00
Resource for Excellence Fund	213	\$61,784.84	\$31,871.73	\$330.00	\$326.00	\$0.00	\$94,312.57
Reverend Dr. Martin Luther King Jr. Scholarship	1	\$2,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,000.00
Rocio Automotive Technology Scholarship	1	\$0.00	\$0.00	\$3,000.00	\$0.00	\$0.00	\$3,000.00
Rocio Computer & Internetworking Technology (CIT) Scholarship	1	\$0.00	\$0.00	\$3,000.00	\$0.00	\$0.00	\$3,000.00
Ron & Lois Nivling Scholarship for Liberal Arts Students	5	\$3,857.78	\$0.00	\$0.00	\$0.00	\$0.00	\$3,857.78
Ronald Lemme Lecture Series	6	\$1,250.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,250.00
Rotary - Naperville Downtown Scholarship	1	\$2,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,500.00
Ruth Nechoda Memorial Endowment	8	\$20.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20.00
Ruth Walbeck Memorial Scholarship	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00

College of DuPage Foundation
Fiscal Year 2016 Gift Summary Report
Year-to-Date as of March 31, 2016

Fund Description	Gift Count	Cash	Stock	Pledge Balance	In-Kind	Planned	Total
Second Year Nursing Scholarship	1	\$2,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,000.00
Student Crisis Emergency Fund	93	\$7,500.07	\$0.00	\$0.00	\$7,444.00	\$0.00	\$14,944.07
Student Leadership Academy Program Support	21	\$940.00	\$0.00	\$0.00	\$0.00	\$0.00	\$940.00
Study Abroad - Criminal Justice Scholarship	1	\$8,480.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,480.00
Study Abroad Scholarship Fund	42	\$1,740.00	\$0.00	\$52.00	\$0.00	\$0.00	\$1,792.00
The Christopher Drop Welding Scholarship	3	\$1,000.00	\$0.00	\$390.00	\$0.00	\$0.00	\$1,390.00
Tom Galloway Memorial Scholarship	2	\$1,449.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,449.00
Troy Scholarship for Engineering	19	\$237.50	\$0.00	\$0.00	\$0.00	\$0.00	\$237.50
Troy Scholarship for Nursing	19	\$237.50	\$0.00	\$0.00	\$0.00	\$0.00	\$237.50
Veterans Textbook Scholarship	7	\$560.00	\$0.00	\$0.00	\$0.00	\$0.00	\$560.00
Vocational Skills Program Fund for Special Populations	21	\$267.50	\$0.00	\$0.00	\$0.00	\$0.00	\$267.50
WDCB Employer Matching Gift Revenue (EMG)	51	\$8,658.50	\$0.00	\$1,887.50	\$0.00	\$0.00	\$10,546.00
WDCB Events	172	\$26,561.34	\$0.00	\$0.00	\$0.00	\$0.00	\$26,561.34
WDCB Future Fund	15	\$1,317.31	\$0.00	\$0.00	\$0.00	\$0.00	\$1,317.31
WDCB Individual Gifts	13,133	\$562,042.30	\$0.00	\$0.00	\$0.00	\$9,253.45	\$571,295.75
WDCB Merchandising	48	\$1,296.05	\$0.00	\$0.00	\$0.00	\$0.00	\$1,296.05
WDCB Underwriting	150	\$128,143.75	\$0.00	\$0.00	\$0.00	\$0.00	\$129,143.75
Wilbur Walker Dodge Memorial Scholarship	1	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
William W. Steele Memorial Scholarship	19	\$665.00	\$0.00	\$0.00	\$0.00	\$0.00	\$665.00
Youth Leadership Program	19	\$95.00	\$0.00	\$0.00	\$0.00	\$0.00	\$95.00
Yvonne Marie Lanners Scholarship	1	\$0.00	\$0.00	\$0.00	\$0.00	\$3,000.00	\$3,000.00
Grand Totals:		\$1,222,320.56	\$44,974.22	\$134,181.22	\$41,907.00	\$17,253.45	\$1,460,636.45

16,084 Gift(s) listed
6,186 Donor(s) listed

**College of DuPage
FY16 Grants Awarded Report
July 1, 2015 - March 31, 2016**

Note: New Entries in Bold

ALLOCATED GRANTS								
Grantor	Project Title	Department	Project Director	Type	Amount	Start Date	End Date	Description
Corporation for Public Broadcasting (CPB)	Radio Community Service Grant	WDCB	Dan Bindert	Private	\$164,084	10/1/2015	9/30/2017	General operating support for WDCB radio station
Illinois Community College Board	Perkins Postsecondary Career and Technical Educaiton Program	Academic Affairs	Jean Kartje Jonita Ellis	Federal	\$841,371	7/1/15	6/30/16	FY16 Federal Allocation - The Carl D. Perkins Career and Technical Education grant is grant funding that is awarded from the US Government to the states and then allocated to various schools within IL based on programs and student population numbers in the Career and Technical Programs.
Illinois Community College Board	ABE/GED/ESL Program Funding	Continuing Education	Dan Deasy	Federal	\$760,788	7/1/15	6/30/16	FY16 Federal Allocation - for COD Adult Basic Education General Educational Development and English as a Second Language programming
US Department of State/ Northern Virginia Community College	CCIP - Community College Initative Program	Field & Experimental Learning	Nicole Spizzirri	Federal	\$143,825	7/1/15	6/30/16	Providing opportunities for individuals from other countries to develop leadership, professional skills and English language proficiency, while studying at a community college in the United States.
NSF/ Lewis University	Robert Noyce Scholarship Program Creating Educational Opportunities in STEM (CEOS) project	Teacher Preparation		Federal	\$120,000	10/1/15	9/30/20	Partnership with Lewis University Creating Educational Opportunities in STEM (CEOS) project. The CEOS project will examine the impact of engaging 36 scholars in reality-based teaching and its potential to improve their critical thinking, research, and communication skills, as well as their ability to transfer the knowledge they gain in the Reality-Based Learning Practicum to the 6-12 classroom. ***120,000 ESTIMATED over 5 year grant period**
ALLOCATED GRANTS (Includes grants where it was necessary to develop a concept or project and follow comprehensive guidelines for proposal submission in order to receive allocated funds. Adherence to reporting requirements and ability to measure successful program outcomes determines the level of the award.)					\$2,030,068			

College of DuPage
FY16 Grants Awarded Report
July 1, 2015 - March 31, 2016

Note: New Entries in Bold

COMPETITIVE REBATES							
COMPETITIVE REBATES (Includes rebates from State, Federal and Private Agencies where the application was in competition with other proposals and awards were made to a select number of organizations based on the quality of the submission.)						\$0.00	

**College of DuPage
FY16 Grants Awarded Report
July 1, 2015 - March 31, 2016**

Note: New Entries in Bold

COMPETITIVE GRANTS								
Grantor	Project Title	Department	Project Director	Type	Amount	Start Date	End Date	Description
US Department of Justice	Bulletproof Vest Partnership Program	COD Police Department	Ray Snisko	Federal	\$7,118	8/11/2015	8/31/2017	Funding to purchase bulletproof vests for COD Police Department
Illinois Department of Commerce and Economic Opportunity	Small Business Development Center /International Trade Center (SBDC/ITC) **Federal Portion ONLY**	Center for Entrepreneurship	Rita Haake	Federal	\$43,875	1/1/2016	12/31/2016	Operating support for Illinois SBDC/ITC at College of DuPage. To provide resource, training, and advising activities to meet business development needs of small businesses within the COD community.
Illinois State Library / Literacy Office	"Leer Es Poder" Family Literacy	ABE/GED/ESL	Dan Deasy	State	\$35,000	7/1/2015	6/30/2016	EER ES PODER family literacy program to parents and preschool children within the community.
Illinois Department of Commerce and Economic Opportunity	Procurement and Technical Assistance Center (PTAC) **Federal Portion ONLY	Center for Entrepreneurship	Rita Haake	Federal	\$51,000	7/1/2015	6/30/2016	Illinois Procurement Technical Assistance Centers are a portal for small businesses looking to enter the world of government contracting. The centers provide one-on-one counseling, technical information, marketing assistance and training to existing businesses interested in selling their goods and services to local, state and/or federal government agencies. This funding provides a continuation of funding toward the Center for Entrepreneurship. Due to state budget holds, IL DCEO has only released the federal portion of funds due to the site, the state portion release date TBA.
Institute of Museum and Library Sciences (IMLS)	Sparks FY15 - TOOLS: Targeted Outreach for Optimum Library Service	Health & Sciences/ Library	Derrick Willis/ Laura Burt-Nicholas	Federal	\$25,000	10/1/15	9/30/16	The goal of the proposed project TOOLS: Targeted Outreach for Optimum Library Service is to utilize ethnographic research to develop and implement strategies for increasing and improving library usage among all student groups
Motorola Solutions Foundation	Citizens Public Safety Academy (Yr 2)	Continuing Education	Dan Deasy	Private	\$15,000	1/1/16	12/31/16	Year 2 Funding for Citizens Public Safety Academy Training Sessions
IL Gateways - IL Professional Development System	2015 Illinois ECE Credential Alignment Support Project	Early Childhood Education	Jean Zarr	Private	\$3,000	11/1/15	10/31/16	Individual-based scholarship opportunity for eligible practitioners working in Early Care and Education (ECE) or school-age care programs.
COMPETITIVE GRANTS (Includes grants from federal, state and private grantors where the proposal was in competition with other proposals and awards were made to a select number of institutions based on the merits of the project and proposal.)					\$179,993			

College of DuPage
FY16 Grants Awarded Report
July 1, 2015 - March 31, 2016

Note: New Entries in Bold

IN KIND GRANTS								
Grantor	Project Title	Department	Project Director	Type	Value	Start Date	End Date	Description
IN KIND GRANTS (Includes donations that have been granted to the institution for a particular period of time.)					\$0			
FY16 Total Grants Awarded as of July 1, 2015					\$2,210,061			

College of DuPage
FY16 Vendor Donations Report

July 1, 2015 – February 29, 2016

VENDOR DONATIONS RECEIVED BY THE COLLEGE
YTD as of March 31, 2016

AUGUST 2015

Follett Higher Education Group, Inc

6,641.45 In-Kind Textbook Donation to Library

6,641.45

NOVEMBER 2015

Pepsi Beverages Company

51,000.00 2015 Sponsorship Payment

1,000.00 2015 Sustainability Support Payment

2,000.00 2015 Fundraising Support Payment

54,000.00

Sodexo America, LLC

20,000.00 Annual Gift

20,000.00

JANUARY 2016

Pepsi Beverages Company

51,000.00 2016 Sponsorship Payment

51,000.00

FEBRUARY 2016

Pepsi Beverages Company

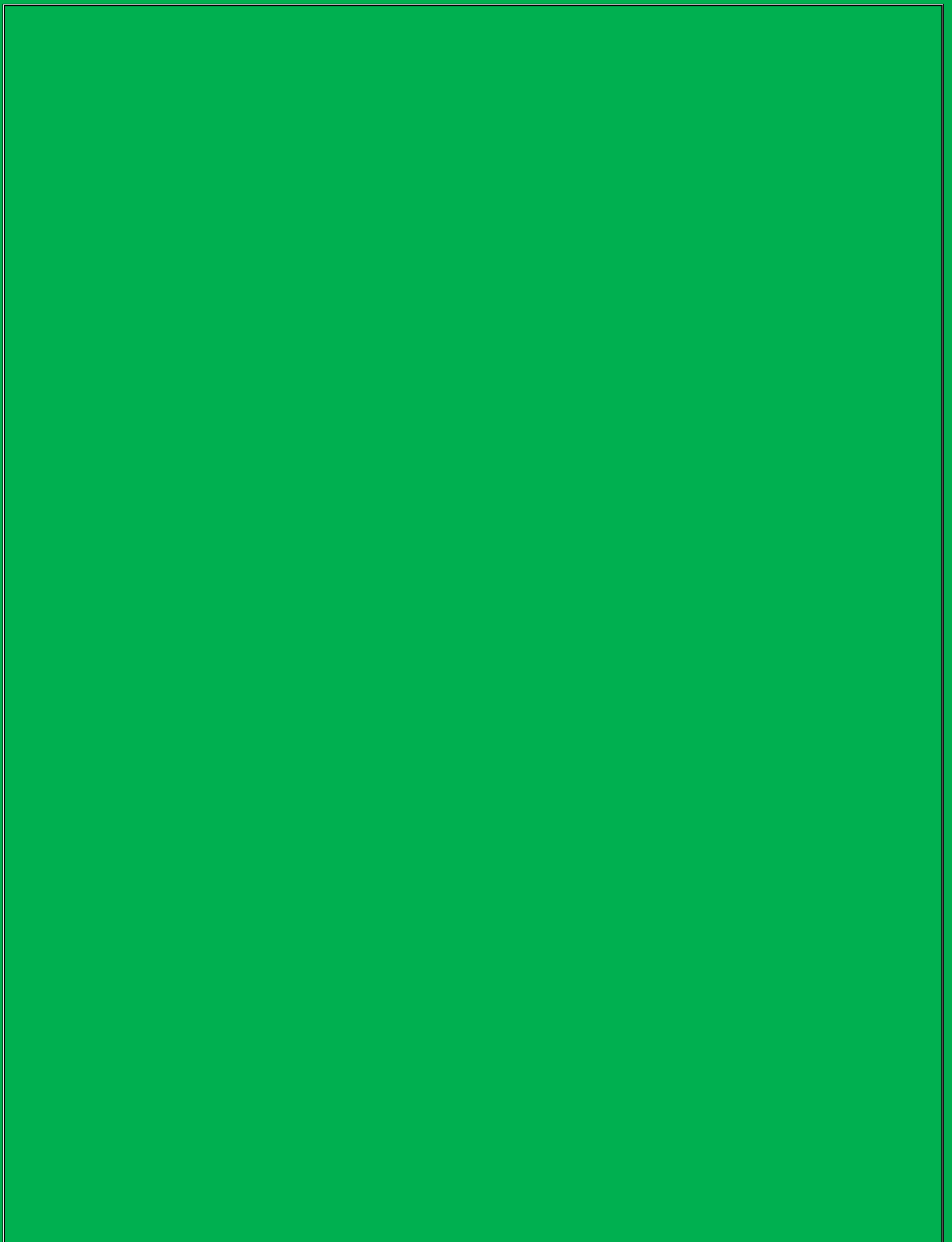
1,000.00 2016 Sustainability Support Payment

2,000.00 2016 Fundraising Support Payment

3,000.00

MARCH 2016

NO donations were received



**COLLEGE OF DUPAGE
REGULAR BOARD MEETING
BOARD APPROVAL**

1. **SUBJECT**

In-Kind Donations Quarterly Report.

2. **REASON FOR CONSIDERATION**

According to Board Policy 10-100, *The Solicitation and Acceptance of Contributions (Gifts) and Exchange Transactions*, the Board of Trustees may accept contributions to the College.

3. **BACKGROUND INFORMATION**

The In-Kind Donations Report is presented to the Board of Trustees quarterly for their acceptance. This report is a combination of gifts given directly to the College and gifts given to the College through the efforts of the College of DuPage Foundation.

4. **RECOMMENDATION**

That the Board of Trustees accepts the assets donated through the efforts of the College of DuPage Foundation, totaling \$5,495.00 (\$5,195.00 in capital gifts and \$300.00 in non-capital donations for events) received between January 1, 2016 and March 31, 2016, as shown on the attached list of donations. (There were no gifts given directly to the College this quarter.)

In-Kind Donations Quarterly Report

January 1 - March 31, 2016

CAPITAL DONATIONS THROUGH THE COLLEGE FOUNDATION

Date	Donor	Items Donated	*Estimated Value	Initiated by	Department of Use
2/3/2016	All Brand Service Inc. 10 S 160 Ramm Dr #D Naperville, IL 60564	Miscellaneous HVAC equipment	\$1,100.00	James Janich	Engineering Program Fund
3/3/2016	Kimberly Morris 5031 N Harding Ave Apt 3E Chicago, IL 60625	Shoes, variety of mens/womens accessories, wigs, storage items	\$2,795.00	Kimberly Morris	McAninch Arts Center General Fund
3/3/2016	Gerri Roycroft 728 S Norbury Ave Lombard, IL 60148-3427	Black Persian Lamb Jacket; Blond Mink Stole	\$300.00	Jon Gantt	McAninch Arts Center General Fund
3/17/2016	Emily Ellsworth 1570 Burr Oak Ct Unit B Wheaton, IL 60189	Variety of men's and women's clothing and accessories	<u>\$1,000.00</u> \$5,195.00	Kimberly Morris	McAninch Arts Center General Fund

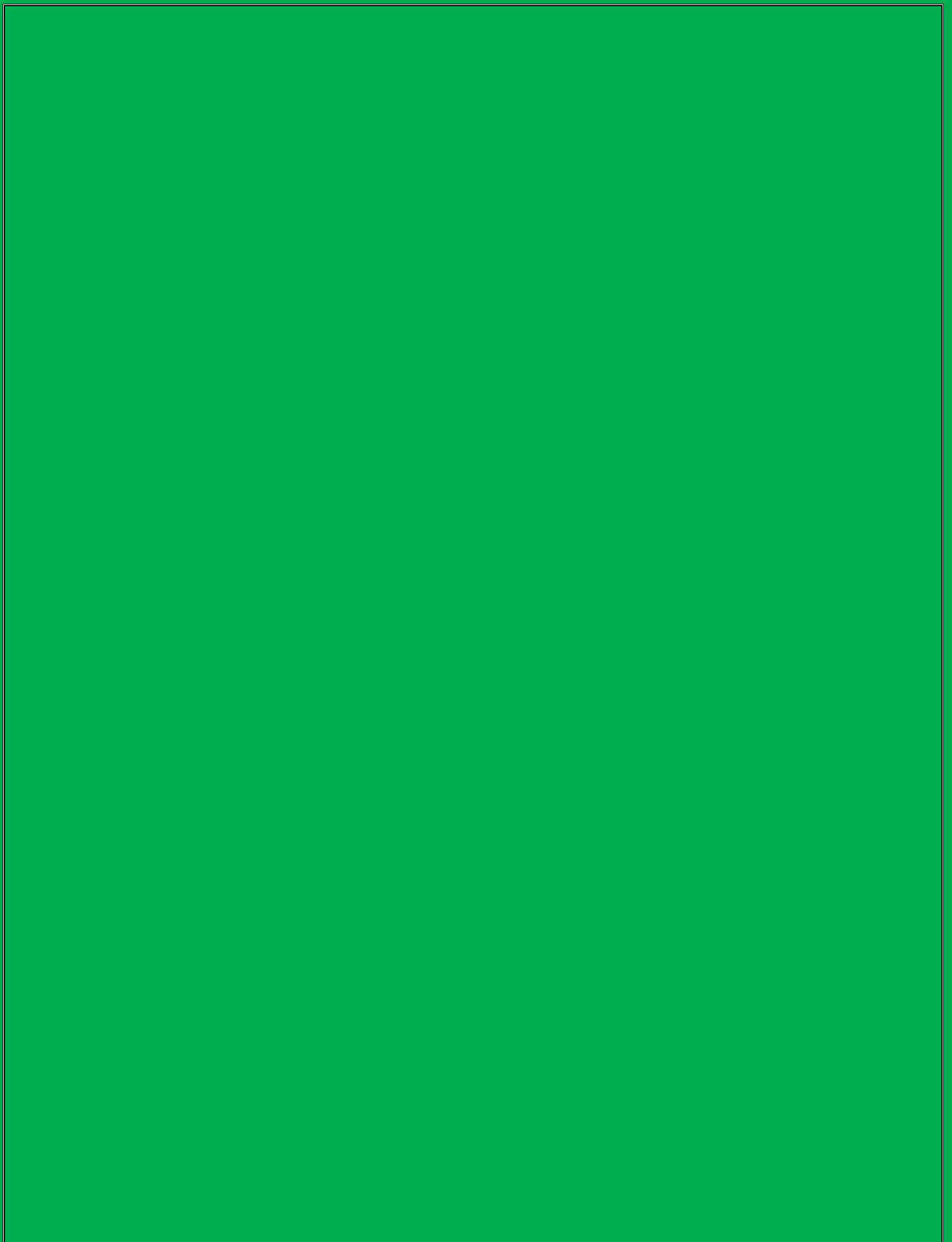
***NOTE:** The dollar value listed in these items represents an amount established by the donor.
College of DuPage and College of DuPage Foundation do not appraise donated items.

In-Kind Donations Quarterly Report
January 1 - March 31, 2016

NON-CAPITAL DONATIONS FOR EVENTS

Date	Donor	Items Donated	* Estimated Value	Event
2/9/2016	The Lagunitas Brewing Company 1843 S Washtenaw Chicago, IL 60608	8 cases of Lagunitas IPA (4) and A Little Sumpin Sumpin Ale (4)	\$300.00 <hr/> \$300.00	Alumni Event - Hooking up with Second City

***NOTE:** The dollar value listed in these items represents an amount established by the donor.
College of DuPage and College of DuPage Foundation do not appraise donated items.



**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD INFORMATION

1. **SUBJECT**

Revised Board Policy:
Policy 15-55: Travel Expenses for Prospective Candidates

2. **REASON FOR CONSIDERATION**

Board approval is required to enact College policy.

3. **BACKGROUND INFORMATION**

In accordance with Board Policy 5-85: Formulation of Board Policy, The Board will continually monitor existing policies of the College to ensure their currency and applicability to existing conditions and will update as necessary and appropriate.

The proposed revisions to Board Policy 15-55, Travel Expenses for Prospective Candidates are attached hereto for information and first reading.

Staff Contact: Linda Sands-Vankerk, Vice President, Human Resources



COLLEGE OF DUPAGE

Policy Manual of the Board of Trustees

Human Resources – General

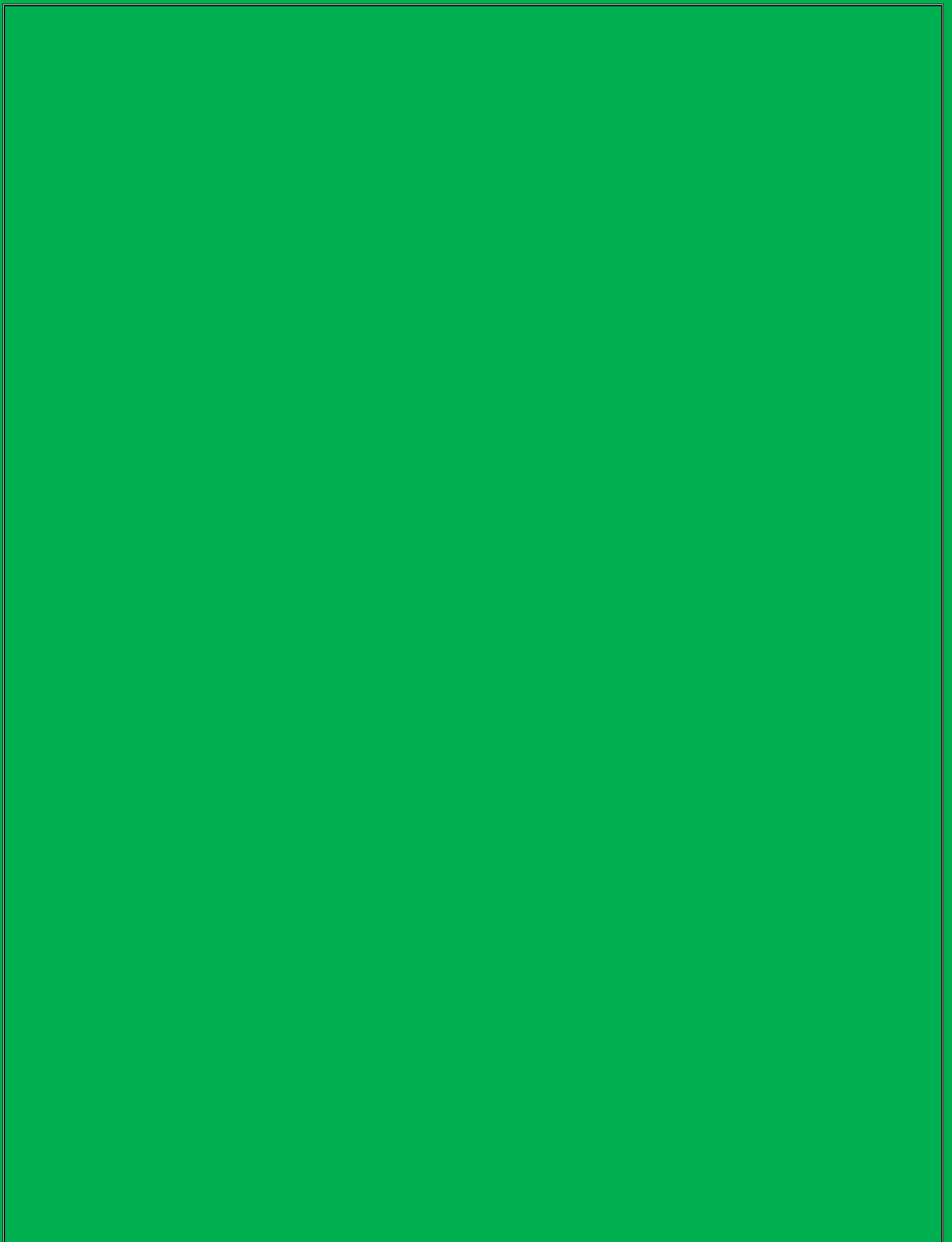
Policy No. 15-55

Reimbursement of Travel Expenses for Prospective Candidates

The College will pay up to one hundred percent (100%) of reasonable travel expenses incurred by out of town candidates for eligible positions. Reasonable travel expenses (as defined in Administrative Procedure 15-56) include expenses incurred for one (1) interview for those candidates who live seventy-five (75) miles or more from the College.~~provide reimbursement of a prospective candidate's travel expenses.~~

Travel Requests and/or reimbursement requests for reimbursement will be approved sent to the appropriate by the department Cabinet member and the Vice President for approval. of Human Resources and must contain appropriate detail related to the travel expenses. Requests must contain appropriate detail related to the travel expenses. Reimbursement will be considered only for any reasonable travel expense incurred during the interview process.

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**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD INFORMATION

1. **SUBJECT**

Revised Board Policy:
Policy 5-220: Audit Committee

2. **REASON FOR CONSIDERATION**

Board approval is required to enact College policy.

3. **BACKGROUND INFORMATION**

In accordance with Board Policy 5-85: Formulation of Board Policy, The Board will continually monitor existing policies of the College to ensure their currency and applicability to existing conditions and will update as necessary and appropriate.

The proposed revisions to Board Policy 5-220, Audit Committee, have been prepared by the Finance Department. They have been reviewed and are recommended by the Board of Trustees Audit Committee.

The revised Board Policy is hereto offered for information and first reading.

Staff Contact: Kim Michael-Lee, Interim Vice President, Administration/Treasurer



Audit Committee

(a) The Board of Trustees shall establish an audit committee. ~~The audit committee shall have a fiduciary duty that includes, but is not limited to, assessing risk and addressing matters such as financial statement reporting, internal controls, and compliance with applicable laws, rules, and board policies.~~ Committee members shall be appointed by the chairperson of the ~~b~~Board for a ~~term of 2 years~~ and may be ~~replaced from time to time~~ reappointed. The committee shall consist of at least 3 ~~board~~ members, ~~of the Board of Trustees who are not administrators or other employees of the College, and at least one member of the committee shall qualify as a financial expert.~~ The chairperson of the ~~b~~Board shall appoint one of the members of the committee as chairperson of the committee. ~~To be considered a financial expert, such person appointed to the committee must have the following:~~

- ~~(1) an understanding of generally accepted accounting principles and financial statements;~~
- ~~(2) the ability to assess the general application of such principles in connection with accounting for estimates, accruals, and reserves;~~
- ~~(3) experience preparing, auditing, analyzing, or evaluating financial statements;~~
- ~~(4) an understanding of internal controls; and~~
- ~~(5) an understanding of audit committee functions.~~

The committee should operate in accordance with the Government Finance Officers Association (GFOA) best practices, "an audit committee is a practical means for a governing body to provide much needed independent review and oversight of the government's financial reporting processes, internal controls, and independent auditors. An audit committee also provides a forum separate from management in which auditors and other interested parties can candidly discuss concerns. By effectively carrying out its functions and responsibilities, an audit committee helps to ensure that management properly develops and adheres to a sound system of internal controls, that procedures are in place to objectively assess management's practices, and that the independent auditors, through their own review, objectively assess the government's financial reporting practices."

If necessary, ~~a member of the committee is not a financial expert, then the committee shall hire an independent financial expert to operate as a consultant to the committee to ensure that the committee is fulfilling its fiduciary duty.~~ the audit committee will be allowed access to the services of at least one financial expert, either a committee member or an outside party engaged by the committee.

(b) The committee shall have the authority to ~~conduct~~ initiate, direct or ~~and~~ authorize investigations or reviews, ~~district~~ College-wide, through the internal audit department. The internal auditor and his or her department will report administratively to the President of the College, who will have the authority to approve all human resources actions related to the director of the internal audit department. All actions taken by the director of internal audit shall include input from the committee, the Board Chairman, and the President. All human resources actions shall follow the policies and procedures of the ~~distric~~ College.

To allow for independent analysis and investigation, the committee shall have unrestricted access to members of management and relevant information, such as books, records, facilities,

property, and personnel, in any format, electronic or other, in which the information may exist. ~~Audits or investigations may occur without notice. If circumstances require, district property or information relevant to the investigation may be removed from use during the investigation. The committee may retain independent counsel, accountants, or others to assist it in the conduct of any audit or investigation. The board shall delegate to the committee chairperson the ability to establish procedures and delegate duties as necessary and with the approval of the committee to conduct the effective and efficient operation of his or her functions.~~

- ~~c) The committee chairperson shall lead the committee in the fulfillment of its mission. The committee chairperson shall:~~
- ~~(1) provide the board with reports on the activities of the internal audit department at least quarterly;~~
 - ~~(2) ensure the committee is provided adequate training to fulfill its role;~~
 - ~~(3) present the budget for the internal audit department to the board for approval annually, as well as any budget overages;~~
 - ~~(4) periodically cause the committee to review the committee and internal audit department charters;~~
 - ~~(5) call committee meetings and approve agendas;~~
 - ~~(6) be apprised of significant details of audits and investigations in progress;~~
 - ~~(7) report whistleblower complaints as necessary to the Board Chairman, in compliance with board policy;~~
 - ~~(8) approve personnel actions taken by the President related to the director of internal audit; including appointment, performance evaluations, pay increases, and any disciplinary action taken, including termination; and~~
 - ~~(9) review monthly progress toward an annual audit plan.~~

~~With the approval of the committee, the committee chairperson may establish procedures necessary to perform these duties, as well as delegate duties as necessary for the efficient operation of the internal audit department.~~

~~(d c)~~ While the committee has the responsibilities and powers set forth in this Section Policy, it is not the committee's duty to plan or conduct audits or to determine that the district's College's financial statements are complete, accurate, and in accordance with generally accepted accounting principles. The College's administration is responsible for the preparation, presentation, and integrity of the College's financial statements and for the appropriateness of the accounting principles and reporting policies used. The College's independent auditors are responsible for auditing the College's annual financial statements.

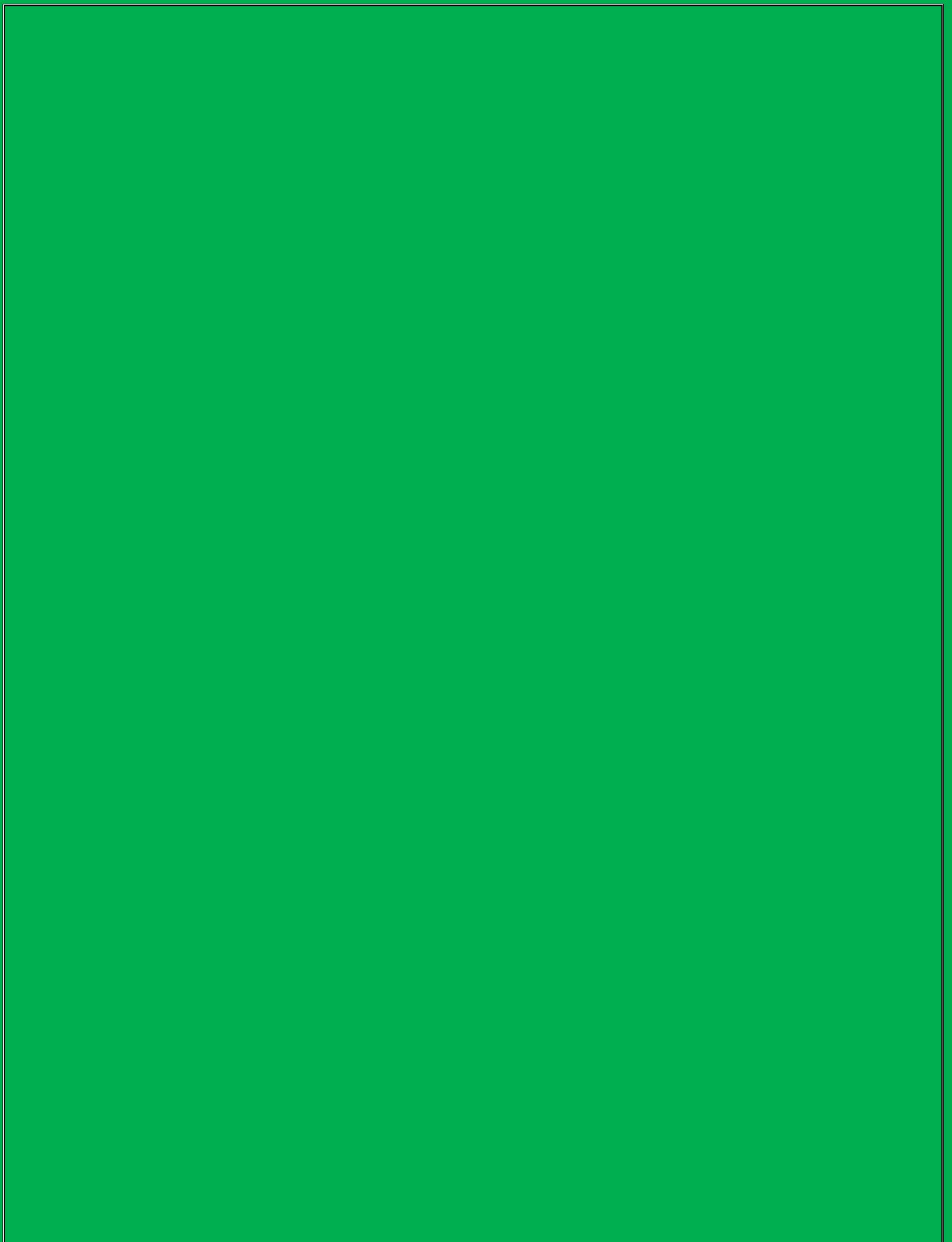
- ~~(e-d)~~ In meeting its responsibilities, ~~the committee shall have the following powers and duties:~~
- ~~(1) The committee shall meet 5 at least 2 times per year or more frequently as circumstances require.~~
 - ~~(2) The committee may include in its meetings members of management, representatives of the external auditors, members of the internal audit department, and any other personnel employed or retained by the State Board.~~
 - ~~(3) The committee shall periodically meet with members of management in separate executive sessions, as allowed by law, to discuss any matters that the committee believes should be addressed privately, without the presence of other members of management.~~

(f e) The committee shall have the following ~~additional~~ duties:

- (1) To report committee actions to the ~~b~~Board with recommendations, as the committee may deem appropriate.
- (2) To receive advance notice of all audits, reviews, and ~~audit other~~ investigations, whether internal or external. This notice may occur via verbal or written report as accepted by the committee.
- (3) To review the results of all audits, reviews, and ~~other~~ investigations, whether internal or external, for the College, regardless of the source of funding for the activity reviewed. This review may occur via verbal or written report as accepted by the committee.
- (4) To approve procedures for ~~and to review~~ the receipt, retention, and treatment of complaints received by the College, through any means, regarding accounting, internal accounting controls, or auditing matters, including procedures for the confidential, anonymous submission by College employees of concerns regarding questionable accounting or auditing matters and matters related to misuse, abuse, or misappropriation of resources and alleged financial fraud and supervisory misconduct.
- ~~(5) To review, on a periodic basis, summary information documenting complaints submitted relating to accounting, internal controls, or misuse, abuse, or misappropriation of resources.~~
- (6 5) To review and evaluate the effectiveness of the College's process for assessing significant risks or exposures and the steps management has taken to monitor and control such risks.
- (76) To inquire of management, internal auditors, and external auditors about risks facing the College.
- ~~(8) To review significant findings related to any audit, including management's response, and the timetable for implementation of corrections.~~
- ~~(9) To review summary findings from all completed audits and the status of implementing related recommendations until implementation is complete.~~
- ~~(10) To review periodically and update the committee's formal charter.~~
- ~~(11) To periodically review the internal audit department charter and evaluate the audit scope and role of internal audits.~~
- ~~(12) To provide oversight of the director of internal audit and the activities of the internal audit department.~~
- ~~(13) To review and appraise the organization structure of the internal audit department, as well as the adequacy of resources, qualifications, and independence of staff members.~~
- ~~(14) To approve all internal audit department reports related to audits or investigations, as well as related information, prior to release.~~
- ~~(15) To ensure the adequacy of procedures to protect confidentiality of information obtained through the activities of the internal audit department.~~
- ~~(16) To review and approve annual audit plans.~~
- ~~(17) To review and approve any changes required in the planned scope of an audit plan.~~
- ~~(18) To periodically review and approve committee effectiveness.~~
- ~~(19) To periodically evaluate with legal counsel the process for determining risks and exposure from asserted and unasserted litigation and claims for noncompliance with laws and rules to determine its effectiveness and to periodically review the status of open litigation or risks and known claims that have not yet been asserted.~~

- ~~(20) To review with management and the independent auditor at the completion of an annual audit:~~
- ~~(A) the annual financial statements, management's discussion and analysis, related footnotes, the compliance report, findings, and the auditor's report;~~
 - ~~(B) all alternative treatments of financial information that have been discussed with management;~~
 - ~~(C) critical accounting policies and practices in place;~~
 - ~~(D) all significant written communications between the auditor and management, such as management letter comments and the schedule of unadjusted differences;~~
 - ~~(E) any significant changes required in an audit plan; and~~
 - ~~(F) other matters related to conduct, which should be communicated to the committee under generally accepted auditing standards.~~
- (24_7) To review the scope ~~and approach~~ of the annual financial statement audit with the independent auditors.
- (A) The external auditor shall have direct access to the committee and shall meet privately without members of management present at least once during the course of an audit.
 - (8) The audit committee shall review internal and external audit results and discuss significant issues of internal control and compliance with the independent auditor, internal auditor, and management. The audit committee shall monitor management's progress in addressing any audit recommendations.
- ~~(22) To assess an external auditor's process for identifying and responding to key audit and internal control risks. The external auditor shall have direct access to the committee and shall meet privately without members of management present at least once during the course of an audit.~~
- ~~(23) To receive communications directly from the external auditor regarding any matters that arose during the course of his or her audit.~~
- (24_89) To report regularly to the full board any issues that arise with respect to:
- (A) the quality or integrity of the College's financial statements, not to duplicate communications and activities reported through the external audit;
 - (B) the performance and independence of the College's external auditors;
 - (C) the performance of the internal audit function; and
 - (D) any other matters in the committee's performance of its duties that the committee views important to present to the full board.

Adopted: 08/13/15	Reviewed:	Amended:
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**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD INFORMATION

1. **SUBJECT**

Revised Board Policy:
Policy 10-55: Investment of College Funds

2. **REASON FOR CONSIDERATION**

Board approval is required to enact College policy.

3. **BACKGROUND INFORMATION**

In accordance with Board Policy 5-85: Formulation of Board Policy, The Board will continually monitor existing policies of the College to ensure their currency and applicability to existing conditions and will update as necessary and appropriate.

The proposed revisions to Board Policy 10-55, Investment of College Funds, have been prepared by the Finance Department. They have been reviewed and are hereto offered by the Board of Trustees Audit Committee for information and first reading.

Staff Contact: Kim Michael-Lee, Interim Vice President, Administration/Treasurer



Investment of College Funds

Introduction

College of DuPage (“College”) has adopted this Investment Policy Statement (the “Policy”) to provide a clear understanding for and amongst College Trustees, outside investment managers and advisors and other interested parties concerning the investment of College funds. This Policy will be used to evaluate the performance of the investment portfolio and investment providers.

The College shall invest public funds in a manner that:

- Seeks to preserve capital while earning a market rate of return relative to the acceptable level of risk undertaken as defined in this Policy,
- Meets the cash flow needs of the College, and
- Satisfies all applicable governing laws, including, but not limited to, the Illinois Compiled Statutes, specifically 30 ILCS 235, the Public Funds Investment Act and 110 ILCS 805, the Public Community College Act (together the “Acts”, (the “Act”), and other state laws governing the investment of public funds, as amended from time to time.

Scope

As required by the Public Funds Investment Act, this Policy shall apply to all operating funds, special funds, interest and sinking funds, and other funds belonging to or in the custody of the College. These funds are accounted for in the College’s Comprehensive Annual Financial Report (“CAFR”) and generally include:

- i. Local property taxes received from the County Treasurers’ in DuPage, Cook and Will Counties;
- ii. Monies received from the State of Illinois for Base Operating and other grants or other funds received from any political or corporate subdivision;
- iii. All monies belonging to the College in its corporate capacity.

Upon approval and upon future amendment, if any, copies of this Policy will be delivered to:

- i. The Board of Trustees and Treasurer or other officer(s) of the College;
- ii. All depositories or fiduciaries of public funds of the College; and
- iii. Any investment advisers or managers used by the College.

The investment of bond funds or sinking funds shall comply with this Policy and the requirements of any applicable bond resolution.

This Policy does not apply to the College’s 403(b) and 457 Deferred Compensation Plans, as well as funds managed separately and subject to the Investment Policy Statement of the Foundation.

Objectives of the Policy

The College's investment objectives ~~will include, in order of priority, include:~~

- **Safety:** Safety and preservation of principal in the overall portfolio. ~~For the types of investment in this policy, safety can generally be considered both in terms of likelihood of default (credit risk) and the degree to which prices change in response to market conditions (market risk). is the foremost investment objective.~~
- **Liquidity:** Portfolio must have sufficient liquidity to meet all projected cash flow needs of the College.
- **Return:** Maintain the purchasing power of the investable assets by producing positive real rates of return in excess of inflation. Maximize returns within reasonable and prudent levels of risk, as defined by this Policy and applicable law and Board policies.

~~The Treasurer or Chief Executive Officer ("Treasurer") will work with Financial Affairs staff to maintain a cash forecast and allocate the funds by duration and investment type. This forecast will be used by the Treasurer to determine when funds may be required for expenditures, and funds will be invested in four categories:~~

- ~~Operating Funds: Short-term, under 1 year~~
- ~~Contingency Funds Working Cash (Medium/Long-term): 1-3 year, unless Board approves investments over 3 years~~
- ~~Capital Projects: Matched to certain capital projects: 1-5 year, unless Board approves investments over 5 years~~
- ~~Special Funds: For Special uses other than above: maturity/duration can vary~~

~~The prioritization of safety, liquidity and return will be determined by the above categories of the investment. While the categories of investments allowed by the Acts and this policy are of generally high quality, assets of a longer maturity and duration may have higher variations in day to day market value than those of shorter duration.~~

The College's investment portfolio will be reviewed ~~at least~~ annually ~~by the College's Internal Audit Department~~ as to its effectiveness in meeting the College's needs for safety, liquidity, return, diversification, and its overall general performance. ~~The results of the report will be provided to the College's president and Board's Audit Committee. In addition, the investment policy will be reviewed at least annually by the Treasurer and the President with recommendations for any policy amendments provided to the Board.~~

Delegation of Authority

The Board of Trustees has ultimate fiduciary responsibility for the investment of College funds. To execute these responsibilities, the Board of Trustees approves the Policy and delegates responsibility to the Treasurer. ~~The Treasurer will have responsibility for policy implementation and ongoing monitoring and oversight of the investment portfolio. The Treasurer may delegate the day-to-day responsibility for the investment of College funds to the Assistant Vice President, Finance and Controller. The College may hire external investment managers to manage portfolios~~

~~for the College within the stated investment policy guidelines of this Policy. The Treasurer may contract with a financial advisor(s) on behalf of the College. This financial advisor will report to the Treasurer and manage a portfolio of investments subject to the provisions of this Policy. Should the College hire one or more investment advisor, each advisor will be given a copy of this Policy and will manage the portfolio within the percent constraints elsewhere in this Policy. For example, if an advisor manages \$10,000,000, that advisor will have no more than 30% in commercial paper. For advisors existing prior to approval of this Policy, there will be a 90 day period to bring those accounts into compliance or move the securities to new advisors.~~

Standard of Care

The standard of care to be used in the investment of College funds shall be the “prudent person” standard and shall be applied in the context of managing the overall investment portfolio. The prudent person standard states:

“Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.”

Officers acting in accordance with this Policy and exercising due diligence shall be relieved of personal responsibility for an individual investment’s credit or market risk, provided that deviations from expectations are reported in a timely manner and appropriate action is taken to minimize adverse developments.

~~Investments shall be made seeking the highest returns consistent with: (1) preservation of capital; (2) the College’s anticipated cash flow needs; (3) prudent investment principles and (4) restrictions contained in applicable law and this Policy.~~

The adoption of this standard of care by the Board of Trustees does not grant any authority to invest College funds in any investments that are not specifically authorized by this Policy and the Acts.

Ethics and Conflicts of Interest

Board members, officers and employees involved in the investment process will refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Specifically, they will be familiar with Section 2(d) of the Acts, which notes the following:

“Except for pecuniary interests permitted under subsection (f) of Section 3-14-4 of the Illinois Municipal Code or under Section 3.2 of the Public Officer Prohibited Practices Act, no person acting as treasurer or who is employed in any similar capacity by or for a public agency may do any of the following:

- (1) have any interest, directly or indirectly, in any investments in which the agency is authorized to invest
- (2) have any interest, directly or indirectly, in the sellers, sponsors, or managers of those investments
- (3) receive, in any manner, compensation of any kind from any investments in which the agency is authorized to invest”

Further, all College employees involved in the investment of College funds, shall adhere to the standards prescribed in the Code of Professional Ethics for the Government Finance Officers Association of the United States and Canada ("GFOA"). This Code is attached to this Policy as Exhibit A.

Authorized Financial Institutions and Intermediaries

The Treasurer, with the assistance of staff, will limit investments to financial institutions determined by the Treasurer to be in compliance with this Policy. ~~authorized depository financial institutions authorized to deposit College funds or provide investment services.~~ These financial institutions may include depositories, investment advisors, broker/dealers and local government investment pools, ~~such as~~ banks, savings and loans, and credit unions ~~and Illinois Funds.~~ ~~Prior to initiating any transactions depositing or investing College funds, the financial institution must provide certification to the Treasurer of having read and understood this Policy, agree to comply with this Policy and ensure that all investments will conform to this Policy. The Treasurer will obtain information which will provide she or he with assurance that the institution will agree to comply with this Policy. This will include a written certification that an authorized signer has read and understands the policy, although in certain instances, the CFO and President together may elect to waive this requirement.~~ Financial institutions selected to engage in transactions with the College shall be at the sole discretion of the College. Consideration for working with any financial institution will include financial condition, level and breadth of service, competitive pricing and experience working with other higher education and/or government institutions.

All depositories shall be insured by the Federal Deposit Insurance Corporation ("FDIC") or the National Credit Union Administration ("NCUA") and may consist of banks, savings and loan associations and credit unions that meet the following requirements:

- Minimum Capital, as defined by the FDIC, as Tier 1 Risk-Based Capital Ratio, at a level to be considered to be "Well Capitalized."
- Have been in operation for at least five years
- Have a Community Reinvestment Act rating of "Outstanding" or "Satisfactory"

For bank trust companies serving in a safekeeping role, the Treasurer will validate that proper internal controls are being followed by the trust company. The Treasurer will also ensure that the bank related to the trust company meets above requirements for capitalization, time in business and community reinvestment act rating.

All financial institutions serving as a depository for College funds shall supply the following information to the Treasurer:

- Depository contract or account agreement
- Collateral Agreement, if applicable
- Audited financial statements
- Statement of Condition (the "Call Report")
- Community Reinvestment Act report
- Certification as to having read and agreeing to comply with this Policy.

All investment managers shall be registered under the SEC Investment Advisors Act of 1940.

All security broker/dealers desiring to provide investment transactions for the College must meet the following minimum requirements:

- Minimum Net Capital Requirements in compliance with SEC Rule 15c3-1
- Have been in operation for at least five years
- Maintains blanket SIPC insurance coverage

All security broker/dealers must also supply the following, as appropriate:

- Trading resolution, if applicable
- Custodial Agreement, if applicable and not part of account opening document
- Audited financial statements
- Proof of Financial Industry Regulatory Authority (FINRA) status certification and compliance
- Certification as to having read and agreeing to comply with this Policy

In making decisions regarding contracting with service providers, the Treasurer will consider any relevant Board policies related to doing business with firms controlled by women, minorities and people with disabilities. The College is committed to developing its investment activities with minority-owned and local financial institutions that offer deposit or investment services that are competitively priced and provide high quality service and performance.

Authorized Investments

The Treasurer may invest restricted and unrestricted funds, including current operating funds, special funds, interest and sinking funds, and other funds belonging to or in the custody of the College, in the following types of securities, provided that such securities shall achieve the objectives described in the Objectives of the Policy section of this policy and that such securities shall mature or be redeemable on the date or dates prior to the time when in the judgment of the Treasurer, the funds so invested will be required for expenditures by the Board. Securities shall generally be purchased with the intention that they will be held to maturity so as to minimize interest rate risk.

Funds shall be invested in such securities as authorized by the Act, as amended from time to time.

The following investments will be permitted under this Policy, but may be further restricted at the discretion of the Treasurer for portfolio management purposes. The Maximum Aggregate Limits calculation will be defined as the maximum percentage of all cash equivalents and investments allowed for the category. Further, certain categories have limits for individual funds. It is also recognized that due to change in market condition, change in policy or change in liquidity position, a portfolio could temporarily be out of limits. In those situations, the Treasurer will act to bring back into compliance as soon as possible, in no later than 30 days after situation is recognized (unless extension is approved by the Board of Trustees). The variance to the limits below will be brought to the Board of Trustees' attention as soon as possible along with the cause and remedy.

1. Funds may be deposited in Certificates of Deposit, Money Market Accounts, Time Deposits, or Savings Accounts, only with banks, savings banks, credit unions and savings and loan associations which are insured by the FDIC (Bank Insurance Fund or Savings Association Insurance Fund) or NCUSIF. The deposits must be collateralized or insured at levels acceptable to the College in excess of the current maximum limit provided by the FDIC or NCUSIF (See Section 9 - Collateralization). Maximum Aggregate Limit: Not Limit
2. Investments may be made in bonds, notes, certificates of indebtedness, treasury bills or other securities which are guaranteed by the full faith and credit of the United States of America as to principal and interest. Investments may be made in short term discount

obligations such as the Federal National Mortgage Association, and other US Agency obligations as described in paragraph 2(b) and 2(c) of the Act with a maturity date not to exceed 5 years. All investment transactions by the College will be conducted on a delivery-versus-payment (DVP) basis. Maximum Aggregate Limit: No limit on non-callable securities of this type, however, no more than 25% of the College's total investment portfolio may be invested in callable securities of this type.

3. The College may invest in Illinois Funds or Illinois School District Liquid Asset Fund provided that they are rated AAAm or equivalent by Standard & Poor's or Moody's and are investing in a manner consistent with the Acts. Maximum Aggregate Limit for this Category is 15% of holdings with no more than 7.5% of holdings in each fund. Local government investment pools (such as Illinois Funds or Illinois School District Asset Fund) provided that the pool is rated at the time of investment in one of the two highest rating categories by at least two of the three nationally recognized rating agencies. No more than 5% of the College's investment portfolio can be invested in any single fund.
4. Collateralized repurchase agreements which conform to the requirements stated in paragraph 2(g) or 2(h) of the Acts.
5. Commercial paper meeting the following requirements:
 - a. The corporation must be organized in the United States.
 - b. The investment must be rated at the time of purchase in ~~the top tier of~~ the three highest classifications established by at least two nationally recognized rating services.
 - c. The obligations cannot have a maturity longer than 270 days.
 - ~~d. Not more than 20% of the College's operating investment portfolio can be invested in commercial paper at any time.~~
 - e. d. The total investment in any one corporation cannot exceed 5% of the corporation's total liabilities. Maximum Aggregate Limit is 30% of total portfolio with no more than 5% of portfolio in a single issue.
6. ~~Money market mutual funds which invest primarily in investment grade, short-term corporate bonds in a manner consistent with paragraph 2.4j of the Public Funds Investment Act. These are funds which invest in investment grade, short-term bonds. These funds will be approved by the Board or listed separately in the policy. Maximum Aggregate Limit is 15% of total portfolio, with no more than 5% in a single fund. registered under the Investment Company Act of 1940 that invest in investment grade short term bonds. Such mutual funds must have assets of at least \$250 million, must be AA rated as established by a nationally recognized rating service. No more than 5% of the College's operating investment portfolio can be invested in such funds. The 5% restriction does not apply to the investment of the College's outstanding bond proceeds, which are segregated from the College's operating portfolio.~~
7. The College may invest in money market mutual funds registered under the Investment Act of 1940, from time to time amended, that invest obligations including bonds, notes, certificates of indebtedness, treasury bills or other securities which are guaranteed by the full faith and credit of the United States or in bonds, notes, debentures, or other obligations the United States, its agencies and its instrumentalities, primarily in U.S. Treasury securities or agencies backed by the full faith and credit of the United States of America as to principal and interest (i.e. Federated Treasury Obligations Fund or the Treasury Fund).

~~Funds must have the highest possible rating from S&P or Moody's. Maximum Aggregate Position: Unlimited for this category, although no more than 20% of the total investment portfolio in any one fund. The total investment in any one fund cannot exceed 5% of the total assets in the fund.~~

~~8. The College may invest in the Illinois Institutional Investors Trust. No more than 25% of the total investment portfolio can be invested in this fund.~~

~~9. The College may invest in the PFM/Prime Series Fund. No more than 25% of the total investment portfolio can be invested in this fund.~~

~~The College may contract with a bank or broker to manage a portfolio of investments subject to the provisions of this Policy.~~

8. The College may invest in tax-exempt and taxable municipal securities, including any issued by the College. The bonds shall be rated within the four highest rating classifications established by a nationally recognized rating service. Maximum Aggregate position is 30% of total portfolio, with no more than 2.5% in a given issue.

Prohibited Investments

The College strictly prohibits investing directly in the following financial instruments:

- Any derivatives such as forwards, swaps or futures contracts
- Private placements
- Unregistered stock

Collateralization

In recognition of the GFOA recommended practice on Collateralization of Public Deposits, it is the policy of the College to require that time deposits in excess of FDIC and NCUSIF insurable limits must be secured by collateral or AAA-rated private insurance at time of purchase to protect public deposits in a single financial institution if it were to default.

1. Financial institutions must collateralize all deposits in excess of the maximum limit provided by the FDIC and NCUA limits to 102% of market value. The ratio of market value of collateral to the amount of funds on deposit shall be reviewed on a monthly basis. Additional collateral will be required should the ratio fall below the minimum required level.
2. Acceptable collateral includes the following:
 - a. Bonds, notes, certificates of indebtedness, treasury bills, or other securities now or hereafter issued which are guaranteed by the full faith and credit of the United States of America as to principal and interest;
 - b. Bonds, notes or other securities constituting the direct and general obligations of any agency or instrumentality of the United States, the interest and principal of which is guaranteed by the United States;
 - c. Bonds issued by the College;
 - d. Obligations of United States Government Agencies; and
 - e. Certain surety bonds or letters of credit as approved by the Treasurer.

3. Safekeeping of Collateral. An executed collateral agreement must be on file with the College. Third party safekeeping is required for all collateral. To accomplish this, the securities must be held at one or more of the following locations:
 - a. At a Federal Reserve Bank or its branch office;
 - b. At another custodial facility in a trust or safekeeping department through book-entry at the Federal Reserve;
 - c. By a custodial agent of the pledging institution; or
 - d. By the trust department of the issuing bank.

Diversification

The College's Treasurer will diversify its the investment portfolio to eliminate mitigate the risk of loss resulting in an over concentration in a specific maturity, issuer, financial institution, broker dealer, or class of securities. Given the composition of investments allowed by the Acts, a number of investments will be issued by, or guaranteed by the US government. Diversification can be by type of investment, number of institutions invested in, and maturity. Diversification strategies shall be periodically reviewed and adjusted by the Treasurer.

Internal Control

The Treasurer is responsible for establishing and maintaining an internal control structure designed to insure that the assets of the entity are protected from loss, theft or misuse. The internal control structure will be designed to provide reasonable assurance that these objectives are met.

Performance Standards

This investment portfolio will be managed in accordance with the parameters specified within this Policy. Benchmarks will be established at the beginning of the fiscal year (or as soon as possible following issuance of this Policy). Benchmarks should consider the average maturities of the portfolios and can be weighted with various asset categories to more appropriately measure impact of asset classes, such as commercial paper and municipals in addition to treasuries. For example, if the portfolio was composed of 10% money markets and 90% 1-3 year treasury bonds, a logical benchmark might be a weighting of a 10% short-term money market return index and 90% of a 1-3 year index. Currently, the 180 day T-Bill Index is the benchmark standard being utilized. The portfolio should earn a comparable rate of return during a market/economic environment of stable interest rates. Portfolio performance should be compared to benchmarks with similar maturity, liquidity and credit quality as the portfolio. The benchmarks used will be nationally recognized Treasury indexes of duration appropriate for the portfolio, Illinois Funds and the Prudent Man Index.

Reporting Requirements

The Treasurer will prepare a monthly and quarterly investment report and provide to both the Board of Trustees and the President. In this report, the Treasurer will provide securities in the portfolio by account, class and type and include information regarding book value, income earned, market value, monthly and fiscal year-to-date return for account and in aggregate, performance vs. benchmarks. The Treasurer will also describe the contents of accounts, and how they meet compliance of the Investment Policy. On a monthly and quarterly basis, the Treasurer will affirm compliance with the policy, or note areas where the policy is not in compliance and plan to remedy.

On a quarterly basis, the Treasurer will provide the President and the Board of Trustees a report similar to the monthly, and include a listing of all assets including cost basis, market value, maturity and unrealized gain/loss. At the end of the fiscal year, the final quarterly report will include an

~~annual review of the portfolio vs. benchmarks, to summarize investment activities of the investment portfolio and report portfolio performance via rate of return. On at least a quarterly basis, the Treasurer shall provide the Board of Trustees a report on overall portfolio performance and shall include information on the investments in the portfolio by type, issuer, interest rate, maturity, book value, income earned, current market value as of the report date and comparison to any applicable benchmarks. This report will be reviewed by the Board.~~

Investment Policy Adoption

The Policy will be adopted by the Board. This Policy is available for public inspection at the Office of the Board Secretary, 425 Fawell Blvd., Glen Ellyn, IL. The Policy will be reviewed periodically by the Treasurer and any modifications made thereto must be approved by the Board.

Glossary of Terms

% Held (MV) = Percent weight of the security in the portfolio based on market value.

Average Life = The weighted average time to receipt of principal payments (including scheduled pay-downs and prepayments).

Coupon = The security coupon rate or the weighted average coupon of the bonds in a portfolio.

Eff Duration = Effective Duration – An option-adjusted measure of a bond's (or portfolio's) sensitivity to changes in interest rates.

Maturity = The security maturity from the date of the report or the market value weighted average maturity of the bonds in a portfolio.

Mkt Value (\$) = Market Value

Port Mkt Val (000) = Portfolio Market Value

Quality = The Moody's security rating or the market value weighted average quality of the bonds in a portfolio.

YTW = The lowest potential yield that can be received on a bond without the issuer actually defaulting.

Adopted: 3/19/09	Reviewed:: 2/21/13	Amended: 03/19/13:
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Exhibit A

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Code of Professional Ethics

The Government Finance Officers Association of the United States and Canada is a professional organization of public officials united to enhance and promote the professional management of governmental financial resources by identifying, developing and advancing fiscal strategies, policies, and practices for the public benefit.

To further these objectives, all government finance officers are enjoined to adhere to legal, moral, and professional standards of conduct in the fulfillment of their professional responsibilities. Standards of professional conduct as set forth in this code are promulgated in order to enhance the performance of all persons engaged in public finance.

I. Personal Standards

Government finance officers shall demonstrate and be dedicated to the highest ideals of honor and integrity in all public and personal relationships to merit the respect, trust, and confidence of governing officials, other public officials, employees, and of the public.

- They shall devote their time, skills, and energies to their office both independently and in cooperation with other professionals.
- They shall abide by approved professional practices and recommended standards.

II. Responsibility as Public Officials

Government finance officers shall recognize and be accountable for their responsibilities as officials in the public sector.

- They shall be sensitive and responsive to the rights of the public and its changing needs.
- They shall strive to provide the highest quality of performance and counsel.
- They shall exercise prudence and integrity in the management of funds in their custody and in all financial transactions.
- They shall uphold both the letter and the spirit of the constitution, legislation, and regulations governing their actions and report violations of the law to the appropriate authorities.

III. Professional Development

Government finance officers shall be responsible for maintaining their own competence, for enhancing the competence of their colleagues, and for providing encouragement to those seeking to enter the field of government finance. Finance officers shall promote excellence in the public service.

IV. Professional Integrity - Information

Government finance officers shall demonstrate professional integrity in the issuance and management of information.

- They shall not knowingly sign, subscribe to, or permit the issuance of any statement or report which contains any misstatement or which omits any material fact.
- They shall prepare and present statements and financial information pursuant to applicable law and generally accepted practices and guidelines.
- They shall respect and protect privileged information to which they have access by virtue of their office.
- They shall be sensitive and responsive to inquiries from the public and the media, within the framework of state or local government policy.

V. Professional Integrity - Relationships

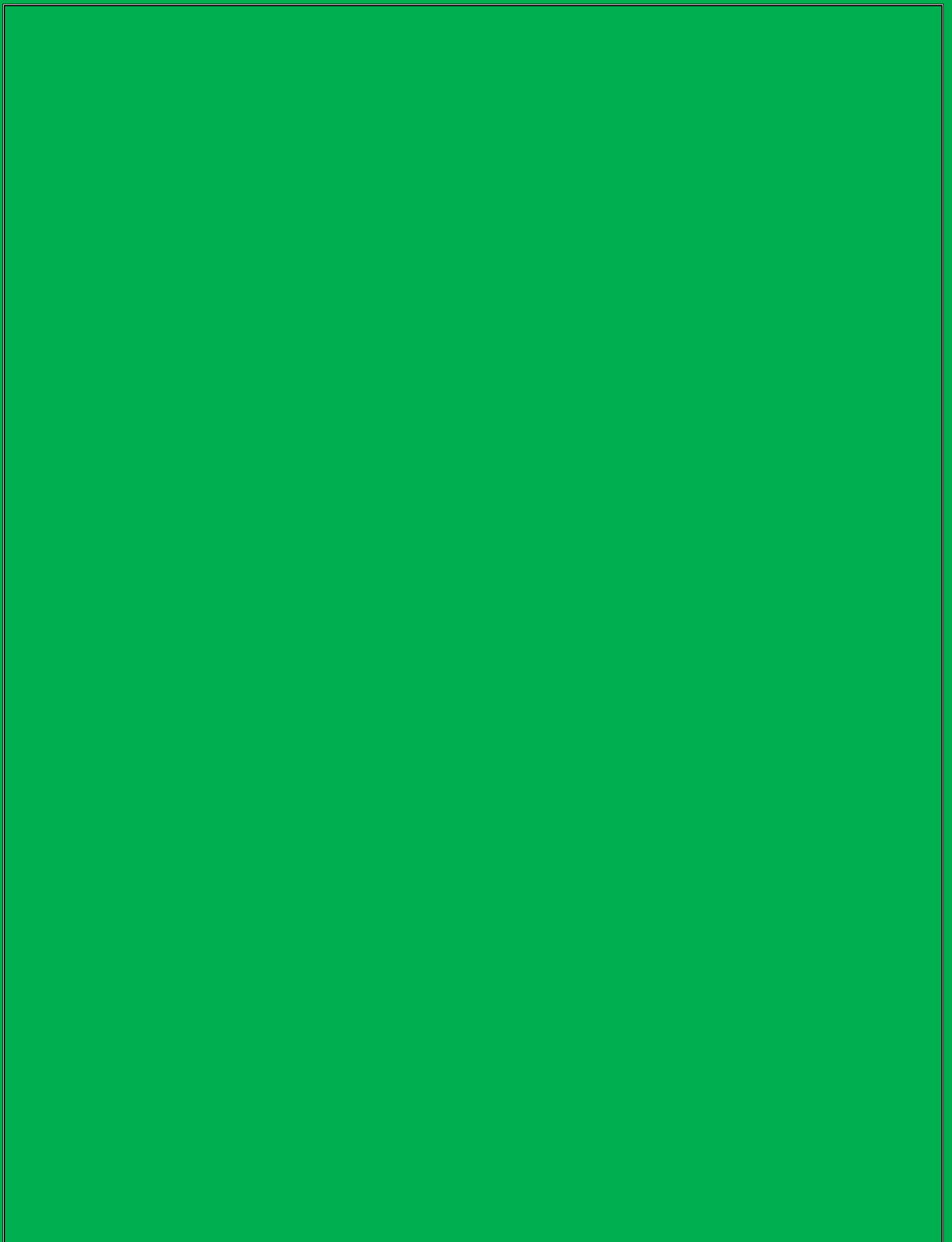
Government finance officers shall act with honor, integrity, and virtue in all professional relationships.

- They shall exhibit loyalty and trust in the affairs and interests of the government they serve, within the confines of this Code of Ethics.
- They shall not knowingly be a party to or condone any illegal or improper activity.
- They shall respect the rights, responsibilities, and integrity of their colleagues and other public officials with whom they work and associate.
- They shall manage all matters of personnel within the scope of their authority so that fairness and impartiality govern their decisions.
- They shall promote equal employment opportunities, and in doing so, oppose any discrimination, harassment, or other unfair practices.

VI. Conflict of Interest

Government finance officers shall actively avoid the appearance of or the fact of conflicting interests.

- They shall discharge their duties without favor and shall refrain from engaging in any outside matters of financial or personal interest incompatible with the impartial and objective performance of their duties.
- They shall not, directly or indirectly, seek or accept personal gain which would influence, or appear to influence, the conduct of their official duties.
- They shall not use public property or resources for personal or political gain.



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[Criteria & Requirements](#) > [Criteria for Accreditation](#)

Policy Title: Criteria for Accreditation

Number: CRRT.B.10.010

The Criteria for Accreditation are the standards of quality by which the Commission determines whether an institution merits accreditation or reaffirmation of accreditation. They are as follows:

Criterion One. Mission

The institution's mission is clear and articulated publicly; it guides the institution's operations.

Core Components

- 1.A. The institution's mission is broadly understood within the institution and guides its operations.
 1. The mission statement is developed through a process suited to the nature and culture of the institution and is adopted by the governing board.
 2. The institution's academic programs, student support services, and enrollment profile are consistent with its stated mission.
 3. The institution's planning and budgeting priorities align with and support the mission. (This sub-component may be addressed by reference to the response to Criterion 5.C.1.)
- 1.B. The mission is articulated publicly.
 1. The institution clearly articulates its mission through one or more public documents, such as statements of purpose, vision, values, goals, plans, or institutional priorities.
 2. The mission document or documents are current and explain the extent of the institution's emphasis on the various aspects of its mission, such as instruction, scholarship, research, application of research, creative works, clinical service, public service, economic development, and religious or cultural purpose.
 3. The mission document or documents identify the nature, scope, and intended constituents of the higher education programs and services the institution provides.
- 1.C. The institution understands the relationship between its mission and the diversity of society.
 1. The institution addresses its role in a multicultural society.
 2. The institution's processes and activities reflect attention to human diversity as appropriate within its mission and for the constituencies it serves.
- 1.D. The institution's mission demonstrates commitment to the public good.
 1. Actions and decisions reflect an understanding that in its educational role the institution serves the public, not solely the institution, and thus entails a public obligation.
 2. The institution's educational responsibilities take primacy over other purposes, such as generating financial returns for investors, contributing to a related or parent organization, or supporting external interests.
 3. The institution engages with its identified external constituencies and communities of interest and responds to their needs as its mission and capacity allow.

Criterion Two. Integrity: Ethical and Responsible Conduct

The institution acts with integrity; its conduct is ethical and responsible.

Core Components

- 2.A. The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows policies and processes for fair and ethical behavior on the part of its governing board, administration, faculty, and staff.
- 2.B. The institution presents itself clearly and completely to its students and to the public with regard to its programs, requirements, faculty and staff, costs to students, control, and accreditation relationships.
- 2.C. The governing board of the institution is sufficiently autonomous to make decisions in the best interest of the institution and to assure its integrity.

- [Print This Policy](#) -
- [Print Complete Policy Book](#) -

Related Policies

[CRRT.B.10.020](#)

Assumed Practices

[INST.B.30.020](#)

Obligations of Affiliation

Policy History

Last Revised: June 2014

First Adopted: August 1992

Revision History: Criterion Three revised August 1998, revised February 2002, revised February 2007. New Criteria for Accreditation adopted February 2003, effective January 2005, New Criteria for Accreditation adopted February 2012, effective January 2013

Notes: Former Policy Number: 1 1(a), 2013 – 1 1 Part A, 1 1 Part B. The Revised Criteria for Accreditation, Assumed Practices, and other new and revised related policies adopted February 2012 are effective for all accredited institutions on January 1, 2013. See Appendix A for information on the related policies that sunset December 31, 2012.

Policy Number Key

Section CRRT: Criteria and Requirements

Chapter B: Criteria for Accreditation

Part 10: General

Related Procedures

- [Guiding Values](#)
- [Glossary](#)
- [Criteria Guidelines](#)
 - [Dual Credit Programs and Courses](#)
 - [Qualified Faculty](#)
 - [School of Record Guidelines](#)
 - [Two-Year Institutions Seeking to Offer the Baccalaureate Degree](#)

1. The governing board's deliberations reflect priorities to preserve and enhance the institution.
2. The governing board reviews and considers the reasonable and relevant interests of the institution's internal and external constituencies during its decision-making deliberations.
3. The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests, or other external parties when such influence would not be in the best interest of the institution.
4. The governing board delegates day-to-day management of the institution to the administration and expects the faculty to oversee academic matters.

2.D. The institution is committed to freedom of expression and the pursuit of truth in teaching and learning.

2.E. The institution's policies and procedures call for responsible acquisition, discovery and application of knowledge by its faculty, students and staff.

1. The institution provides effective oversight and support services to ensure the integrity of research and scholarly practice conducted by its faculty, staff, and students.
2. Students are offered guidance in the ethical use of information resources.
3. The institution has and enforces policies on academic honesty and integrity.

Criterion Three. Teaching and Learning: Quality, Resources, and Support

The institution provides high quality education, wherever and however its offerings are delivered.

Core Components

3.A. The institution's degree programs are appropriate to higher education.

1. Courses and programs are current and require levels of performance by students appropriate to the degree or certificate awarded.
2. The institution articulates and differentiates learning goals for its undergraduate, graduate, post-baccalaureate, post-graduate, and certificate programs.
3. The institution's program quality and learning goals are consistent across all modes of delivery and all locations (on the main campus, at additional locations, by distance delivery, as dual credit, through contractual or consortial arrangements, or any other modality).

3.B. The institution demonstrates that the exercise of intellectual inquiry and the acquisition, application, and integration of broad learning and skills are integral to its educational programs.

1. The general education program is appropriate to the mission, educational offerings, and degree levels of the institution.
2. The institution articulates the purposes, content, and intended learning outcomes of its undergraduate general education requirements. The program of general education is grounded in a philosophy or framework developed by the institution or adopted from an established framework. It imparts broad knowledge and intellectual concepts to students and develops skills and attitudes that the institution believes every college-educated person should possess.
3. Every degree program offered by the institution engages students in collecting, analyzing, and communicating information; in mastering modes of inquiry or creative work; and in developing skills adaptable to changing environments.
4. The education offered by the institution recognizes the human and cultural diversity of the world in which students live and work.
5. The faculty and students contribute to scholarship, creative work, and the discovery of knowledge to the extent appropriate to their programs and the institution's mission.

3.C. The institution has the faculty and staff needed for effective, high-quality programs and student services.

1. The institution has sufficient numbers and continuity of faculty members to carry out both the classroom and the non-classroom roles of faculty, including oversight of the curriculum and expectations for student performance; establishment of academic credentials for instructional staff; involvement in assessment of student learning.
2. All instructors are appropriately qualified, including those in dual credit, contractual, and consortial programs.
3. Instructors are evaluated regularly in accordance with established institutional policies and procedures.
4. The institution has processes and resources for assuring that instructors are current in their disciplines and adept in their teaching roles; it supports their professional development.
5. Instructors are accessible for student inquiry.
6. Staff members providing student support services, such as tutoring, financial aid advising, academic advising, and co-curricular activities, are appropriately qualified, trained, and supported in their professional development.

3.D. The institution provides support for student learning and effective teaching.

Questions?

policycomments@hlcommission.org

800 621 7440

1. The institution provides student support services suited to the needs of its student populations.
 2. The institution provides for learning support and preparatory instruction to address the academic needs of its students. It has a process for directing entering students to courses and programs for which the students are adequately prepared.
 3. The institution provides academic advising suited to its programs and the needs of its students.
 4. The institution provides to students and instructors the infrastructure and resources necessary to support effective teaching and learning (technological infrastructure, scientific laboratories, libraries, performance spaces, clinical practice sites, museum collections, as appropriate to the institution's offerings).
 5. The institution provides to students guidance in the effective use of research and information resources.
- 3.E. The institution fulfills the claims it makes for an enriched educational environment.
1. Co-curricular programs are suited to the institution's mission and contribute to the educational experience of its students.
 2. The institution demonstrates any claims it makes about contributions to its students' educational experience by virtue of aspects of its mission, such as research, community engagement, service learning, religious or spiritual purpose, and economic development.

Criterion Four. Teaching and Learning: Evaluation and Improvement

The institution demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

Core Components

- 4.A. The institution demonstrates responsibility for the quality of its educational programs.
1. The institution maintains a practice of regular program reviews.
 2. The institution evaluates all the credit that it transcripts, including what it awards for experiential learning or other forms of prior learning, or relies on the evaluation of responsible third parties.
 3. The institution has policies that assure the quality of the credit it accepts in transfer.
 4. The institution maintains and exercises authority over the prerequisites for courses, rigor of courses, expectations for student learning, access to learning resources, and faculty qualifications for all its programs, including dual credit programs. It assures that its dual credit courses or programs for high school students are equivalent in learning outcomes and levels of achievement to its higher education curriculum.
 5. The institution maintains specialized accreditation for its programs as appropriate to its educational purposes.
 6. The institution evaluates the success of its graduates. The institution assures that the degree or certificate programs it represents as preparation for advanced study or employment accomplish these purposes. For all programs, the institution looks to indicators it deems appropriate to its mission, such as employment rates, admission rates to advanced degree programs, and participation rates in fellowships, internships, and special programs (e.g., Peace Corps and Americorps).
- 4.B. The institution demonstrates a commitment to educational achievement and improvement through ongoing assessment of student learning.
1. The institution has clearly stated goals for student learning and effective processes for assessment of student learning and achievement of learning goals.
 2. The institution assesses achievement of the learning outcomes that it claims for its curricular and co-curricular programs.
 3. The institution uses the information gained from assessment to improve student learning.
 4. The institution's processes and methodologies to assess student learning reflect good practice, including the substantial participation of faculty and other instructional staff members.
- 4.C. The institution demonstrates a commitment to educational improvement through ongoing attention to retention, persistence, and completion rates in its degree and certificate programs.
1. The institution has defined goals for student retention, persistence, and completion that are ambitious but attainable and appropriate to its mission, student populations, and educational offerings.
 2. The institution collects and analyzes information on student retention, persistence, and completion of its programs.
 3. The institution uses information on student retention, persistence, and completion of programs to make improvements as warranted by the data.
 4. The institution's processes and methodologies for collecting and analyzing information on student retention, persistence, and completion of programs reflect good practice. (Institutions

are not required to use IPEDS definitions in their determination of persistence or completion rates. Institutions are encouraged to choose measures that are suitable to their student populations, but institutions are accountable for the validity of their measures.)

Criterion Five. Resources, Planning, and Institutional Effectiveness

The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

Core Components

5.A. The institution's resource base supports its current educational programs and its plans for maintaining and strengthening their quality in the future.

1. The institution has the fiscal and human resources and physical and technological infrastructure sufficient to support its operations wherever and however programs are delivered.
2. The institution's resource allocation process ensures that its educational purposes are not adversely affected by elective resource allocations to other areas or disbursement of revenue to a superordinate entity.
3. The goals incorporated into mission statements or elaborations of mission statements are realistic in light of the institution's organization, resources, and opportunities.
4. The institution's staff in all areas are appropriately qualified and trained.
5. The institution has a well-developed process in place for budgeting and for monitoring expense.

5.B. The institution's governance and administrative structures promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.

1. The governing board is knowledgeable about the institution; it provides oversight of the institution's financial and academic policies and practices and meets its legal and fiduciary responsibilities.
2. The institution has and employs policies and procedures to engage its internal constituencies—including its governing board, administration, faculty, staff, and students—in the institution's governance.
3. Administration, faculty, staff, and students are involved in setting academic requirements, policy, and processes through effective structures for contribution and collaborative effort.

5.C. The institution engages in systematic and integrated planning.

1. The institution allocates its resources in alignment with its mission and priorities.
2. The institution links its processes for assessment of student learning, evaluation of operations, planning, and budgeting.
3. The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.
4. The institution plans on the basis of a sound understanding of its current capacity. Institutional plans anticipate the possible impact of fluctuations in the institution's sources of revenue, such as enrollment, the economy, and state support.
5. Institutional planning anticipates emerging factors, such as technology, demographic shifts, and globalization.

5.D. The institution works systematically to improve its performance.

1. The institution develops and documents evidence of performance in its operations.
2. The institution learns from its operational experience and applies that learning to improve its institutional effectiveness, capabilities, and sustainability, overall and in its component parts.

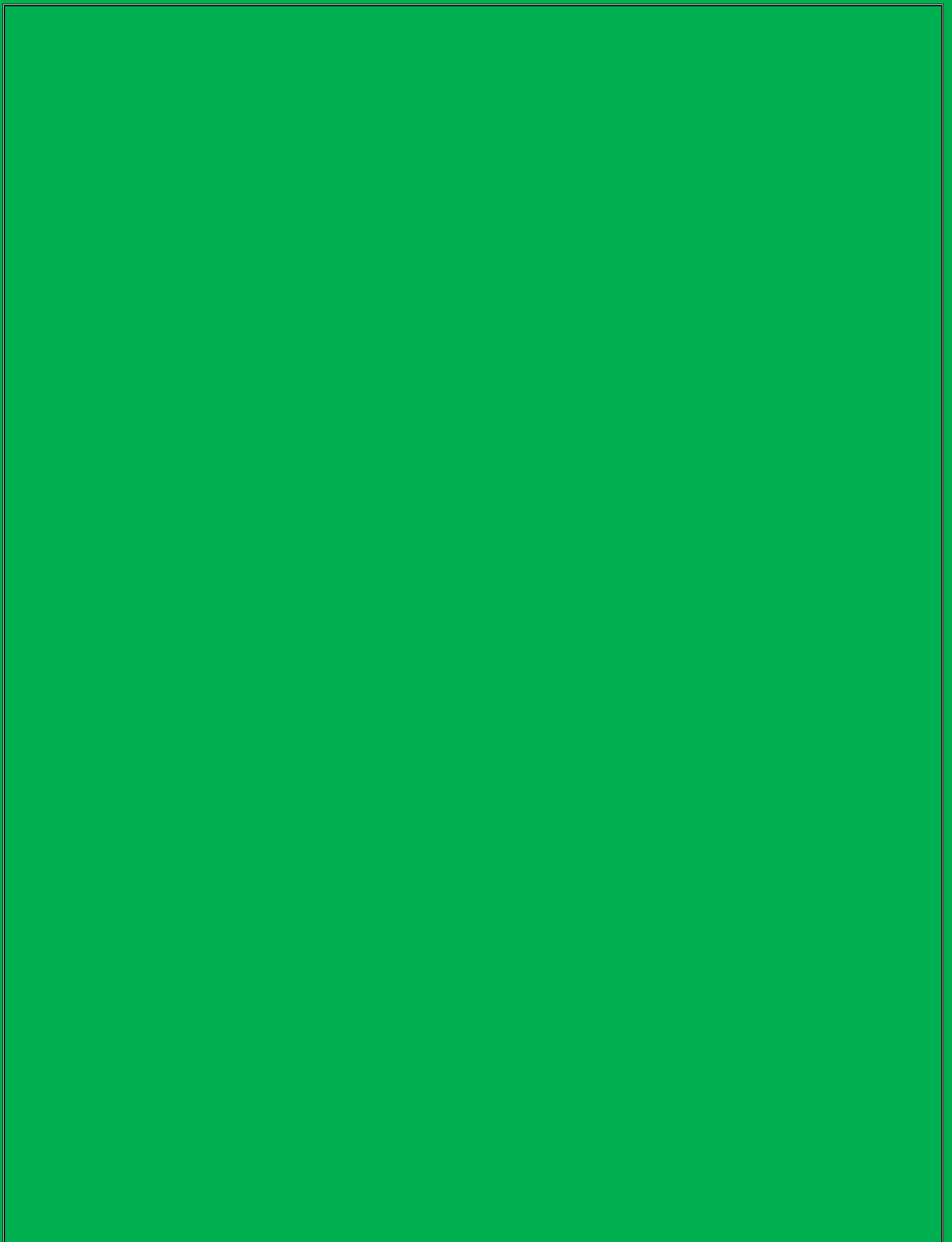


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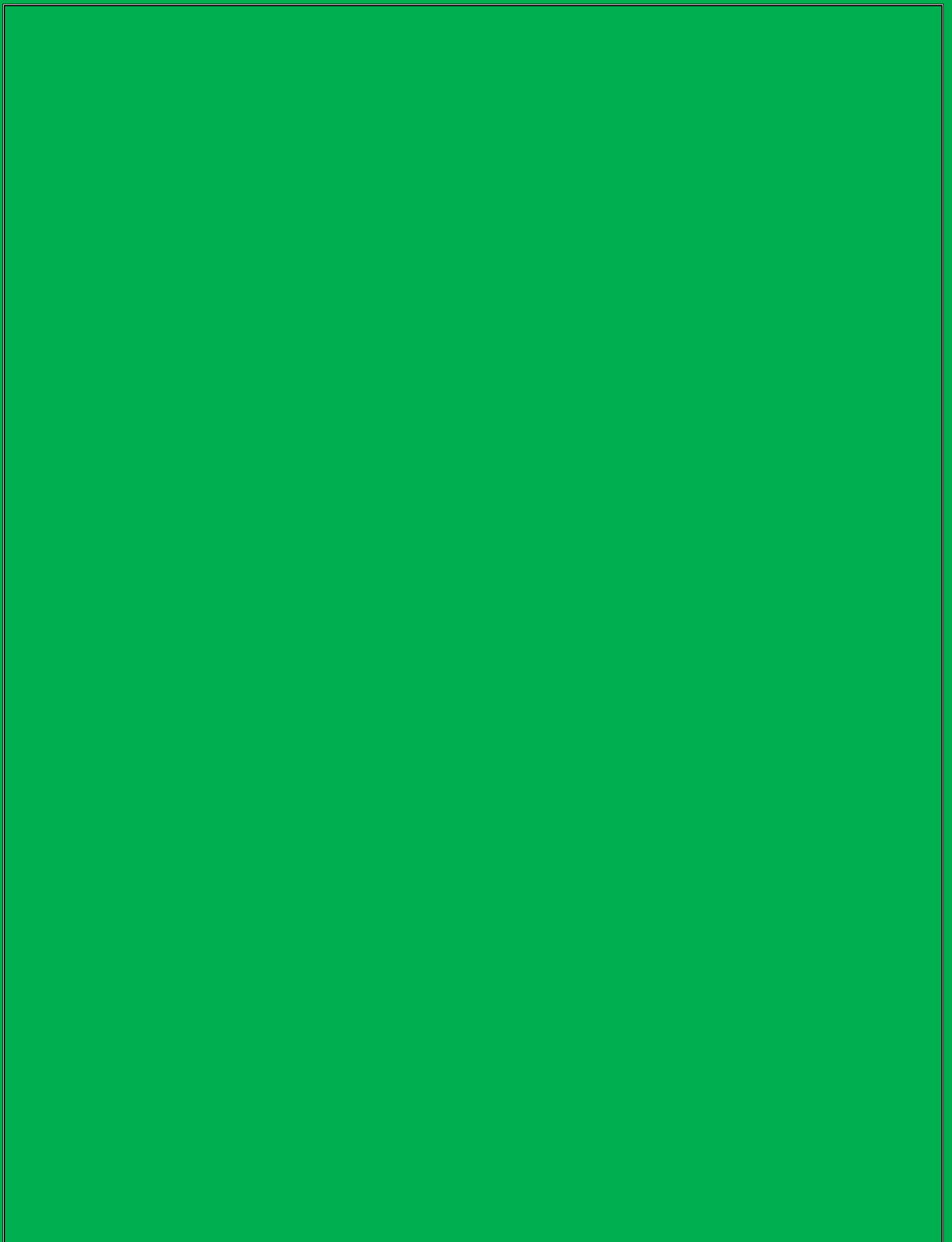




CONSENT AGENDA

- a. Programming Agreement between Chicago Public Media, Inc. and Community College District 502**
- b. 2016 Pavement Sealing & Repairs Project**
- c. Sustainable Urban Agricultural Program**
- d. Budget Transfer from Contingency to Professional Services**
- e. Approval of Revised 2016-2017 Academic Calendar**
- f. Property Tax Appeals Board (PTAB) Representation**
- g. Ellucian Elevate Workforce Development License and Implementation**
- h. Eye Care Assistant Certification Program**
- i. Landscape Contracting and Management Degree Program**
- j. Ultrasound Machine for the Sonography Department**
- k. Personnel Items**
- l. Financial Reports**
- m. February 18, 2016 Regular Board Meeting Minutes**
- n. February 25, 2016 Special Board Meeting Minutes**

- o. Internal Auditor – use of Stout, Risius and Ross**
- p. Continuation of Resolutions from April 30, 2016 Board Meeting**



COLLEGE OF DuPAGE
REGULAR BOARD MEETING

BOARD APPROVAL

1. **SUBJECT**

Programing Agreement between Chicago Public Media, Inc. and Community College District No. 502.

2. **REASON FOR CONSIDERATION**

Seeking authorization by College of DuPage Board of Trustees of a Programing Agreement with Chicago Public Media, Inc.

3. **BACKGROUND INFORMATION**

In August 2014, the College of DuPage jazz radio station, WDCB 90.9 FM, began receiving complaints from listeners in the city of Chicago about signal interference coming from a new Chicago Public Media signal, Vocalo 91.1 FM. The College brought the interference to Chicago Public Media's attention but was ultimately forced to file a complaint with the Federal Communications Commission. In September 2014, the FCC temporarily reduced Vocalo's signal from 99 watts to 10 watts, but did not release a final judgment on the matter.

The FCC has yet to make a final ruling and has encouraged both parties to find a mutually agreeable solution. Under the attached agreement, Chicago Public Media will be able to operate their Vocalo 91.1 FM signal at 50 watts (thus reducing interference to WDCB as compared to the original 99 watts) and, additionally, granting WDCB the long-term use the signal of WRTE, a six-watt station they possess in Chicago's West Loop area at 90.7 FM.

Thorough testing performed cooperatively by both stations since November 2015 has shown that with this new agreement in place the two stations – WDCB and Vocalo - can each now properly serve their audiences without a significant level of damaging interference, while the additional 90.7 FM signal has strengthened WDCB's downtown Chicago signal coverage to a level greater than prior to the disagreement.

4. **RECOMMENDATION**

That the Board of Trustees authorizes the Programing Agreement with Chicago Public Media, Inc.

SIGNATURE PAGE

ITEM(S) ON REQUEST

That the Board of Trustees approves authorizing the Programing Agreement with Chicago Public Media, Inc.

ACTING CHAIR

DATE

SECRETARY

DATE

PROGRAMMING AGREEMENT

This Programming Agreement (“Agreement”) is made as of April ____, 2016 (the “Execution Date”) between Chicago Public Media, Inc. (“CPM”), and College of DuPage, District 502 (the “College”).

RECITALS

WHEREAS, CPM is the licensee of noncommercial educational radio Station WRTE, Channel 214D (90.7 MHz) (the “Station”) and of translator station W217BM, Chicago, Illinois (the “Translator”); and

WHEREAS, the College is licensee of noncommercial radio station WDCB, Channel 215A (90.9 MHz), Glen Ellyn, Illinois; and

WHEREAS, the parties wish to resolve a dispute involving interference of the Translator to reception of WDCB; and

WHEREAS, the College wishes to broadcast on the Station the programming broadcast on WDCB (the “Programming”); and

WHEREAS, CPM wishes to reach a wide, diverse audience by rebroadcasting a service such as its Vocalo format on the Translator; and

WHEREAS, the parties wish to enter into a relationship that will benefit both them and the public by permitting the College to broadcast the Programming on the Station and by resolving objections concerning the Translator.

NOW, THEREFORE, in consideration of the mutual promises, undertakings, covenants, and agreements of the parties contained in this Agreement and intending to be legally bound, the parties hereby agree as follows:

ARTICLE I
PROGRAMMING

1.1 Programming.

(a) General. Beginning on April ____, 2016 (the “Commencement Date”) the College shall provide the Programming to CPM and CPM shall broadcast the Programming on the Station. The Programming shall be selected to serve the public interest and shall be the same programming the College broadcasts on WDCB. As between CPM and the College, all right, title, and interest in and to the Programming, and the right to authorize the use of the Programming in any manner and in any media whatsoever, shall be and remain vested at all times solely in the College. As of the Commencement Date, CPM grants the College the right to broadcast the Programming on the Station and to use the call sign and associated goodwill of the Station in connection with the Programming. As between the College and CPM, the College shall own all other trademarks, service marks, trade names, characters, formats, jingles, promotional materials, logos and positioning statements that the College develops for the Programming.

(b) Format. The Programming is a predominantly jazz format with a mixture of other genres, such as folk, blues, and ethnic music, as well as news and other talk programming, which in CPM’s view, serves the public interest. The College shall comply with all FCC regulations and policies and other applicable laws in the provision of the Programming

and, in consultation with CPM, shall assure that the Programming serves the ascertained needs and interests of the Station's community of license.

(c) CPB Funding. CPM and the College will each employ its best efforts to maintain the Community Service Grant ("CSG") currently granted to CPM from the Corporation for Public Broadcasting ("CPB") so that CSG grant funds to CPM can be applied to Station operations.

1.2 Ascertainment. CPM will retain responsibility for ascertaining of the programming needs of the community of license and service area. The parties will assure that the Programming includes programs that respond to these needs. Based on its review of the College's current programming, CPM acknowledges that the Programming is currently responsive to community needs.

1.3 Preemption. CPM reserves the right to preempt the Programming in order to broadcast CPM programs responsive to issues of national or local concern, and to reject Programming that CPM, in good faith, believes to violate FCC regulations, policies, or other applicable law. To the extent practicable, CPM will give the College advance written notice of the rejection or preemption of any Programming, and the reasons therefore, and provide the College a reasonable opportunity to modify the Programming to respond to such issues or avoid any such violations. In no event shall CPM be required to broadcast Programming CPM, in good faith, believes to violate applicable law or be contrary to the public interest. CPM represents and covenants that preemption pursuant to this section will occur only to the extent CPM deems necessary to carry out its obligations as an FCC licensee.

ARTICLE II
RESOLUTION OF TRANSLATOR DISPUTE

2.1 Dismissal of Objections. As of the Execution Date, the College shall dismiss all objections filed by the College against grant of the application (FCC File No. BLFT-20140804ACU) to license the Translator at 99w Effective Radiated Power (“ERP”).

2.2 Modification of Translator. As of the Execution Date, CPM shall file an application that proposes to reduce the Effective Radiated Power (“ERP”) of the Translator to a level the parties mutually agree to be acceptable (the “Modification Application”) and shall seek special temporary authority (“STA”) to continue operating at the mutually agreed power level. The application shall contain as an exhibit a declaration by the College, which indicates that the ERP specified is acceptable to the College. Until the FCC grants the STA or the Modification Application, CPM shall continue to operate the Translator at 50w ERP or such other power level as the FCC may authorize.

2.3 Resolution of Future Complaints. The parties shall cooperate with each other in resolving any complaints that the Translator impairs reception of WDCB after the ERP of the Translator is reduced to a mutually acceptable level. The College will then refrain, so long as this Agreement is in effect, from filing or encouraging the filing of interference complaints and will promptly share any listener complaints with CPM.

ARTICLE III
OPERATIONS

3.1 Compliance with FCC Regulations. CPM will, at all times, maintain ultimate control over the Station facilities, including control over the Station’s finances, personnel, and

programming. CPM will retain responsibility for compliance with all FCC regulations, including the technical regulations governing the operation of the Station and programming content requirements; maintenance of a main studio and provision of a meaningful managerial and staff presence at that main studio; maintenance of the Station's public inspection file; ascertainment of, and programming in response to, community needs and concerns; political programming laws and regulations; preparation and filing of all EEO reports or other employment information required by the FCC with respect to CPM employees; and all other FCC requirements and duties of station licensees, including preparation and filing of the Station's renewal applications, ownership reports, and such other FCC filings as may be required. The Station will broadcast station identification hourly in accordance with the FCC's station identification rules, identifying Chicago as the community of license and stating that the Programming is provided as a service of the College. On or before each December 1 during the Term, the College shall submit to CPM for approval a proposed plan for the forthcoming year to ensure ongoing compliance with all applicable laws and the rules and policies of the FCC.

3.2 Station Staffing. CPM shall have sole discretion to make and effectuate all decisions for the Station relating to staffing.

3.3 Station Maintenance. CPM shall retain operational control over the Station and shall retain full responsibility for ensuring compliance with all FCC technical rules.

ARTICLE VI FINANCES

4.1 Programming and Equipment Costs. Except as otherwise described below, the College will be responsible for all costs of producing the Programming and securing all licenses

and clearances necessary to perform any copyrighted music contained in the Programming. If new Station equipment is required by FCC mandates for FM stations, the College will reimburse CPM 50% of the capital costs for that equipment. Reimbursement will be made on an amortized basis, so that the payments by the College will cover only the present value of the equipment actually used by the College during the Term. CPM will at all times maintain ownership of the Station's transmission facilities, insure them against casualty damage and pay for replacement in the event of a catastrophic failure of the transmitter. Notwithstanding the foregoing, the College shall bear the responsibility for and cost of any equipment needed to produce the Programming and to transmit the Programming to the Station.

4.2 Revenues. The College shall devote any revenues derived from broadcasting the Programming on the Station to the cost of producing that Programming and transmitting the Programming to the Station.

4.3 Consideration to CPM. In consideration for CPM's agreement to broadcast the Programming on the Station pursuant to the terms of this Agreement, the College shall deliver the Programming to the Station's transmitter site, free of any charge to CPM, and shall reimburse CPM a portion of certain equipment costs as set forth in Section 4.1 above.

ARTICLE V TERM AND ASSIGNABILITY

5.1 Term. Subject to the provisions for early termination set forth below, the initial term of this Agreement shall begin on the Commencement Date and shall expire on December 1, 2020. Thereafter, the term of the Agreement shall automatically be renewed for successive periods which shall run concurrently with the term of the Station's license, unless, at least 90

days before the expiration of the initial term or any renewal term (collectively, the “Term”), either party shall notify the other of its election to terminate the Agreement as of the end of the current term. The basis for that determination shall be set forth in the notice.

5.2 Termination

(a) By CPM. CPM may terminate this Agreement: (1) upon the failure of the College, after written notice and a 15-day cure period, to comply in a substantial and material manner in the provision of Programming to the Station within the rules, regulations, and policies of the FCC; (2) upon the issuance of an FCC order to reduce the operating power of the translator to an effective radiated power of less than 50 watts at the current height and location of its antenna; (3) upon CPM’s execution of an agreement to assign the license of WRTE to a third party; (4) upon the execution of an agreement to assign the license of the Translator to a third party; (5) upon the surrender of the Translator license for cancellation by the FCC; or (6) upon the College’s material change in the format of the Programming. By way of example, a change in the format of the Programming from a predominantly jazz to a predominantly news format would be a material change. The basis for CPM’s decision to terminate for any of the reasons set forth above shall be set forth in its notice of termination. Upon such termination, CPM shall be relieved of all obligations to the College under this Agreement pursuant to subsection (a), and otherwise the parties shall be relieved of all obligations to each other.

(b) By the College. The College may terminate this Agreement upon the issuance of an FCC order to terminate operations or reduce the operating power of WRTE to an effective radiated power of less than 6 ERP at the current height and location of its antenna.

The basis for the College's decision to terminate shall be set forth in its notice of termination. Upon termination, the College shall be relieved of all obligations to CPM under this Agreement.

(c) Notice of Intent to Sell. Before terminating this Agreement pursuant to Section 5(a)(3), CPM shall give the College written notice and shall provide the College an opportunity to submit an offer to acquire the WRTE license and assets.

5.3 Rights of the College in the Event of CPM Refusal to Transmit Programs. In the event that, for either 48 consecutive hours or one hour in each day in any period of 5 consecutive days, CPM fails to broadcast the Programming as provided herein, the College shall have the right, exercisable at any time within 30 days after the end of such period, to terminate this Agreement as of a date not less than 30 days after the date the College notifies CPM of its election to terminate this Agreement; *provided, however*, that if the failure to broadcast the Programming is caused by acts of God, force majeure, or reasons beyond CPM's control, no right to terminate will arise. Upon termination pursuant to this Section 5.3, the College shall be relieved of all obligations to CPM under this Agreement.

5.4 Termination Related to Translator Interference. If the parties are unable to resolve complaints that the Translator impairs reception of WDCB and the FCC orders CPM to cease operating the Translator or to reduce the Translator's ERP to a level below the level to which the parties have mutually agreed, either party shall have the right, after written notice and a 15-day cure period, to terminate this Agreement. Upon such termination, each party shall be relieved of its obligations to the other.

5.5 Effect of Termination. Upon the termination of this Agreement, CPM will immediately assume complete responsibility for programming the Station.

5.6 Assignability. This Agreement shall inure to the benefit of CPM and the College, and shall bind any CPM affiliate or successor-in-interest that is owned or controlled by CPM, but shall not bind a third-party successor to CPM as licensee of WRTE, absent the assumption of the Agreement by CPM's successor licensee. The Agreement may not be assigned by the College other than to: (1) a qualified assignee of the license for WDCB and then only (2) with the prior written consent of CPM.

ARTICLE VI REGULATORY MATTERS

6.1 Renegotiation Based Upon FCC Action. If at any time during the term of this Agreement the FCC issues a statement of general applicability that would preclude performance hereunder, or the FCC determines that this Agreement is inconsistent with CPM's licensee obligations or is otherwise contrary to FCC policies, rules, or statutes, the parties shall renegotiate this Agreement in good faith and recast this Agreement in terms that are likely to cure the defects perceived by the FCC. If, after such good faith negotiations, either party reasonably determines that recasting this Agreement to meet the defects perceived by the FCC is financially impracticable, either party may terminate this Agreement without further liability upon 30 days' prior written notice (or such shorter time as the FCC may order) provided that FCC consent for a wind-down period of such length is obtained. If termination shall occur pursuant to this Section 6.1, such termination shall extinguish and cancel this Agreement without further liability on the part of either party to the other, and the parties shall return to the *status quo ante*.

6.2 FCC Approvals. Each party independently has determined in good faith that this Agreement can be entered into and implemented without filing any application or other FCC request other than the Modification Application described in Section 2.2 and the College's dismissal of objections to the pending Translator license application set forth in Section 2.1.

ARTICLE VII
REPRESENTATIONS AND WARRANTIES, COVENANTS

7.1 CPM's Representations and Warranties. CPM represents and warrants to the College as follows:

(a) Organization. CPM is a nonprofit corporation duly organized, validly existing, and in good standing under the laws of the State of Illinois. CPM has the full power and authority necessary to carry out the transaction contemplated by this Agreement.

(b) Compliance with Law. CPM has materially complied with and is now materially complying with all laws, rules, and regulations governing the business, ownership, and operations of the Station that are material in any way to this Agreement. Except as otherwise stated herein, no consent, approval, or authorization by or filing with, any governmental authorities on the part of CPM is required in connection with the transactions contemplated in this Agreement. All attendant contracts and undertakings, as well as the carrying out of this Agreement, will not result in any violation of or be in conflict with any judgment, decree, order, statute, law, rule, or regulation of any governmental authority applicable to CPM.

(c) Authority. All requisite CPM resolutions and other authorizations necessary for the execution, delivery, performance, and satisfaction of this Agreement by CPM

have been duly adopted and complied with, have not been modified, and are in full force and effect.

(d) Authorizations in Good Standing. CPM is the holder of the authorizations related to the Station and the Translator and holds each authorization in good standing. At the Commencement Date, CPM's authorizations for the Station shall be in full force and effect and unimpaired by any acts or omissions of CPM or its employees or agents, and there shall be no complaint, condition, event, defect, or occurrence existing or, to the knowledge of CPM, threatened against those authorizations that would materially threaten their retention or renewability. In addition, as of the Commencement Date, the FCC shall have granted an STA or construction permit that permits CPM to operate the Translator at an ERP that is mutually acceptable to the parties.

(e) Maintaining Operations and Condition of Assets. CPM shall comply in all material respects with all laws affecting the Station's operation and otherwise maintain the Station's Assets in good operating condition.

7.2 The College's Representations and Warranties. The College represents and warrants to CPM as follows:

(a) Organization. The College is a public community college, duly organized, validly existing and in good standing under the laws of the State of Illinois and has full power and authority to own its property and to carry out all of the transactions contemplated by this Agreement.

(b) Compliance with Law. Except as otherwise stated herein, no consent, approval, or authorization by, or filing with, any governmental authorities on the part of the College is required in connection with the transactions contemplated herein. The carrying out of this Agreement will not result in any violation of or be in conflict with the College's governing law or any existing judgment, decree, order, statute, law, rule, or regulation of any governmental authority applicable to the College.

(c) Authority. All authorizations necessary for the execution, delivery, performance, and satisfaction of this Agreement by the College have been duly obtained, and are in full force and effect.

7.3 CPM's Affirmative Covenants. CPM covenants as follows:

(a) Compliance with Law. CPM will comply in all material respects with all applicable federal, state and local laws, rules and regulations (including, without limitation, all FCC rules, policies, and regulations) and pertinent provisions of all contracts to which it is a party or is otherwise bound that relate to this Agreement.

7.4 The College's Affirmative Covenants. The College covenants as follows:

(a) Compliance with laws. The College will comply in all material respects with all applicable federal, state, and local laws, rules, and regulations (including, without limitation, all FCC rules, policies, and regulations) and pertinent provisions of all contracts to which it is a party or is otherwise bound that relate to this Agreement.

(b) Compliance with Copyright Act and Program Licensing Agreements. The College represents and warrants that all Programming provided to CPM for broadcast on the

Station will comply with the U.S. Copyright Act and the rights of any person under the U.S. Copyright Act. The College shall assume and pay all copyright royalties and liabilities that may arise as a result of the broadcast of the Programming on the Station. The College further represents and warrants that it has or will enter binding agreements with all program sources necessary to authorize the broadcast of the Programming on the Station.

ARTICLE VIII
MISCELLANEOUS

8.1 Force Majeure. Notwithstanding anything contained in this Agreement to the contrary, neither party shall be liable to the other for failure to perform any obligation under this Agreement (nor shall any charges or payments be made in respect thereof) if prevented from doing so by reason of natural disasters or calamities, labor unrest, embargoes, civil commotion, rationing or other orders or requirements, or acts of civil or military authorities, and all requirements as to notice and other performance required hereunder within a specified period shall be automatically extended to accommodate the period of such contingency which shall interfere with such performance.

8.2 Notice. All necessary notices, demands, and requests required or permitted to be given under the provisions of this Agreement shall be deemed duly given if and when delivered personally or by prepaid overnight courier or by certified or registered mail, return receipt requested, postage prepaid addressed as follows:

If to CPM:

Chicago Public Media, Inc.
Attn.: Goli Sheikholeslami, President and CEO
848 E. Grand Avenue
Navy Pier
Chicago, IL 60611 - 3428
E-mail: goli@chicagopublicmedia.org

With a copy (not constituting notice) to:

John Crigler, Esq.
Garvey Schubert Barer
Flour Mill Building, Suite 200
1000 Potomac Street N.W.
Washington, D.C. 20007-3501
E-mail: jcrigler@gsblaw.com

If to the College:

College of DuPage, District 502
Attn. Dan Bindert, WDCB General Manager
425 Fawell Boulevard
Glen Ellyn, IL 60137-6599
E-mail: bindertd@cod.edu

With copies (not constituting notice) to:

Lawrence M. Miller, Esq.
Schwartz, Woods & Miller
2001 L Street, N.W. – Suite 900A
Washington, D.C. 20036-4940
E-mail: miller@swmlaw.com

or such other addresses as the parties may from time to time designate by giving notice pursuant hereto. Notice is deemed given and received the day of actual delivery. The parties are encouraged to send advance copies of notices by e-mail, but such copies do not constitute effective notice.

8.3 Severability. If any provision of this Agreement is held to be invalid, illegal, or unenforceable, the validity, legality, and enforceability of the remainder of this Agreement shall

not be affected thereby, and the parties agree to use their best efforts to negotiate a replacement provision that is valid, legal, and enforceable and that will preserve the relative positions of the parties.

8.4 Amendment of Agreement. This Agreement supersedes all prior agreements and understandings of the parties, oral and written, with respect to its subject matter. This Agreement may be modified only by an agreement in writing executed by both of the parties hereto.

8.5 Payment of Expenses. CPM and the College shall each pay its own expenses incident to the preparation and carrying out of this Agreement, including but not limited to legal fees.

8.6 Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed an original, and both of which together shall constitute one and the same instrument.

8.7 Headings. The headings in this Agreement are for the sole purpose of convenience of reference and shall not in any way limit or otherwise affect the meaning or interpretation of any of the terms or provisions of this Agreement.

8.8 Dealings with Third Parties. Neither party is nor shall hold itself out to be vested with any power or right to bind contractually or act on behalf of the other as its contracting broker, agent, or otherwise for committing, selling, conveying, or transferring any of the other party's assets or property, contracting for or in the name of the other party, or making any representations contractually binding such party.

8.9 Indemnification.

(a) In the event of claims, demands, causes of action, loss, investigations, proceedings, damages, penalties, fines, expenses, or judgments, including reasonable attorneys' fees and costs, arising directly or indirectly out of the negligence or willful misconduct of a party, or its agents or employees, in connection with the performance of this Agreement, or arising out of or resulting from any inaccuracy, misrepresentation, or breach of any representation, warranty, or covenant contained herein, such party shall forever, to the fullest extent permitted by law, protect, save, defend, and keep the other party harmless and indemnify said other party. The indemnified party agrees not to settle any such claims without the consent of the indemnifying party, which consent shall not be unreasonably withheld.

(b) The College shall indemnify CPM and hold CPM and its officials, directors, and employees harmless against any liabilities, including any reasonable costs incurred in responding to any claims that the Programming causes any injury to reputational, intellectual property, or copyright interests; or results in any FCC investigations or the issuance of FCC forfeitures related to the Programming or to any underwriting announcements incorporated into the Programming by the College. CPM agrees to contest any such fines or forfeitures, at the College's expense, in proceedings at the FCC or in any court, to the extent desired by the College provided that CPM in its good faith judgment concludes that there are contestable issues. The College agrees to indemnify CPM against any petitions to deny, petitions for revocation, petitions for orders to show cause, or other challenges brought by parties unrelated to and unaffiliated with CPM to the extent that such challenges are based on the Programming. The College further agrees to support CPM vigorously by filing FCC pleadings in support of CPM in

the event that any petitions to deny, petitions for revocation, petitions for orders to show cause, or other challenges are filed that concern the existence or operation of this Agreement.

(c) The College shall, to the fullest extent permitted by law, protect, save, defend, and keep CPM and its officials, employees, and agents and each of them harmless and indemnify them from and against all loss, damage, liability, or expense, including reasonable attorneys' fees, resulting from any claim of libel, slander, defamation, copyright infringement, idea misappropriation, invasion of right of privacy or publicity, or any other claim against CPM arising out of the College's performance of its obligations under this Agreement, provided that CPM gives the College prompt notice of any claim and cooperates in good faith with the College in defending against any such claim, including attempts to resolve and settle any such claim. CPM agrees not to settle any such claims without the consent of the College, which consent shall not be unreasonably withheld.

8.10 Governing Law and Venue. This Agreement shall be construed under and in accordance with the laws of the State of Illinois and any legal actions taken by the parties with respect hereto shall be brought in the Courts of Illinois.

8.11 Cooperation. The parties shall promptly sign all documents, perform all acts, and take such other actions as are necessary to effectuate this Agreement.

IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the date first above written.

CHICAGO PUBLIC MEDIA, INC.

By: 

Printed: Gadi Sheikholeslami

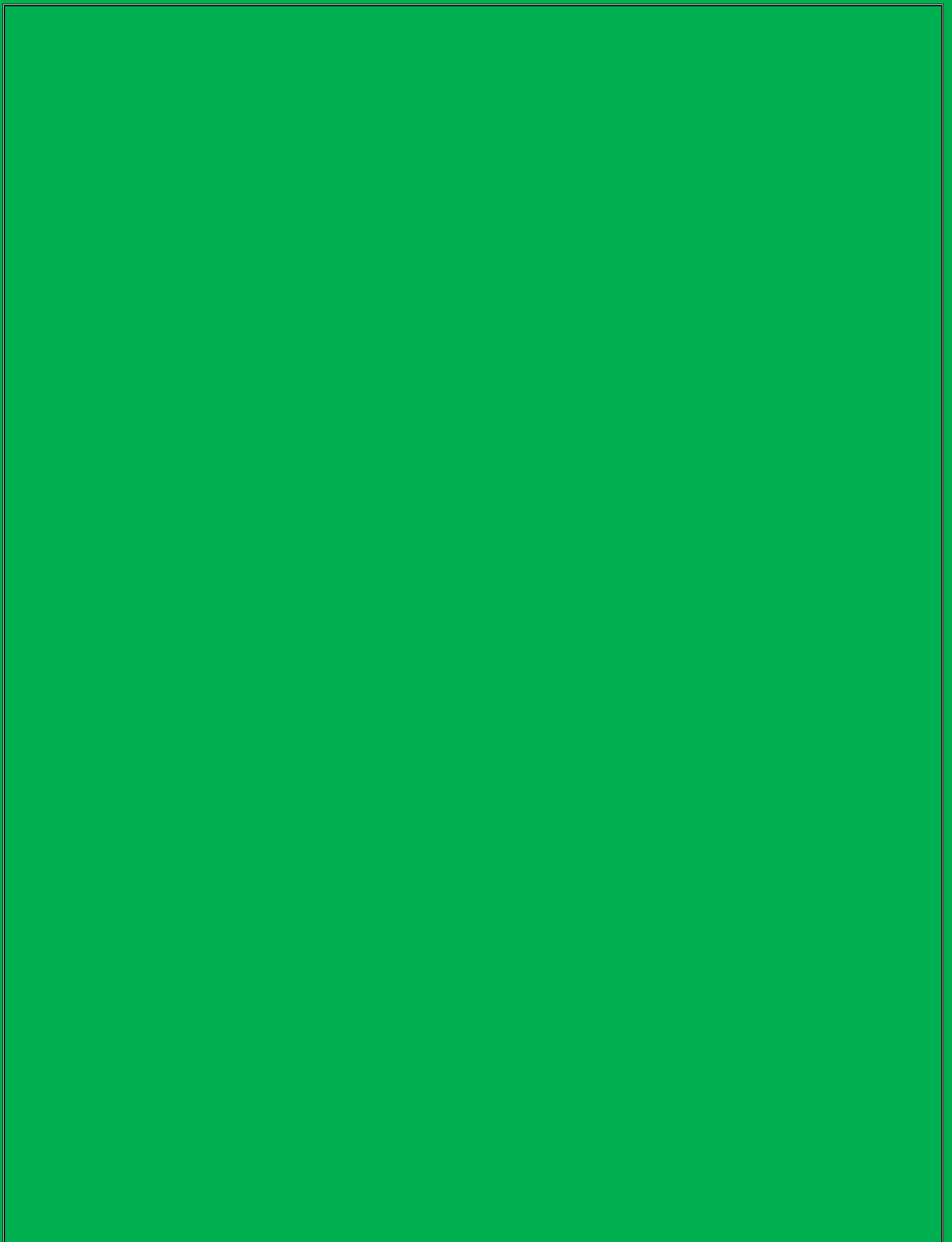
Title: President + CEO

THE COLLEGE OF DUPAGE, DISTRICT 502

By: _____

Printed: _____

Title: _____



**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

1. **SUBJECT**

2016 Pavement Sealing and Repairs Project

2. **REASON FOR CONSIDERATION**

All bid items that exceed the statutory limit of \$25,000 must be approved by the Board of Trustees.

3. **BACKGROUND INFORMATION**

This bid includes asphalt repairs, crack filling, sealcoating and restriping of multiple parking lots and roadways throughout the campus.

It is industry practice to perform pavement repair, sealcoating and striping of the parking lots and roadways every two years. This practice extends the useful life of the pavement and sharpens the striping in traffic drive lanes and parking stalls. The maintenance program will protect the asphalt pavement and underlying stone base, which reduces major repair or replacement costs and improves vehicle safety.

The College practice is to repair, sealcoat and stripe one half of the lots in one year and the other half the following year. Due to the limited funding, we divided the project into different groups; base bid with alternates. The sequence of alternates are based on priority (actual condition of the lots).

A legal notice was posted and an Invitation to bid was released on March 31, 2016. Twenty (20) vendors were solicited. Eighteen (18) vendors downloaded the bid documents. Six (6) vendors responded. No in-district or certified women/minority-owned businesses were identified.

Item B5b
April 21, 2016

The following is a recap of the bid tabulation (\$):

Description/ Vendor	M & J Asphalt Paving Company	Rose Paving Company	Patriot Pavement Maintenance	Chicagoland Paving Contractors, Inc.	Behm Pavement Maintenance Inc.	Denler, Inc.
Base Bid	303,419.55	492,148.79	387,779.00	217,900.00	303,022.27	259,100.00
Alternative 1	83,593.11	140,676.86	102,991.00	89,900.00	94,600.00	90,900.00
Alternative 2	14,607.24	23,104.63	15,750.00	18,900.00	22,050.00	13,900.00
Alternative 3	8,099.31	16,093.53	8,735.00	7,900.00	8,468.85	10,050.00
Alternative 4	21,656.78	48,476.02	26,000.00	18,900.00	21,116.58	19,600.00
Alternative 5	75,015.02	149,504.21	91,000.00	67,900.00	82,331.42	72,400.00
Total Base and Alternates	506,391.01	870,004.04	632,255.00	421,400.00	531,589.12	465,950.00

The scope of work may be increased or reduced by the College, in which event, the contract price may be adjusted in accordance with the unit prices below for any item

Crack Repair (SF)	0.78	0.73	0.40	0.75	0.55	0.46
Sealcoating (SF)	0.18	0.26	0.215	0.15	0.159	0.126
Asphalt Repair(SF)	3.90	6.30	3.50	4.00	4.90	3.00
Striping(LF)	0.45	0.56	0.28	0.35	0.30	0.24
Handicap Symbol (EA)	55.00	15.15	35.00	50.00	40.00	15.00

SF = \$/Square Foot, LF = \$/Linear Foot, EA = \$/Each

The College budget for this bid package is not to exceed \$450,000.00. The recommended contractor, Chicagoland Paving Contractors, Inc. is shaded above, with a Base bid and cumulative total of alternatives 1, 2, 3, 4 and 5 of \$421,400.00.

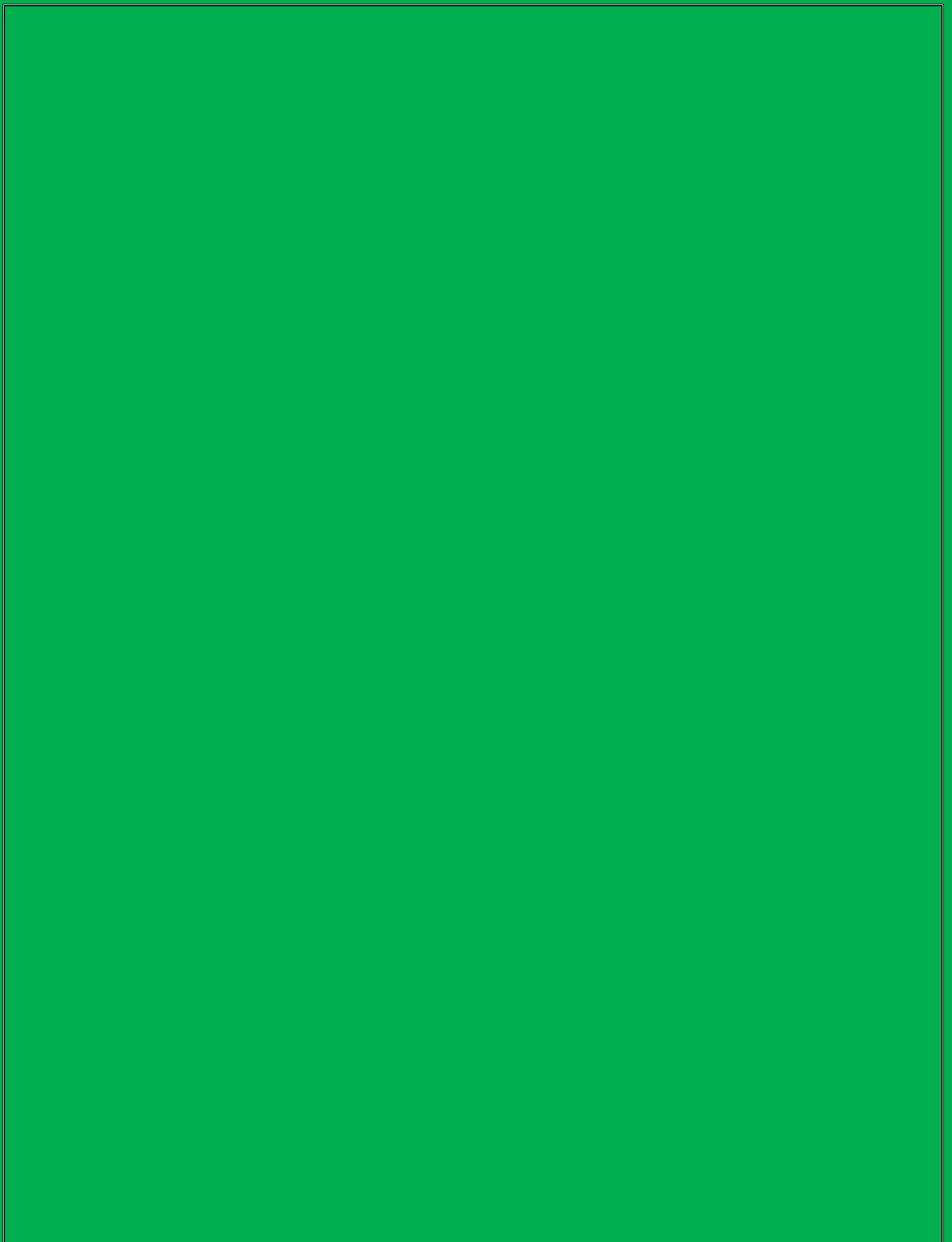
A scope review meeting was conducted and based on the College and the designer's review; it is recommended that the bid be awarded to the lowest responsible bidder, Chicagoland Paving Contractors, Inc., Lake Zurich, Illinois. References for this contractor were contacted by the College staff, no negative comments were offered.

This purchase complies with State Statute, Board Policy and Administrative Procedures.

4. **RECOMMENDATION**

That the Board of Trustees award the bid for 2016 Pavement Sealing and Repairs Project to the lowest responsible bidder, Chicagoland Paving Contractors, Inc. 225 Telser Road, Lake Zurich, IL 60047, for the lump sum bid amount of \$421,400.00.

Staff Contact: Jim D. Ma, Director Facility Operations



**COLLEGE OF DUPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

1. **SUBJECT**

Sustainable Urban Agriculture Certificate and Degree Program

2. **REASON FOR CONSIDERATION**

Board approval is required for new degree and certificate programs.

3. **BACKGROUND INFORMATION**

This certificate and degree program will provide graduates with the opportunity to obtain employment in entry level positions in sustainable urban agriculture career fields. These new programs will complement the current Horticulture program and will provide students with specialized training in Sustainable Urban Agriculture.

New degrees and certificates are originated by faculty members. This degree followed the College Curriculum Process below:

- Review by subject discipline faculty members;
- Review by Library Liaison for resource support;
- Review by Associate Dean;
- Approval by Division Curriculum Committee – December 9, 2015 (faculty members only)
- Approval by College Curriculum Committee – March 4, 2016 (faculty members and administrators);
- Approval by Vice President for Academic Affairs

4. **RECOMMENDATION**

That the Board of Trustees approves the 66-credit hour Sustainable Urban Agriculture A.A.S. Degree and the 28-credit hour Sustainable Urban Agriculture Certificate Programs.

Staff Contact: Donna Stewart, Dean of Business and Technology

Application for Permanent Approval Career & Technical Education Curriculum

Submit TWO Complete Copies

COLLEGE NAME:	College of DuPage	5-DIGIT COLLEGE NUMBER:	502-01
CONTACT PERSON:	Donna Stewart	PHONE:	(630) 942-3978
EMAIL:	stewartdo@cod.edu	FAX:	(630) 942-3923

CURRICULUM INFORMATION

AAS TITLE:	Sustainable Urban Agriculture HORT 3339	CREDIT HOURS:	66	CIP CODE:	01.0308
AAS TITLE:		CREDIT HOURS:		CIP CODE:	
CERTIFICATE TITLE:	Sustainable Urban Agriculture HORT 4335	CREDIT HOURS:	28	CIP CODE:	01.0308
CERTIFICATE TITLE:		CREDIT HOURS:		CIP CODE:	
CERTIFICATE TITLE:		CREDIT HOURS:		CIP CODE:	
CERTIFICATE TITLE:		CREDIT HOURS:		CIP CODE:	

PROPOSED CLASSIFICATION:	District	<input checked="" type="checkbox"/>	Regional	<input type="checkbox"/>	Statewide	<input type="checkbox"/>
PROPOSED IMPLEMENTATION DATE:	Fall 2016					

SUBMISSION INCLUDES:	
X	Part A: Feasibility, Curriculum Quality and Cost Analysis
X	Part B: Supportive Documentation and Data

<i>This curriculum was approved by the college Board of Trustees on:</i>	Date:	
State approval is hereby requested:		
Signature		Date
<i>Required- Chief Administrative Officer</i>		

ICCB USE ONLY:			
ICCB APPROVAL DATE:	AAS:	7-29 cr. hrs Cert:	30+ Cert:
IBHE APPROVAL DATE for AAS:			

OCCUPATIONAL CURRICULUM APPROVAL APPLICATION
PART A: Feasibility, Curriculum Quality and Cost Analysis

FEASIBILITY

1. Labor Market Need. Verify that the program is feasible from a labor market standpoint and demonstrate convincing evidence of labor market need.

a. Program purpose: Briefly describe the purpose of the program. (i.e. "...to provide entry-level employment training or support the pursuance of advancement opportunities".) If more than one program is included in the application, delineate the purpose for each program.

The purpose of the new Sustainable Urban Agriculture Associate Degree in Applied Science and Certificate at College of DuPage is to:

- *Provide students with the skills necessary for entry level positions in sustainable urban agriculture*
- *Educate students on how Urban Agriculture is integrated into urban communities and neighborhoods.*
- *Provide support for various community groups in our district to learn about sustainable urban agriculture*
- *Support a limited amount of service learning on campus that is relevant to the subject material of the course and meaningful to the community served.*
- *Provide a basic understanding of sustainability and its integration with production agriculture and horticulture, urban forestry, and allied environmental science fields.*

Upon Completion of the Sustainable Urban Agriculture Associate Degree in Applied Science and Certificate, the student will be able to:

- *Provide practical application of concepts related to sustainable food production including harvest, storage and distribution*
- *Implement sustainable food production practices for nutritious food*
- *Evaluate food distribution and storage practices*
- *Integrate appropriate sustainable practices to promote urban agriculture*
- *Describe the interrelationships of people, society and plants*
- *Demonstrate effective written, visual and verbal communication skills*
- *Utilize learned skills to advance their career and continue their education through four-year transfer programs*

b. Target population. Describe the target audience for the proposed program. Indicate whether this program is intended for individuals seeking entry-level employment, for advancement or cross-training opportunities for existing employees, or for those looking to increase their skill set through specialized education and training.

The target population for the Sustainable Urban Agriculture degree and certificate is students who desire entry level employment in the fields of Agriculture, Food, Renewable Energy and the Environment, currently enrolled students in horticulture who wish to cross train, and returning students and industry employers who wish to increase their skill set.

c. Related occupations. Describe the types of jobs for which the program(s) will train graduates (i.e. specific occupational titles and/or multiple jobs within a Career Cluster/Pathway(s) and specify cluster). See [CTE Career Clusters](#) or [Illinois Programs of Study](#) for more information on Career Clusters and Programs of Study in Illinois. Complete the **Occupational Chart** (Part B).

The graduates will be qualified for entry level positions in a variety of work settings, including those associated with environmental and sustainable agriculture such as horticulture, nursery operations, agricultural education and managing food production.

d. Supply-Demand Information. Append in Part B labor market information from current sources (i.e., the Illinois Department of Employment Security) which represent projected demand/job openings versus existing supply/completers in related programs in *your district and/or neighboring districts as appropriate*. For comparison purposes you may want to include statewide data and/or regional data. Regional proposals should include data reflective of all districts to be served. Complete the **Enrollment Chart** (Part B).

e. Alternate Documentation. If labor market data is not applicable (such as with some new and emerging occupations), or not available (such as for your district) provide alternate documentation of program need. This might include survey data, local classified /online advertisements for related occupations, or job outlook information from reputable sources. Append to Part B of this application. See ICCB's "Labor Market Analysis: Ten Easy Steps to Conduct a Basic Analysis for Program Approval" for more information. [Appendix B - Labor Market Need Analysis: Ten Easy Steps to Conduct a Basic Analysis for Program Approval](#)

The labor market indicates job growth for individuals with degrees and extensive work experience in food, renewable energy and environmental specialties.

Purdue University, along with the United States Department of Agriculture (USDA), published the Employment Opportunities for College Graduates in Food, Renewable Energy, and the Environment Report. It was projected that the agricultural, food and renewable natural resources sectors of the US economy will generate an estimated 54,400 annual openings for individuals with baccalaureate or higher degrees in food, renewable energy, and environmental specialties between 2010 and 2015.

According to the USDA, certified organic acreage in the United States that includes cropland, pastureland, and rangeland quadrupled between 1992 and 2008 and the number of organic operations nearly tripled. Organic foods are now available in nearly all retail food stores and most consumers buy organic food at least occasionally. Growth in the industry seems likely to continue, and continued growth in demand will create new career opportunities.

There has been a growing trend to buy local foods. According to "Trends in U.S. Local and Regional Food Systems," a report to Congress, farmers markets have seen a 200% increase since 2007, regional food hubs a 300% increase and school districts with farm to school programs a 450% increase. In the national U.S. Grocery Shopper Trends Survey, conducted by a supermarket industry association, over 80 percent of surveyed grocery store shoppers reported purchasing local foods occasionally, while 9 percent reported purchasing local foods whenever possible (Food Marketing Institute, 2011). The survey also asked consumers' top reasons for buying locally grown foods in grocery stores. Freshness was the most frequent reason cited (at 83%), support for the local economy was the second reason cited (with 79%), and taste was the third reason cited (at 56%) (Food Marketing Institute, 2011). An earlier national survey, conducted in 2003, found an interest in healthy, safe, and fresh foods increased the likelihood of buying locally (Zepeda and Nie, 2012).

Many state legislators have also targeted support to local and regional food systems through statutes and programs focusing on urban agriculture and community gardens. Since 2007, several states and the District of Columbia have passed legislation that improves land access for urban agriculture (National Conference of State Legislatures, 2014b). Programs provide tax incentives for urban land conversion to agricultural use and urban farming and gardening. Many more states have established committees to develop recommendations for expanding local food production. Illinois House Bill 1300, titled the Illinois Food, Farms and Jobs Act (enacted in 2007), established the Local and Organic Food and Farm Task Force. Farmers' markets are continually growing and becoming more popular. Today more than 30 states have passed laws in an effort to expand the presence of farmers' markets nationwide. Many of these laws not

only support and expand local food systems, but they also work towards increasing access to healthy foods. This has brought an increase in local jobs to this industry.

A recent USDA [report](#) to Congress indicates that local and regional food sales in the U.S. totaled \$6.1 billion in 2012—an increase from the [reported](#) \$4.8 billion in 2008. This increase is a result of selling food from local farms, “for human consumption through both direct-to-consumer (e.g., farmers’ markets) and intermediated marketing channels (e.g., sales to institutions or regional distributors).” The report findings provide an updated assessment of the growing trend in both the production and consumption of local food in the U.S.

Growing interest in the local foods movement and sustainability efforts across the nation is increasing the number of people working in the food system and related occupations. As the demand continues to rise for locally grown and produced foods, more jobs will be generated in this field of study. While job data for this type of work is difficult to measure across the 50 states, it is clear that food system jobs are gaining momentum across the country.

Additionally, according to the Illinois Department of Employment Security (IDES), the statewide annual compound growth rate in areas related to Agri-Hort Technology is up an average of 0.13%. The 2010-2020 projected outlook for additional jobs in the Agri-Hort specializations that could include Urban Agriculture indicates there will be an additional 44,503 jobs available by 2020.

f. Planning and Collaboration. Describe how the proposed curriculum fits into the colleges overall plans and goals to meet career and technical education/workforce preparation needs within the district/region.

1) **Educational & Workforce Partnerships.** Address how the program meets priority needs, and describe steps taken to plan and deliver the curriculum in collaboration with others, such as the Program Advisory Committee, Secondary institutions, Baccalaureate Institutions, Local Workforce Boards, Labor Councils and other appropriate partners.

- *The proposed curriculum will meet the needs of the community we serve by educating and training students to fill positions in Sustainable Urban Agriculture.*
- *There are currently no articulation agreements.*
- *The program advisory committee is in support of this curriculum and is providing valuable input on course development as well as supporting the program with guest speakers, potential new adjunct faculty to teach new classes and field trip sites. Meeting minutes are attached to this document.*
- *COD Faculty are active in various professional organizations including the Illinois Landscape Contractors Association, the Green Industry Association, Illinois Landscape Contractors Association Education Committee, Illinois Landscape Association Future Landscape Industry Professionals Committee, the DuPage County Farm Bureau Agriculture Coalition Board, and the National Association of Landscape Professionals (NALP). These organizations promote Sustainable Urban Agriculture.*
- *College of DuPage is currently working out specific details with Loyola University Chicago on a possible 2+2 or 3+1 AAS Degree transfer program in Sustainable Agriculture.*

2) **Employer Input.** Append employer advisory committee meeting minutes and other pertinent

documents to reflect the private sector input obtained in the development of the proposed curriculum.

See attached Advisory Committee Meeting Minutes for the COD Horticulture Program.

g. Related Offerings: Describe what similar programs are being offered by your institution and other training providers within your district. Include information on neighboring districts or border state providers as appropriate.

In 2011, the Illinois Green Economy Network (IGEN) awarded a \$19.7 million grant from the Department of Labor (DOL) as part of round one of the Trade Adjustment Act Community College Career Training grant program. The project, IGEN Career Pathways, brings together 17 Illinois community colleges working as a consortium to create over 35 on-line blended and hybrid degree and certificate programs in green career fields. The project's goals align with the four priorities outlined by the DOL: to accelerate progress for low-skilled and other workers; to improve retention and achievement rates to reduce time to completion; to build programs that meet industry needs, including career pathways; and to strengthen online and technology-enabled learning. Programs include a wide-range of career fields such as local foods, sustainable agriculture, green buildings management, weatherization, automotive recycling, solid waste, wind turbine technician, solar installation, smart grid, and many more. As of spring 2015, the IGEN Career Pathways Project has over 400 degree and certificate seekers or graduates throughout the consortium. Seventeen community colleges throughout the state of Illinois are now offering some form of Sustainable Urban Agriculture degrees or certificate programs housed under the Agriculture/Horticulture Departments.

Sample programs include the following:

Triton College – AAS Degree in Sustainable Agriculture Technology, AAS Degree in Sustainable Landscape Practices, and certificates in Sustainable Agroecology and in Sustainable Food Production.

Loyola University - BS in Environmental Science: Food Systems and Sustainable Agriculture

College of Lake County – AAS Degree in Sustainable Agriculture and Sustainable Agriculture Certificate

Kishwaukee College – Sustainable Horticulture Certificate

John Wood Community College – Sustainable Local Foods Farming Certificate

Kankakee Community College- Local Foods Certificate

Richard J. Daley College - Horticulture (Sustainable Urban) Advanced Certificate

Spoon River College- Sustainable Food Production Certificate

*Chicago Botanic Gardens- Windy City Harvest Apprenticeship Program**

**Certificate accredited by the Illinois Community College Board for 31 continuing education credits. The program is offered in collaboration with City Colleges of Chicago Richard J. Daley College satellite campus, Arturo Velasquez Institute.*

Additional Colleges and Universities that offer Sustainability-Focused Agriculture Programs:

<http://www.aashe.org/resources/academic-programs/discipline/agriculture/>

h. Regional Programs: If the college is seeking "regional" designation for the proposed program, define the "region" to be served, describe how the college will ensure the region is adequately served by the program, (i.e. via distance learning, online education or campus branches) and include separate letters from each of the colleges within the defined region indicating their support for the proposed program at your college.

We are not seeking regional designation for this degree/certificate.

2. Need Summary. Provide a brief summary of your findings which support the need to develop and offer the proposed program(s) within your district. Include any additional information not already reported that illustrates demand for the program(s).

By the year 2050, nearly 80% of the earth's population will reside in urban centers, according to the article "The High-Rise Urban Farms of the Future." Applying the most conservative estimates to current demographic trends, the human population will increase by about 3 billion people during the interim. An estimated 109 hectares of new land will be needed to grow enough food to feed them, if traditional farming practices continue as predicted. Interest in meeting local demand for fresh and healthy foods by growing it locally and on vacant lots is on the rise in cities like Chicago and around the country. This movement has gained traction over the last several years. In these communities urban agriculture is increasingly seen as a positive solution to providing an ample food supply.

According to authors David S. Silverman and Daniel J. Bolin of the book "Urban Agriculture," Chicago, Illinois is the third most populous city in the United States and home to over 3 million residents. The Chicago area ranks as the 27th most populous metropolitan area in the world, with an estimated 9.7 million people. Illinois is second among states in agricultural exports; however, most Illinois farmland does not produce crops sold directly for human consumption and one in ten Illinois households is food insecure. In response to these issues, the Illinois Legislature passed the Illinois Food, Farms, and Jobs Act of 2007, which created a Local and Organic Food and Farm Task Force. The Task Force promulgated policy and funding recommendations for expanding and supporting a statewide local food system, and these recommendations were implemented by the 2009 Local Food, Farms, and Jobs Act. The 2009 Act created the "Local Foods Council," a non-profit corporation that facilitates growth of an Illinois-based local farm and food product economy.

Chicago has exemplified the statewide dedication to local agriculture goals. Through urban agriculture programs, the city has been able to address two difficult sustainability issues: increasing access to fresh local food and reducing summer cooling costs. More than 600,000 of Chicago's residents live in "food deserts", or areas with little access to fresh fruits, vegetables, and meat. The city also suffers from an "urban heat island" effect causing it to be 6-10 degrees Fahrenheit hotter than surrounding rural areas. To combat these problems, Chicago residents have constructed 600 green roofs, which help bring fresh produce to food deserts and decrease heat in urban areas. Recognizing that green roofs are excellent sites for urban garden development, Chicago has published a "Guide to Rooftop Gardening" to encourage continued development of rooftop gardens.

Chicago residents have formed policy organizations to support community groups. One such organization, the Advocates for Urban Agriculture (AUA), works with community members and city leaders to promote city policies that increase access to healthy food in urban neighborhoods. Many other grassroots organizations, such as the Chicago Food Policy Advisory Council (CFPAC), also work with the city to enhance urban agriculture opportunities in Chicago.

In response to the growing community support of urban agriculture, Chicago worked with advocates from community groups like AUA and CFPAC to study the food system in Chicago. In 2004, the city sponsored a working group that produced the "Eat Local Live Healthy" plan to enhance public health and create food-related economic opportunities by increasing the availability of fresh, local food.

In 2009, Chicago's Department of Zoning and Planning worked with CFPAC to develop a Food Systems Report which provided an outline of food systems needed in Chicago. CFPAC also worked with the city's Metropolitan Agency for planning to adopt a regional plan called "GO TO 2040." GO TO 2040 recommends that local governments surrounding the Chicago area simplify zoning codes in an effort to provide incentives for the conversion of vacant lots and rooftops to agricultural use. In response to these comprehensive efforts, amendments to Chicago's zoning code have taken place over the past few years.

As a result of this legislation and the local food movements, there is a need for people to enter the field of sustainable agriculture to fill a wide variety of jobs. Many gardeners and residents of the community are also seeking more information about this field.

CURRICULUM QUALITY

1. Curriculum Information. Demonstrate the college has developed quality curricula that aligns with federal, state and local requirements, is responsive to local workforce needs, and will prepare graduates with the appropriate level of skill to meet their educational and employment goals.

a. Program purpose: Describe the goal for individuals completing this program(s) in terms of gaining employment and continuing their education. If submitting a degree and certificate together, delineate the level of education, skill and employment for each.

- 1) Catalog description.** Provide a description of the program(s) as it will appear in the college's catalog.

The sustainable urban agriculture program offers a hands-on approach to becoming a professional in the field of urban farming and sustainable urban agriculture. The goal of the program is to help society improve the health of its environment, food, and communities; give students practical experience working with professional urban farmers and faculty; and teach students how to critically analyze historical and current food systems to offer more sustainable solutions. The program includes management and marketing techniques for urban agriculture food production systems.

- 2) Curriculum.** Complete the Curriculum Chart (Part B) indicating the general education, career and technical education, work-based learning and elective requirements and options to complete the program. Include a Curriculum Chart for each program.

b. Educational alignment: Describe how the proposed program(s) illustrate a Program of Study. See ICCB's Programs of Study website for more information: [Illinois Programs of Study](#).

- 1) Academic/Curricular Alignment.** Describe the alignment of content between secondary and postsecondary coursework and curricula. Include opportunities for dual credit or articulated credit in both academic and career/technical areas between high school and community college. How will the college ensure a smooth transition for students entering the program, whether from high school, adult education, or other workforce training pipelines?

As a result of the local foods movement, many local schools are working on projects associated with Sustainable Urban Agriculture. Currently, Westmont High School participates in the Illinois Farm to School program. Hadley Junior High School in Glen Ellyn is involved in a community farm project that their gifted students manage and operate. Farm to School enriches the connection communities have with fresh, healthy food and local food producers by changing food purchasing and education practices at schools. With the passage of the Farm to School Act of 2015, the program is projected to expand upon the successes of the USDA Farm to School Grant Program by increasing participation and funding from \$5 million to \$15 million to better meet the high demand and need. The Sustainable Urban Agriculture degree and certificate will provide opportunities for future dual credit agreements, and allow smooth transition for students in high school interested in pursuing a degree in the field of sustainable agriculture, as well as meet the needs and interests of the community.

- 2) **Relationship to existing curricula at the college:** Indicate how this program(s) may provide educational laddering opportunities between short- and long-term certificates and degree curricula.

This new degree and certificate program will be offered in addition to the existing degree and certificate programs in the Horticulture program. The new programs will provide students with more specialized training in Sustainable Urban Agriculture. These will also complement other courses that are offered in Sustainable and Environmental studies at College of DuPage including HORT 1125, Water Use and Conservation in the Landscape, HORT 1135, Introduction to Green Roofs, HORT 1141, Sustainable Landscape Design, BIOLO 2150, Ecology, EARTH 1145, Water Science- Fundamentals of Hydrology, BIOLO 1110, Environmental Biology, CHEMI 1237, Scientific Concepts in Sustainable Energy, EARTH 1111, Climate and Global Change, and GEOGR 1151, Geographic Information Systems.

- 3) **Articulation.** Specify how the program is structured or articulated to provide educational opportunities for students beyond community college (i.e. baccalaureate capstone programs). If applicable, include information on the specific programs and baccalaureate institutions with which the college has been working towards articulation.

College of DuPage is currently working on a tentative 2+2 or 3+1 articulation agreement and the proposed program with Loyola University Chicago. DeVry University also has a flexible Bachelor's degree in Technical Management that is another possibility for our graduates who wish to pursue a Bachelor's Degree. DeVry will transfer and use nearly every credit earned toward an AAS degree as well as up to 20 additional general education COD credits if a student wishes to complete them with us. The balance of the DeVry Business Core courses can be taken online.

- 4) **Academic & Technical Skill Requirements.** Describe how the college ensures that the proposed curricula will provide needed education and skills for the occupation and will meet program objectives by addressing the following:

- (a) **Academic Entry Skills:** Describe the reading, writing, math and/or science knowledge/skill requirements for students to enter and be successful in the proposed program. How will the college ensure appropriate remediation for students (e.g. through Academic Support Services or CTE/DevEd Bridge Instruction).

The following is applicable to students completing the AAS Degree that includes general education course work:

Reading Placement Test

The Reading Placement Test assesses a student's readiness for demands of college-level reading. Upon completion of the test, students will receive a score that places them in one of four categories. These categories are used as prerequisites for most college-level courses at College of DuPage.

Students do not need to take this test and qualify as "Reading Category 1" (college ready) if they meet ONE of the following conditions:

- *College-level totaling 12 semester hours with at least a "C" average.*
- *ACT composite score of 20. Proof of score must be provided.*
- *A score of 550 paper/pencil, 213 computer-based or 79 internet-based on the Test of English as a Foreign Language (TOEFL). Proof of score must be provided.*
- *College certificate, Associate degree, BA/BS degree, Graduate/Professional degree.*

The Reading Competency Requirement helps identify students not yet prepared to read most college-level texts. Test scores are used to determine readiness for college-level reading. If after entering the College of DuPage Horticulture Program, the student is found to be deficient in reading, math or writing, the coordinator or instructor should refer the student to the Academic Learning Center for tutoring in these subjects.

- (b) General Education:** Describe how the general education requirements support the technical skill requirements of the CTE program. Do each of the courses in Math, Communication, Science, etc. support the level of technical skill required to complete the program and obtain employment?

The general education courses students take in Math, Communication, Science, etc. at College of DuPage fully support the level of technical skill required for a student to complete this program successfully and obtain employment in the workforce. Career and Technical Education (CTE) has the potential to engage students through relevant learning experiences and, when infused with rigorous academic standards, to thoroughly prepare students for college and career success.

- (c) Technical Skills:** Describe what industry skill standards have been set for related occupations and what professional credentialing (licensure, certification, registration, etc...) is required or optional to students, when and through what agency/entity? Is it optional or required (i.e., is licensure or certification required or optional for job entry?) What steps has the college completed to ensure that students will learn the skills required to obtain the necessary licensure or certification?

Currently there are no specific industry certifications or accreditations in Sustainable Urban Agriculture that students can receive. If a student graduates and goes into organic farming, there is a certification process for farms must to become USDA Organic Certified. Courses offered under this new degree and certificate will help ensure students have knowledge of the specific standards under this certification. Curriculum will also cover the USDA Good Agricultural Practices (GAP) Certification which verifies that farms are following safe practices towards the objectives of minimizing contamination of fruit or vegetable. In an effort to ensure food safety, many grocery stores require GAP certification of their fresh fruit and vegetable suppliers.

- 5) Career Development.** Describe how career information, resume building and job search activities are incorporated into the curriculum.

There are two CTE counselors available to students for job seeking and keeping skills. The Horticulture Department incorporates resume building into classes including Coop/Internships, and the on-campus Career Services Office provides workshops on resumes. Various career ready workshops are also available to students, alumni and community members at no charge.

- 6) Course Syllabi.** Append in Part B the appropriate ICCB course forms and course syllabi for new courses or any existing courses that are being modified significantly for the proposed curricula.

New courses being added to the Horticulture program include: Introduction to Sustainable Urban Agriculture (3 credits); Principles of Agroecology (3 credits); Sustainable Vegetable

and Herb Production (3 credits); Urban Agriculture Issues (2 credits); Hydroponic and Aquaponic Production Systems (3 credits); Local Foods (2 credits); Business Principles for Sustainable Agriculture (3 credits) and Introduction to Composting: (1 credit).

c. Work-Based Learning. Describe how work-based learning will be incorporated into the curricula. Append to Part B a list of work-based learning sites to be used for internship, career exploration, job shadowing, clinical practicum, or apprenticeship coursework.

There is a 3 credit hour internship required in this new degree. Students are required to set measurable learning goals and complete a portfolio demonstrating workplace skills.

d. Accreditation for Programs. Describe what external approval or accreditation is required and/or optional for this program, when and through what agency/entity it is available. (i.e., is program approval/accreditation by a regulatory agency or industry-related entity required prior to enrolling students or graduates earning their licensure/certification? What steps has the college completed to obtain that approval/accreditation?)

There is no external approval or accreditation required or available for programs.

e. Assessment of Student Learning: Describe how the college plans to ensure students will meet the objectives for this program through evaluation of knowledge and skills at both the course and program-level.

1) Student Learning Objectives. Describe or list the broad program-level learning objectives/outcomes that each student is expected to have mastered upon completion of each program related to:

- the general education component of the curriculum, and
- the career and technical education component of the curriculum.

There are eight learning outcomes for the General Education curriculum at the College of DuPage applicable to students obtaining their AAS degree taking their general education coursework:

1. Critical Thinking

- a. Identify and challenge assumptions, including one's own***
- b. Develop and present solutions to problems or issues***
- c. Evaluate practical and ethical implications***
- d. Provide a researched, logically structured argument***
- e. Apply scholarly methodology***

2. Information Literacy

- a. Explain the need for information***
- b. Develop a plan for finding the needed information***
- c. Locate information effectively and efficiently***
- d. Evaluate information and its sources critically***
- e. Use information effectively, ethically, and legally to accomplish a specific purpose***

3. Knowledge Integration

- a. Evaluate contemporary social issues in scientific, historical, ethical, or aesthetic terms***
- b. Make connections between subject areas***
- c. Critically evaluate opinions based upon new information***

d. Use interdisciplinary thinking in everyday life

4. Effective Communication

- a. Analyze the context of a speaker's or writer's message or argument*
- b. Analyze the language of a text as well as visual and non-verbal elements of a presentation*
- c. Critically evaluate and discuss ideas in speeches and texts*
- d. Formulate coherent, well-supported arguments in speech or writing using appropriate oral and written conventions*
- e. Use language and rhetoric appropriate to the setting, purpose, and audience.*

5. Mathematical Reasoning

- a. Discover the validity or invalidity of mathematical arguments*
- b. Employ appropriate strategies to model and find solutions to problems*
- c. Interpret mathematical models and identify their limitations*
- d. Use appropriate terminology to represent and communicate mathematical information*

6. Scientific Reasoning

- a. Use generally accepted scientific means such as lab or field methods to collect data or conduct controlled experiments*
- b. Use generally accepted scientific procedures and tools to analyze data*
- c. Make inferences by synthesizing analytical results with fundamental concepts and theoretical perspectives or integrate existing knowledge based on scientific evidence*
- d. Use appropriate terminology to clearly communicate solutions to problems*

7. Cultural Comprehension

- a. Demonstrate an understanding of events, values, and ideas rooted in human experience.*
- b. Critically analyze issues from a cultural, historical, artistic, or philosophical context*
- c. Make informed aesthetic judgments of works of art*

8. Social Awareness

- a. Apply historical, ethical and scientific reasoning to social concerns*
- b. Recognize social responsibilities, ethics, and individual rights of others in a global society*
- c. Identify causes and variations of social diversity*

The career and technical education component of the curriculum:

Upon completion of the Sustainable Agriculture Technology Associate Degree in Applied Science and/or Certificate, the student will be able to:

- **Provide practical application of concepts related to sustainable food production including harvest, storage and distribution**

- *Implement sustainable food production practices for nutritious food*
- *Evaluate food distribution and storage practices*
- *Integrate appropriate sustainable practices to promote urban agriculture*
- *Describe the interrelationships of people, society and plants*
- *Demonstrate effective written, visual and verbal communication skills*
- *Utilize learned skills to advance their career and continue their education through four-year transfer programs*

2) Assessment of Student Learning Objectives. Describe the overall course-level assessment method(s) to be used, and the end-of-program assessment method(s) the college will use to ensure that students demonstrate these learning objectives just prior to program completion. (i.e., assessment through portfolio review, cumulative course completion, team project, comprehensive written/performance test, or industry/state pre-certification/licensure examination).

- *Students will be evaluated by projects, assignments, labs, discussion boards, and/or quizzes/tests. Class attendance and participation may also be a factor in evaluation along with compliance with safety procedures.*
- *The primary component of the end of program assessment is the student outcome assessment project, which is the development of a portfolio. The portfolio includes a current resume, long and short term goals specific to the course work in sustainable agriculture, proof of applied and acquired skill sets, as well as work samples and other evidence of achievement in the program.*

f. Continuous Quality Improvement.

- 1) Describe how the college will utilize continuous quality improvement to ensure the curricula remains rigorous and relevant.
- 2) Describe how the college will use Assessment of Student Learning information/data to improve the curricula.
- 3) Include a list of educational, business and community partners that participate in the improvement process.

Program improvement is facilitated through comprehensive program review every five years. The College is accredited through the Higher Learning Commission, using the Academic Quality Improvement Program method of innovation and ongoing self-assessment. The same concepts that are used on a college-wide basis for continuous improvement are employed at the department level through curriculum meetings with Horticulture faculty and the Advisory Committee of the Horticulture Program, which is comprised of industry professionals who provide a continuing review of curriculum relevance. The full and part-time faculty who teach in the program are dedicated to creating the highest quality curriculum.

2. Unique or noteworthy features of the program. Describe how the proposed program(s) stands apart from other programs similar in nature. Include information on instructional delivery method(s). (i.e., classroom only, online only, hybrid, distance learning).

The Sustainable Urban Agriculture Lab will support hands-on learning for students of the program. The degree and certificate program will offer some courses in a hybrid learning format, and possibly the online format.

3. Faculty Requirements. Describe the number of other faculty, existing and new, that will be required to implement and support the program.

a) Faculty Qualifications. Complete the **Faculty Qualifications Chart** (Part B). Include general minimum qualifications and those credentials that are specific to instructors in the proposed field of study (i.e. Cosmetology Instructor Certification to teach Cosmetology).

b) Faculty Needs. Complete the **Faculty Needs Chart** (Part B) to specify the number of full- and part-time faculty the program will need for each of the first three years, including new and existing faculty.

4. Academic Control. Describe how the college will maintain academic control over the program, including student admissions, faculty, and program content and quality.

a) Internal Oversight. Indicate what department and staff at the institution are responsible for maintaining the academic integrity of the program.

Judy Burgholzer, Horticulture Program Coordinator, is responsible for maintaining the academic integrity of these programs.

b) Contractual/Cooperative Agreements. Append to Part B a copy of the contractual or cooperative agreement to the application if another entity is involved in the delivery of the program. This includes any partnership agreement with another college, university, the regional consortia, an apprenticeship or labor organization, a private institution, business, or other outside entity.

There are no contractual or cooperative agreements at this time.

COST ANALYSIS

Verify the college has the fiscal resources in place or budgeted to support the program in a cost-effective manner. Document the financial feasibility of the proposed program.

1. Source of Funds. Specify the source of funds the college will use to support the proposed program and note what portion of funds will come from reallocation of existing resources as compared to new resources. Indicate how this program(s) will share resources (i.e. faculty, facilities, etc...) with existing programs. Include grant resources and amounts (i.e. Postsecondary Perkins, \$5,000 for program development; or USDOL Grant, \$10,000 for equipment).

We are currently awaiting final bids on the construction of the outdoor lab to support this degree and certificate. The goal is \$250,000 plus a 10% contingency. The \$250,000 is for construction of the urban farm lab adjacent to the current greenhouse on campus. Perkins funding in the amount of \$100,000 was allocated for this project in the FY16 budget. The President of the College has committed additional funding to cover the balance of the initial project. The department has also applied for a \$20,000 Foundation Grant to cover the cost of the lab equipment, high tunnel, rain cistern and hydroponic equipment to support classes. These items (1-6) are listed below under equipment. Additional grant sources are being explored for future expansion.

2. Equipment. If necessary, append to Part B of the application a list of new (new to the institution or program) equipment to be purchased, shared, or leased to implement the curriculum. Include donations of equipment.

Larger Equipment Needed:

Foundation Grant Source:

1. Stainless Steel Vegetable Washing Sink/Station (estimated \$1,200)
2. Vegetable Washer (estimated \$2,500)
3. Motorized Wheelbarrow (estimated \$2,800)
4. High Tunnel (estimated \$3000)
5. Hydroponic Equipment/Systems (estimated \$5,000)
6. Rain Cisterns (estimated \$5,500)

Included in Capital Budget FY2017:

7. Dingo – (estimated \$21,000)

Misc. Supplies/Small Tools/Equipment – FY2017 Department Budget

2 Mantis Tillers
Compost and Topsoil for Raised Beds
Organic Fertilizer
Row Cover
Low Tunnel Hoops for Season Extension
Plastic Mulch
Drip Tape Irrigation
Soaker Hoses
Walls for Compost Bins
Wheelbarrows
Carts
Hand Tools
Shovels/Rakes
Drill
Seed
Trays for Starting Seed
Tomato Cages
Stakes/Twine
Materials for Drip Irrigation in Beds
Organic Soil for 2-3 Raised Beds
Packaging Materials

3. **Facilities.** Verify the college has adequate facilities (i.e. classroom or laboratory space) to implement and support the program. Include plans for utilizing facilities through partners (i.e. local businesses, labor councils, community organizations, etc...) to deliver the program accordingly. Also describe any new costs associated with renovation or development of facilities.

We will utilize current Horticulture classrooms for courses. Additional classroom space in the Technical Education Center (TEC) may be needed due to an increase in course offerings especially during peak hours. A Sustainable Urban Farm lab will be developed to support the goals and objectives of the new degree and certificate as previously mentioned above. See attached document for tentative plans showing the lab layout.

4. **Finance.** Complete the **Finance Chart** (Part B) to identify new direct costs to establish the program over the next three years.

**OCCUPATIONAL CURRICULUM APPROVAL APPLICATION
PART B: Supportive Documentation and Data**

This part of the application is designed to document the program-to-occupational demand connection, the college's projected enrollment, proposed curricular structure, faculty requirements, and fiscal support.

OCCUPATIONAL DEMAND

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1. a) **Labor Market Data.** *Append* any occupational or industry projections data that supports the need for the proposed program(s).

See attached research that shows industry projection data that helps support the need for the proposed program. The Occupational Outlook Handbook does not release specific career outlooks for organic farmers for example. It is difficult to narrow down specific jobs in this field as the research in this field says.

1. b) Occupational Chart. List occupational titles related to the proposed program(s) and corresponding employment projections and completer data.		
Soc Job Titles & Codes * and other Job titles if alternate date also submitted	Annual District Openings*	Employment Projections: Annual Program Completers ** (indicate from which surrounding districts)
37-3012	6	Employment of Pesticide Handlers, Sprayers, & Applicators is projected to grow 10.95% from 2012 to 2022 in DuPage County. Nationally, employment is projected to grow 1.12%.
45-2011	2	Employment of Agricultural Inspectors is projected to grow 23.53 % from 2012 to 2022.
19-1010	3	Employment of Agricultural and Food Scientists is expected to grow 5.13% from 2012 to 2022 in DuPage County. Nationally, employment is projected to grow 9%.
19-4091	4	Employment of Environmental Science and Protection Technicians is expected to grow 1% from 2012 to 2022 in DuPage County. Nationally, employment is projected to grow 19%.
19-3051	2	Employment in Urban and Regional Planners is projected to grow 1.85% from 2012 to 2022. Nationally, employment is projected to grow 10%.
37-3000	238	Employment of Grounds Maintenance Workers is projected to grow 13.20 percent from 2012-2022 in DuPage County. Nationally, employment is projected to grow 13%.
11-9051	24	Employment of Food Service Managers is projected to grow 5% from 2012 to 2022 in DuPage County. Nationally, employment is projected to grow 2%.
35-1000	128	Employment of Supervisors, Food Prep. & Serving Workers is projected to grow 15.94% from 2012 to 2022 in DuPage County. Nationally, employment is projected to grow 5%.
45-2092	10	Employment of Farmworkers, Laborers/Crop/Nursery/Greenhouse is projected to grow 0% from 2012 to 2022, but will have 10 average annual job opening replacements from 2012 to 2022. Nationally, employment is projected to decline 3%, however, agricultural workers should have good job prospects overall.

- * SOC (Standard Occupational Classification) Job titles/codes & AAJO (Average Annual Job Openings) by Community College district can be found through the IDES [Illinois Dept. of Employment Security website](#).
- ** Program completer data can be used from the most current ICCB Data and Characteristics Report or completer data provided by the college.

1. c) Enrollment Chart. Provide an estimate of enrollments and completions over the first three years of the program. Include separate figures for each program (i.e. separate estimates for each degree and/or certificate included in this application).			
	First Year	Second Year	Third Year
Full-Time Enrollments:	10	12	14
Part-Time Enrollments:	30	40	50
Completions:	0	10	20

CURRICULUM STRUCTURE

The Sustainable Urban Agriculture AAS degree structure is based on a proposed 2+2 or 3+1 transfer agreement through Loyola University in Chicago and the course work a student would need to transfer into their baccalaureate degree program. This also puts the degree in line with course work and credit hours required at other community college programs offering a Sustainable Urban Agriculture AAS degree such as Triton, College of Lake County and Central Carolina Community College. Additionally, the course sequence in this degree prepares students entering the industry directly after completion with the skill set needed to be successful. Many students going into this field choose to enter the field after the completion of an AAS degree.

2. a) Curriculum Chart. List general education, career and technical education, work-based learning, and elective courses within the proposed program. Asterisk "*" courses with pre-requisites; *Italicize* transferrable courses. **BOLD** new courses.

Program Title: Sustainable Urban Agriculture AAS Degree (HORT 3339)					
	Course Prefix/#	Course Title	Credit Hours	Lecture Hours (include contact hrs new courses only)	Lab Hours (include contact hrs new courses only)
General Education Courses (required coursework). Specify Courses.	<i>Bio</i> 1110	<i>Environmental Biology*</i>	4		
	or				
	<i>Bio</i> 1151	<i>Principles of Biological Science *</i>	5		
	or				
	<i>Chem</i> 1211	<i>Survey of General Chemistry *</i>	5		
	<i>Bio</i> 2150	<i>Ecology *</i>	4		
	<i>Earth</i> 1135	<i>Water Science – Fundamentals of Hydrology *</i>	4		
	<i>Econ</i> 2202	<i>Microeconomics*</i>	3		
	<i>Math</i> 1428	<i>College Algebra with Applications *</i>	3		
	<i>Math</i> 1635	<i>Statistics *</i>	4		
<i>Engl</i> 1101	<i>English*</i>	3			
<i>Spec</i> 1100	<i>Speech*</i>	3			
		<i>Humanities and Fine Arts (3)</i>	3		
Total			31 or 32		

Career and Technical Education (CTE) Courses (required coursework)	HORT 1100	Introduction to Horticulture	3		
	HORT 1101	Soils and Fertilizers	3		
	HORT 1109	OSHA 10-Hour Landscape Safety	1	1	0
	HORT 1125	Water Use and Conservation in the Landscape	1		
	HORT 1135	Introduction to Green Roofs	1		
	HORT 1141	Sustainable Landscape Design	1		
	HORT 2300	Introduction to Sustainable Urban Agriculture	3	2	2
	HORT 2301	Principles of Agroecology*	3	3	0
	HORT 2302	Sustainable Vegetable and Herb Production*	3	2	2
	HORT 2303	Urban Agriculture Issues	2	2	0
	HORT 2304	Hydroponic and Aquaponic Production Systems	3	2	2
	HORT 2305	Local Foods	2	2	0
	HORT 2307	Business Principles for Sustainable Agriculture	2	2	0
	HORT 2308	Introduction to Composting	1	0	2
	HORT 2253	Greenhouse Operations and Procedures *	3		
Total			32	16	8

Work-Based Learning Courses (internship, practicum, apprenticeship, etc.)	HORT 2863	Internship (Career & Technical Education) *	3		
Total			3		
CTE Electives No Electives					
Total					
TOTAL CREDIT HOURS REQUIRED FOR COMPLETION			66 or 67		

Each candidate for an Associate in Applied Science (A.A.S.) degree shall satisfactorily complete a minimum of 18 credits in General Education. For the **Horticulture degree**, some General Education courses are already listed under program requirements. Therefore, students need 12 to 14 credits besides those listed under program requirements.

Under the specified General Education headings below, the following courses are required for the Sustainable Urban Agriculture **degree**:

Communication: 6 credits

Written: (3 credits) English 1101 or 1105

Oral: (3 credits) Speech 1100, 1120 or 1150

Physical and Life Sciences: 3 to 5 credits

At least one course with a laboratory component

(Biology 1110, 1151 or Chemistry 1211 in program requirements fulfills this requirement)

Mathematics: 3 to 5 credits

Select a minimum of 3 credits (1000 level or above).

(Mathematics 1428 and 1635 in program requirements fulfills this requirement)

Select Mathematics 1102, 1104 or 1120 only where required in the degree program. Only one from the following three courses may count toward overall degree requirement credit: Mathematics 1635, Psychology 2280 or Sociology 2205. Only one of the following courses may count toward overall degree credit: Mathematics 1428 or Mathematics 1431.

Humanities and Fine Arts: 3 credits

Social and Behavioral Sciences: 3 credits **(ECON 2202 in program requirements fulfills this requirement)**

Complete at least 2 credits from the list of courses in the **Global/Multicultural Studies** or **Contemporary Life Skills Category**. **(HORT 1100 in program requirements fulfills this requirement)**

TOTAL CREDITS FOR AAS DEGREE 66 to 67

2. a) Curriculum Chart. List general education, career and technical education, work-based learning, and elective courses within the proposed program. Asterisk "*" courses with pre-requisites; *Italicize* transferrable courses. **BOLD** new courses.

Program Title: Sustainable Urban Agriculture Certificate (HORT 4335)					
	Course Prefix/#	Course Title	Credit Hours	Lecture Hours (include contact hrs <u>new</u> courses only)	Lab Hours (include contact hrs <u>new</u> courses only)
General Education Courses (<i>required</i> coursework). Specify Courses.					
Total					
Career and Technical Education (CTE) Courses (<i>required</i> coursework)	HORT 1100	Introduction to Horticulture	3		
	HORT 1101	Soils and Fertilizers	3		
	HORT 1109	OSHA 10-Hour Landscape Safety	1	1	0
	HORT 2300	Introduction to Sustainable Urban Agriculture	3	2	2
	HORT 2301	Principles of Agroecology*	3	3	0
	HORT 2302	Sustainable Vegetable and Herb Production*	3	2	2
	HORT 2307	Business Principles for Sustainable Agriculture	2	2	0
Total			18	10	4
Work-Based Learning Courses (internship, practicum, apprenticeship, etc.)	HORT 2863	Internship (Career & Technical Education) *	3		
Total			3		

CTE Electives ** Select 7 credits from the following elective courses	HORT 1125	Water Use and Conservation in the Landscape	2		
	HORT 1135	Introduction to Green Roofs	3		
	HORT 1141	Sustainable Landscape Design	2		
	HORT 2303	Urban Agriculture Issues	1	0	2
	HORT 2304	Hydroponic and Aquaponic Production Systems	1	1	0
	HORT 2305	Local Foods	1	1	0
	HORT 2308	Introduction to Composting	1	1	0
	HORT 2253	Greenhouse Operations and Procedures *	3		
Total			7	3	2
TOTAL CREDIT HOURS REQUIRED FOR COMPLETION			28 credits		

2. b) Curriculum Sequence. Provide a copy of the term-by-term sequence of courses required to complete the program as it will appear in the college's catalog.

Suggested Course Sequence (Full-Time Enrollment)

Please note; A student's readiness to perform college-level coursework is based on the student's placement test and/or ACT scores. Below 1000 level coursework may be required prior to the student taking courses in the suggested sequences.

First Semester (14 to 15 credits)

- Engli 1101 (3)
- Hort 1100 (3)
- Hort 1101 (3)
- Biolo 1110 or 1151 or Chemi 1211 (4 to 5)
- Hort 2308 (1)

Second Semester (16 credits)

- Speec 1100 (3)
- Math 1428 (3)
- Biolo 2150 (4)
- Hort 2300 (3)
- Hort 2305 (2)
- Hort 1141 (1)

Summer Term (8 credits)

- Earth 1135 (4)
- Econ 2202 (3)
- HORT 1109 (1)

Third Semester (14 credits)

- Math 1635 (4)
- Hort 2301 (3)
- Hort 2302 (3)
- Hort 1125 (1)
- Hort 1135 (1)
- Hort 2303 (2)

Fourth Semester (14 credits)

- Humanities and Fine Arts (3)
- Hort 2253 (3)
- Hort 2307 (2)
- Hort 2304 (3)
- HORT 2863 (3)

2. c) Contractual/Cooperative Agreements. Append to Part B a copy of the contractual or cooperative agreement if another entity is involved in the delivery of the program. This includes any partnership agreement with another college, university, the regional consortia, an apprenticeship or labor organization, a private institution, business, or other outside entity.

FACULTY REQUIREMENTS

3. a) Faculty Qualifications. Cite the minimum qualifications for new and existing faculty.				
Degree	Field	Credential	Years of Related Occupational Experience	Years of Teaching Experience
Associates Degree in Horticulture or seven (7) year's management experiences in subject area in a business	Sustainable Agriculture	N/A	7	1
Master's Degree and some teaching experience preferred				

3. b) Faculty Needs. Cite the number of faculty, including new and existing faculty that the program will need for each of the first three years noting if they will serve as full-time faculty or part-time.

	First Year		Second Year		Third Year	
	Full-Time	Part-time	Full-Time	Part-time	Full-Time	Part-time
# of New Faculty	0	2	0	0	0	0
# of Existing Faculty	2	1	2	3	2	3

FISCAL SUPPORT

4. a) Equipment. If necessary, append to Part B a list of new (new to the institution or program) equipment to be purchased, shared, or leased to implement the curriculum. Include donations of equipment.

4. b) Finance Chart. Identify projected new direct costs to establish the program.

	First Year	Second Year	Third Year
Faculty Costs	\$18,000	\$18,000	\$18,000
Administrator Costs	0	0	0
Other Personnel costs (specify positions)	½ Time Lab Aide and ½ Time Student Worker \$23,400	½ Time Lab Aide and ½ Time Student Worker \$23,400	½ Time Lab Aide and ½ Time Student Worker \$23,400
Equipment Costs	\$20,000	\$10,000	\$8,000
Library/LRC Costs	\$600	\$600	\$600
Facility Costs*	\$220,000	0	0
Other (specify): supplies	\$10,000	\$10,000	\$10,000
TOTAL NEW COSTS	\$292,000.00	\$62,000.00	\$60,000.00

*Capital projects that use state funds require prior ICCB approval, as do capital projects over \$250,000 that use local funds.

Work-Based Learning (Appended B). Describe how work-based learning will be incorporated into the curricula. List work-based learning sites to be used for internship, career exploration, job shadowing, clinical practicum, or apprenticeship coursework.

There is a 3 credit hour internship required in this new degree. Students are required to set measurable learning goals and complete a portfolio demonstrating workplace skills.

Possible work-based learning/internship sites include, but are not limited to the following:

- **Green Earth Institute, Naperville, IL** <http://greenearthinstitute.org/>
- **Tempel Farms Organics, Old Mill Creek, IL** <http://www.tempelfarmsorganics.com/>
- **The Conservation Foundation, Naperville, IL** <http://theconservationfoundation.org/>
- **DuPage County Farm Bureau, Carol Stream, IL** <http://www.dcfb.org/>
- **Forest Preserve District of DuPage County, DuPage County, IL** <http://www.dupageforest.com/>
- **The GardenWorks Project, St. Charles, IL** <http://gardenworksproject.org/>
- **Mama Squash Market, Villa Park, IL** <http://www.mamasquash.com/>
- **The Resiliency Institute Suburban Permaculture, Naperville, IL** <http://www.theresiliencyinstitute.net/>
- **SCARCE, Glen Ellyn, IL** <http://www.scarcecoed.org/>
- **Chicago Roots Hydroponics and Organics, Chicago, IL** <http://chicago-roots.gardeningunlimited.com/>
- **Midwest Hydrogenics, Streamwood, IL** <http://www.midwesthydrogenics.com/Default.asp>
- **Urban Till, Chicago, IL** <http://www.urbantill.com/>
- **The Plant, Chicago, IL** <http://www.plantchicago.com/>
- **Organics of Chicago, Chicago, IL** <http://organicsofchicago.org/>
- **Barrington Natural Farms, Barrington, IL** <http://barrington-natural-farms.com/>
- **Kilbourn Park Organic Greenhouse, Chicago, IL** <http://www.chicagoparkdistrict.com/parks/kilbourn-park-organic-greenhouse/>
- **Three Plaid Farmers, Winfield, IL** - <http://blog.threeplaid.com/>
- **Wellhausen Farms, Wheaton, IL** - <http://www.wellhausenfarms.com/>
- **Sandhill Family Farms, Grayslake, IL** - <http://www.sandhillfamilyfarms.com/>
- **Radical Root Farms, Libertyville, IL** - <http://www.radicalrootfarm.com/employment/>
- **Gentleman Farmer, Barrington, IL** - <http://www.gentleman-farmer.com/were-hiring>
- **Montalbano Farms, Sandwich, IL** - <http://www.montalbanofarms.com/>
- **Angelic Organics, Caledonia, IL** - <http://angelicorganics.com/employment/>
- **Heritage Prairie Farm, Elburn, IL** - <http://www.heritageprairiefarm.com/>
- **Chicago Botanical Gardens Urban Agriculture, Glencoe, IL** <http://www.chicagobotanic.org/urbanagriculture>

College of DuPage
Program Advisory Committee Minutes

Name of Career & Technical Education Program or Regional Center: Horticulture Program
Date: March 15, 2015 Time: 11:30 a.m. Location of Meeting: Luncheon/Meeting in TE1011
Members Present (full names) and Expertise/Area Represented: Dino Castino, Russo Power Equipment; Kevin Goss, Sugar Creek Golf Course Superintendent; Scott Grams, Executive Director, Illinois Landscape Contractors Association; Eric Gundersen, The Growing Place Nursery, Inc.; Richard Hentschel, University of Illinois Extension; Mike Rizzi, Midwest Groundcovers, Inc.; Denise Walden, Walden Floral Design Co.
College of DuPage Administrators/Staff Present (names and titles): Brian Clement, Instructor; Jeanne Kempiak; Counselor; Lisa Pastore, Horticulture Program Specialist; Cindy Vervynck, Horticulture Student Representative
Meeting Facilitator (name): Judy Burgholzer, Professor/Coordinator, Horticulture
The Minutes: Meeting called to order at 12:15 and approval of the agenda. Minutes approved from the last meeting. I. Curriculum Development/Revisions: Fall curriculum follow-up. The following courses were approved by the college curriculum committee: Hort 1112, Landscape Maintenance Hort 1113, Landscape Construction Hort 1114, Irrigation and Water Management Hort 2213, 3D Landscape Design Hort 2251, 2-cycle Small Engine Repair and Maintenance Hort 2252, 4-cycle Small Engine Repair and Maintenance The following courses were added to the Landscape and Turf Maintenance certificate:

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Hort 1112, Landscape Maintenance, Hort 1113, Landscape Construction, Hort 1114, Irrigation and Water Management. The old Hort 1112, Landscape Maintenance and Construction was deleted.

The following courses were added to the Landscape Design and Construction certificate:

The committee did not feel it is necessary at this time to include the 3D Landscape Design course in the certificate since 2D is still more widely used in the industry. Students can take 3D as an elective in the degree if they wish to gain this additional skill.

- a. Update on Spanish for Horticulture class: At the fall college-wide curriculum meeting, the proposal shared at our fall meeting was tabled to get input from the Spanish faculty. Discussion took place on the title, course objectives and topical outline. The advisory committee still feels strongly that the title needs to reflect that Spanish phrases and communication skills with Hispanics in the green industry will be taught in the class. They do not think generalizing the course title is a good idea and should be avoided. They suggested the title, “English/Spanish Communication in the Green Industry” or “Communicating with Hispanics in the Green Industry.” It was also suggested that the topical outline include the topics Leadership, Empowerment and Supervision.
- b. Advanced 3D Landscape Design class: Due to student and industry request, we would like to add an advanced 3D class as an elective in the degree program. The committee unanimously approved the course proposal.
- c. Outdoor Power Generators class: Industry has also requested training in outdoor power generators. The committee unanimously approved the development of a new course. Judy indicated we can use committee help in finding an instructor for the course once it is developed.
- d. Online classes: We offered our first online course this spring – Hort 2231, Turf Science and Management. Brian gave a brief demonstration of the materials created and used in the class. The turf class will be offered again this summer. Hort 1100, Introduction to Horticulture is currently being developed as an online course and will be offered in fall 2015.

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Program Advisory Committee Minutes

- e. Power Equipment Technology certificate: Brian asked for input on developing a Power Equipment Technology certificate. Dino indicated there is a huge need for equipment technicians in the industry. Jeanne suggested that program advisors could visit HVACR/AUTO classes to promote the certificate if it is developed. Dino suggested recruiting students from the roofing industry. The committee approved moving forward in developing the Power Equipment Technology certificate, which would include the 2- and 4-cycle Small Engine Repair and Maintenance classes, and the Outdoor Power Generators class mentioned above.

- f. Urban Forestry/Arboriculture certificate and courses: We have had several calls asking if we offer urban forestry or climbing classes. The committee did not see the need to offer an Urban Forestry certificate as they believe we would not have a large population of students for it. However, they did see a need to incorporate more climbing into our existing Arboriculture class. Also, Scott mentioned there is a very definite need for a pruning course and that the addition of such a course would be more valuable. We will explore options and revisit this idea later.

- g. Sustainable Urban Agriculture certificate and courses: At the fall meeting we discussed the possible development of a Sustainable Urban Agriculture certificate. Horticulture faculty and staff met with Forest Preserve District of DuPage County and Kline Creek Farm personnel in the fall in an effort to work out an intergovernmental agreement for a site at Kline Creek Farm. As of now, development of the certificate is on hold since no agreement is in place yet. If we move forward, the committee suggested investigating other urban farms to model.

II. Announcements

- a. ILCA Landscape Design Contest Winners: Brian Clement reported on the contest this year. Our students did extremely well again this year.

Winners in the 3D Landscape Design Computer Generated Presentation from College of DuPage include Carol Jackson, First Place, South Elgin ([link to video presentation](#)); Tammy Cerveny,

College of DuPage
Program Advisory Committee Minutes

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Second Place, Lombard ([link to video presentation](#)); and Maisa Juber, Third Place, Addison ([link to video presentation](#)).
College CAD Landscape Plan winners from College of DuPage include **Kimberly Hendrich**, First Place, Bensenville; **Amy**

Second Place, Aurora; and **Carly Divito**, Third Place, Carol

b. PLANET Accreditation/Competition

We recently submitted all documentation required by the Professional Landcare Network (PLANET) to initiate the accreditation process. It includes a 2 day site visit, during which PLANET representatives will speak with faculty, staff, students, administrators and advisory committee members.

Brian Clement and Marty Bartz are leaving next week for the PLANET competition at North Carolina State University. The team consists of 6 students who worked with Brian and Marty to raise nearly \$5,000 for travel expenses. Donors included ILSECO and The Growing Place.

c. Floral CDE – March 12. Denise Walden has been instrumental in revamping the contest this year. Nine schools and approximately 63 high school students will be participating.

d. Career Fair Wrap-Up

We had about 25 employers and approximately 60 students attend our Career Fair in February.

e. Spring Sale Dates

The spring sale is scheduled for May 8, 9 and 11 – 13. Advisory Committee members will be invited to shop earlier in the week.

f. School visits/tours/recruitment: Faculty and staff are involved in numerous school visits, tours and recruitment events. Among them are the TCD 7th Grade Career Fair, iLandscape Student Career Day, DuPage Countywide Institute Day, Churchill Elementary High Interest Day, and Addison Trail High School Career Week.

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- g. MELA Conference: The MELA conference is being held at College of DuPage on March 12.
- h. Scott Grams provided a reminder of the upcoming deadline for ILCA Scholarship applications.

III. Schedule Fall Meeting

The fall meeting will be held in conjunction with the all-college advisory event, presumably to be scheduled for an evening in late October.

Date: The next meeting will be held in conjunction with the all-college advisory event hosted by Dr. Breuder in the fall, date TBD.

Time: TBD

Location of the next Committee Meeting: TBD

Proposed agenda items: TBD

Time that this meeting was adjourned: 2:00 p.m.

Minutes prepared by (full name and date): Judy Burgholzer, March 22, 2015

College of DuPage
Program Advisory Committee Minutes

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Date: March 15, 2015 Time: 11:30 a.m. Location of Meeting: Luncheon/Meeting in TE1011
Members Present (full names) and Expertise/Area Represented: Dino Castino, Russo Power Equipment; Kevin Goss, Sugar Creek Golf Course Superintendent; Scott Grams, Executive Director, Illinois Landscape Contractors Association; Eric Gundersen, The Growing Place Nursery, Inc.; Richard Hentschel, University of Illinois Extension; Mike Rizzi, Midwest Groundcovers, Inc.; Denise Walden, Walden Floral Design Co.
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Date: The next meeting will be held in conjunction with the all-college advisory event hosted by Dr. Breuder in the fall, date TBD.

Time: TBD

Location of the next Committee Meeting: TBD

Proposed agenda items: TBD

Time that this meeting was adjourned: 2:00 p.m.

Minutes prepared by (full name and date): Judy Burgholzer, March 22, 2015

College of DuPage
Program Advisory Committee Minutes

Name of Career & Technical Education Program or Regional Center: Horticulture
Date: 9/28/15 Time: 5:00 p.m.-7:30 p.m. Location of Meeting: TEC 1038b
Members Present (full names) and Expertise/Area Represented: Kevin Goss, Sugar Creek Golf Course Superintendent; Scott Grams, Executive Director, Illinois Landscape Contractors Association, Inc.; Richard Hentschel, University of Illinois Extension; Mike Rizzi, Midwest Groundcovers, Inc.; Denise Walden, Walden Floral Design Co.; Colby Gregg Naperville Central Agriculture Teacher/FFA Advisor;
College of DuPage Administrators/Staff Present (names and titles): John Kronenburger, Associate Dean Business and Technology; Dona Stuart, Dean Business and Technology; Judy Burgholzer Coordinator & Professor Horticulture, Brian Clement Instructor Horticulture
Meeting Facilitator (name): Judy Burgholzer
The Minutes: Meeting called to order and approval of the agenda: <ol style="list-style-type: none">1. NALP Accreditation team meeting2. Power Equipment and Technology Certificate Changes<ul style="list-style-type: none">• In the spring 2015 advisory committee meeting, the committee supported adding a Power Equipment and Technology Certificate under the Horticulture Program. The committee also supported adding a new Portable Power Generator Repair and Maintenance Course.• We are in the process of putting this certificate together that will be an accredited program through the Equipment and Engine Training Council (EETC). Under that accreditation, the certificate program would consist of 16 credits will look like the following:<ul style="list-style-type: none">○ HORT 1150 Power Equipment Electrical Systems (3 credits) Prerequisite for HORT 1153○ HORT 1151 2-Cycle Small Engine Repair and Maintenance (2 credits)○ HORT 1152 4-Cycle Small Engine Repair and Maintenance (3 credits)○ HORT 1153 Portable Power Generator Repair and Maintenance (2 credits)○ HORT 1154 Compact Diesel Engines (3 credits)○ HORT 1155 Drivelines/Hydraulics/Hydrostatics (3 credits)
Advisory board overwhelming approved the 3 additions and seeking accreditation from the EETC Engine and Equipment Council saying there were more jobs than qualified people to work in the small engine field not only at repair shops but at landscape companies who are trying to service their own machines and equipment.

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3. **New AAS Degree under the Horticulture Department – AAS Degree in Sustainable Urban Agriculture**

Sustainable Urban Agriculture AAS curriculum is designed to provide students with the skills necessary to manage an environmentally sound and sustainable urban food production system. Graduates are qualified for numerous positions associated with environmental and sustainable agriculture including horticulture, nursery operations, agricultural education, and managing food production.

Upon completion of the Sustainable Agriculture Technology Associate Degree, the student will be able to:

- Choose sustainable food production practices for nutritious food
- Evaluate food distribution and storage practices
- Integrate appropriate sustainable practices to promote urban agriculture
- Describe the interrelationships of people, society and plants
- Demonstrate effective written, visual and verbal communication skills
- Utilize learned skills to advance in chosen career and continue professional development through four-year transfer programs.

Currently working out specific details with Loyola University on the AAS Degree transfer program

- **Under the new degree, will also be a Sustainable Urban Agriculture Certificate that a student must complete with 29 credits that will consist of the following courses:**

Note: Classes in Green are new courses that will be added

Required Courses under the certificate (21 credits) :

- **HORT 1100 Introduction to Horticulture (3 credits)**
Principles and practices in the development, production, and use of horticultural crops. Includes classification, structure, growth and development, environmental influences on horticultural plants, and vocational opportunities in the horticultural industries.
- **HORT 1101 Soils and Fertilizers (3 credits)**
Principles and practices in the development, production, and use of horticultural crops. Includes classification, structure, growth and development, environmental influences on horticultural plants, and vocational opportunities in the horticultural industries.
- **HORT 1130 Horticulture Business (3 credits)**
Principles and practices of operating a horticultural business and operational procedures for dealing with the perishable and seasonal nature of horticulture. Includes trends, skills and career opportunities in the various disciplines within horticulture.
- **SUA Sustainable Urban Agriculture (3 credits)**
Integrates theoretical and practical aspects of small-scale organic urban farming. It includes hands-on instruction and an introduction to a range of farm-related topics, including composting and vermicomposting, irrigation systems, propagation and greenhouse management, soil fertility, integrated pest management, plant pathology and disease management, permaculture techniques, and small fruit orchard management. Students explore personal agricultural interests through research projects, visit local farms and gardens and attend key sustainable garden and farm events throughout the semester. This

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course is intended for students interested in Agriculture, Environmental Science and Sustainability.

- **SUA Principles of Agroecology (3 credits)**

Ecological approach to agriculture including the interactions of crops with the environment, soil building and ecology, developing diverse cropping systems, managing biological competition, culminating in a whole systems perspective on sustainable agriculture.

- **SUA Sustainable Vegetable and Herb Production (3 credits)** *currently offered as selected topics* Overview of sustainable growing techniques on the home and commercial scale of vegetable production including planting, pest considerations, weed strategies, and harvesting. Prereq: Hort 1100, *Introduction to Horticulture*. **Advisory board recommended adding Prerequisite HORT 1100 Introduction to Horticulture**

- **HORT 2868 Cooperative Education Internship (3 credits)**

Course requires participation in Career and Technical Education work experience with onsite supervision. Internship learning objectives are developed by student and faculty member, with approval of employer, to provide appropriate work-based learning experiences. Credit is earned by working a minimum of 225 clock hours for three semester hours. **Prerequisite:** 2.0 cumulative grade point average; 12 semester credits earned in a related field of study; students work with Career Services staff to obtain approval of the internship by the Associated Dean from the academic discipline where the student is planning to earn credit.

Certificate Electives: Choose 8 from the following list as part of certificate.

- **SUA Urban Agriculture Issues (2 credits)**

Explore urban agricultural issues at the local, national, and global scales focusing on the roots of growing food in the city and highlight the ways in which the act of growing food was removed from the urban scene. Includes the current state of urban agriculture, as both a social movement working to create a more just society and as an aid in the implementation of urban environment sustainability.

- **SUA Hydroponic and Aquaponic Production Systems (2 credits)**

Introduction to sustainable hydroponic crop production and aquaponics. Aquaponics is sustainable aquaculture (raising aquatic animals such as snails, fish, crayfish, or tilapia in tanks), combined with hydroponics (cultivating plants in water) in a symbiotic environment.

- **SUA Food: Think Global, Buy Local (2 credits)**

Explore sustainable food production and its historical perspectives, urban and rural sustainable farming, world hunger, and the impact of genetically engineered food.
Advisory board recommended coming up with a new name for this course

- **SUA Introduction to Organic Farming (2 credits)**

Covers the history of organic farming principles, practices, and policies. USDA standards will be compared to similar standards in other countries and to “Green Labels” that compete with organic products in the marketplace. Industry trends as well as the basis of how to certify farms and food processors will be included.

- **HORT 1141 Sustainable Landscape Design (1 credit)**

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Sustainable landscape design and construction practices that minimize loss of natural resources. The economic benefits of sustainable practices will also be discussed.

- **HORT 1125 Water Use and Conservation in the Landscape (1 credit)**
Residential and commercial water management as it relates to understanding the intersection of the Plant-Soil-Water continuum. Includes best practices and strategies for sustainability.
- **HORT 1135 Introduction to Green Roofs (1 credit)**
The basics of green roof design, construction, and maintenance. Includes benefits of green roofs and a review of the products, plants, and growing media used in green roof applications.
- **HORT 2261 Insects of Ornamental Plants (3 credits)**
Detection, identification and ~~eradication~~ of local species of insects that damage ornamental plants. Includes ~~selection and use of pesticides for insect control~~.

Advisory Board recommends changing eradication to control, and last sentence to read:
Includes Integrated Pest Management Practices.

- **SUA Designing and Managing Food Production Systems in Urban Landscapes (3 credits)**
Emphasizes urban landscape design solutions to overcome barriers to providing local fresh food resources in an urban setting. Also crop and livestock selection and various community programs that address the nutritional needs in urban areas.
- ~~**SUA Natural Resources Management (Soils and Water) (3 credits)**
Contemporary practices of natural resource management, including issues in soil and water conservation, sustainable practices relevant to urban and rural areas, appropriate plant selection and environmental issues, and management practices that have an adverse effect on the environment and the solutions to such situations.~~
- **SUA Beekeeping 101 (1 credit)** *(Future tentative plans with Kline Creek Farm)*
Whether you are an experienced beekeeper, or thinking about starting a backyard beehive, this course is a one-of-a-kind learning experience. This class will walk you through all the basic knowledge to start hives in your backyard. Topics include bee biology, hive management, queen bee purchasing, honey extraction, bees in an urban setting.
- **SUA Fruit, Nut and Berry Production (3 credits)** *(Future tentative plans with Kline Creek Farm)*
Principles and practices of cultivating fruit and nut crops commercially. Introduces students to fruit tree selection, planting and care for small-scale orchards or home gardens. The course includes knowledge about desirable varieties, hands-on pruning and training methods, and details on pest management. The emphasis is on organic production methods. This course is intended for students interested in agricultural production, agricultural education and sustainability.
- **SUA Viticulture (2 credits)** *(Future tentative plans with Kline Creek Farm)*
Focus on the aspects of grapes, from vine anatomy to final products produced from them. Includes cultivars, propagation, canopy management, diseases, weed control, physiology, anatomy, irrigation, wine production, climates, etc.

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- **SUA Introduction to Vermicomposting: (1 credit)**

Introduction to the cultural requirements of worms, advantages and benefits of vermicomposting, substrates, economics. Course will include products, steps in establishing vermicomposting with the goal to encourage students to engage in vermicomposting.

- **Earth 1135 Water Science- Fundamentals of Hydrology (4 credits)**

An introduction to the water cycle, the dynamic processes of surface water, and ground water. Students investigate and analyze the impacts of population growth, urbanization, weather, and climate upon hydrological processes and water resource sustainability. One field trip is required. For any student concerned about water resources and those with intended majors in geology, hydrology, meteorology, environmental sciences/engineering, or resource management.

- **BIOLO 1110 Environmental Biology (4 credits)**

An interdisciplinary study of the environment investigating how nature works and how things are interconnected. Based on an understanding of ecological concepts and principles, students examine lifestyle issues and critically analyze the relationship among population, natural resources, land use, agriculture, biodiversity, industrialization and pollution. Environmental problems are examined from scientific, ethical, economic and sociological perspectives to enable students to understand the relevance of biology to contemporary issues in human society.

- **CHEMI 1237 Scientific Concepts in Sustainable Energy (4 credits)**

Non-mathematical approach in examining a range of sustainable energy sources including wind, solar, ethanol, biodiesel, gasification, geothermal, hydrogen and fuel cells. Fundamental laws governing energy conversion in sustainable energy are introduced. Economic and environmental issues and the role of climate change in sustainable energy will be reviewed. Intended for students interested in a career in the renewable energy industry and non-science majors. Provides experience from theoretical, laboratory and laboratory simulation perspectives.

Add HORT 2251 Diseases of Ornamental Plants (3 credits) to list of electives.

- **HORT 2251 Diseases of Ornamental Plants (3 credits)**

Detection, identification, and treatment of common plant diseases. Includes analysis of symptoms, selection of chemicals, preventive measures, and selection of disease resistant ornamental plants.

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Program Advisory Committee Minutes

Date: October 28, 2015 Time: 5:00 p.m. Location of the next Committee Meeting: TEC 0111
Proposed agenda items: Curriculum Updates, NALP Accreditation Updates, Program Updates
Time that this meeting was adjourned: 7:30 p.m.
Minutes prepared by (full name and date): Brian Clement 9/29/15



Employment Opportunities for College Graduates

in Food, Renewable Energy, and the Environment

United States, 2010–2015

Allan D. Goecker, P. Gregory Smith, Ella Smith, Rebecca Goetz



Overview

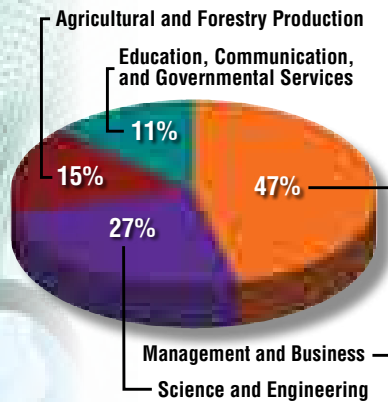
The agricultural, food, and renewable natural resources sectors of the U.S. economy will generate an estimated 54,400 annual openings for individuals with baccalaureate or higher degrees in food, renewable energy, and environmental specialties between 2010 and 2015. Seventy-four percent of the jobs are expected in business and science occupations; 15 percent in agriculture and forestry production; and 11 percent in education, communication, and governmental services.

During 2010–15, five percent more college graduates with expertise in agricultural and food systems, renewable energy, and the environment will be needed when compared to 2005–10. More than enough graduates will likely be available in the beginning of the study period in some occupations, but a shortfall of new graduates with preparation in priority business and science specialties is forecast in the latter half of the period.

Four major factors shape the market for graduates between 2010 and 2015:

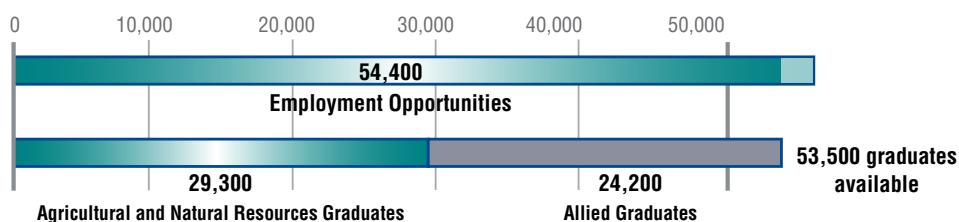
- Macroeconomic conditions and retirements
- Consumer preferences for nutritious and safe foods
- Food, energy, and environment public policy choices
- Global market shifts in population, income, food, and energy

Employment Opportunities



Graduates

Expect approximately 53,500 qualified graduates to be available each year. About 55 percent of the total, 29,300 are expected to earn degrees from colleges of agriculture and life sciences, forestry and natural resources, and veterinary medicine. The other 45 percent, an estimated 24,200 graduates, will come from allied disciplines including biological sciences, engineering, health sciences, business, and communication.



Employers have expressed a preference for graduates from colleges of agriculture and life sciences, forestry and natural resources, and veterinary medicine who tend to have relatively stronger interests and more extensive work experiences for careers in food, renewable energy, and the environment than those from allied fields of study. These graduates will likely continue to be preferred by many employers, but it is important to note that there were nearly 10 percent fewer agriculture and life sciences, forestry and natural resources, and veterinary medicine graduates produced in U.S. colleges and universities in 2008 than in 2002.

The Food and Agricultural Education Information System maintains enrollment data by academic specialty that are reported by colleges of agriculture and life sciences, forestry and natural resources, and veterinary medicine. Enrollments during 2004–09 suggest some increases in agribusiness management, agricultural mechanization and engineering, animal science, food science, and natural resources management graduates during 2010–15. In contrast, fewer graduates in the plant sciences, soil sciences, and horticultural specialties are anticipated during the next five years, and there will likely be little change in the annual production of forestry and wildlife science graduates.



Relatively more graduates from the allied fields of biological and health sciences will be required to fill positions that address consumer preferences for a safe and nutritious food supply. Likewise, more earth and atmospheric scientists and environmental engineers will be required to deal with the evolving public policy choices in energy and the environment.

Shortfalls of qualified graduates to work as plant geneticists and plant breeders, climate change analysts, and food safety and security specialists are anticipated during 2010–15.

Growth Occupations

The U.S. Department of Labor projects significant growth in selected food, renewable energy, and environment jobs during 2008–18 in the *Monthly Labor Review* published in November 2009.

Occupation – Percent Increase

Agricultural Inspectors – 12.8	Management Analysts – 23.9
Animal Scientists – 13.2	Market Research Analysts – 28.1
Biochemists and Biophysicists – 37.4	Natural Sciences Managers – 15.5
Computer and Information Systems Managers – 16.9	Pest Control Workers – 15.3
Credit Analysts – 15.0	Public Relations Specialists – 24.0
Environmental Engineers – 30.6	Recreation Workers – 14.7
Environmental Scientists and Specialists, including Health – 27.9	Sales Managers – 14.9
Financial Analysts – 19.8	Soil and Plant Scientists – 15.5
Food Scientists and Technologists – 16.3	Technical Writers – 18.2
Hydrologists – 18.3	Veterinarians – 33.0



Projected growth in these occupations is in tune with our nation's shift toward creating new businesses and jobs in local and regional food systems, capitalizing on climate change opportunities, developing renewable energy, and restoring and sustaining natural resources.

The ability to maintain a safe food supply that is more affordable and nutritious while also expanding energy production from renewable sources will increasingly depend upon the strategic integration of action teams. Those teams will need strong research and development and efficient business management skills. There will be growing opportunities for specialists who will manage our nation's water resources.

Projected Employment Opportunities and Available Graduates

Management and Business

Expect about 25,700 average annual job openings for management and business representatives in agricultural and food systems, renewable energy, and the environment during 2010–15. An estimated 12,100 qualified graduates will be available from agricultural and life science, forestry and natural resources, and veterinary medicine disciplines and 11,700 from allied fields of study.

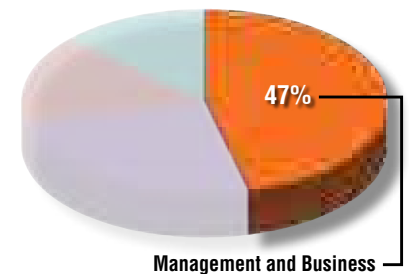
Sales and service occupations will continue to be the primary source of jobs in this employment cluster. Private practices in veterinary medicine will be major providers of jobs along with businesses that buy and sell agricultural commodities and forest products.

Look for good opportunities as credit analysts, information systems managers, financial planners, renewable energy economists, retail sales managers, and human resources specialists. Management jobs will continue to shift from production and manufacturing to the services sector of the economy. A growing number of managerial jobs will be found in environmental compliance and restoration ecology.

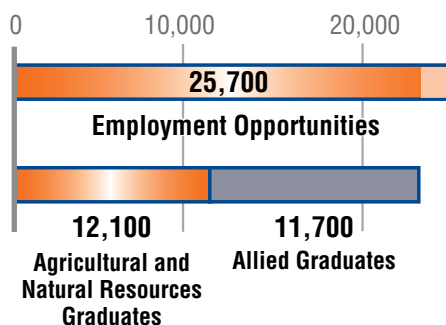
Priority Occupations

- Agricultural Sales and Service Representative
- Environmental Compliance Specialist
- Financial Planner and Manager
- Food Marketing Manager
- Forest Products Manager
- Grain Merchandiser
- Green Industry Products Manager
- Human Resources Specialist
- Land Use Planner
- Resource and Alternative Energy Economist

Employment Opportunities



Management and Business



Projected Employment Opportunities and Available Graduates Science and Engineering

Anticipate about 14,500 average annual job openings for science and engineering positions in agricultural and food systems, renewable energy, and the environment during 2010–15. Relatively more of the openings are expected during the latter portion of the period with the anticipation of a stronger macroeconomy and the need to replace retired workers. An estimated 6,200 qualified graduates will be available from agricultural and life science, forestry and natural resources, and veterinary medicine disciplines, and 7,900 from allied fields of study.

Animal science, food science, environmental science, and agricultural and biological engineering will provide one-half of all graduates from agricultural and life science, forestry and natural resources, and veterinary medicine disciplines. In contrast, plant scientists will account for fewer than ten percent of the total graduates from these academic programs.

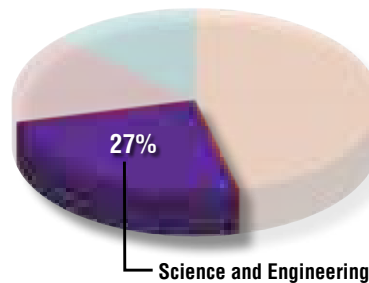
There will be good opportunities for plant geneticists and breeders, climate change analysts, food safety specialists, renewable energy engineers, nutritionists, biostatisticians, public sector veterinarians, nanotechnologists, biochemists, and animal pathologists.



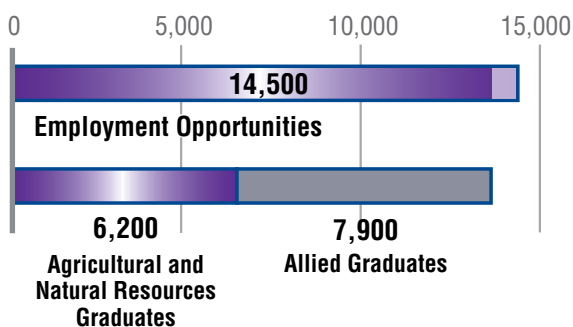
Priority Occupations

- Animal Pathologist
- Biological Engineer
- Biostatistician
- Environmental Scientist
- Food Scientist
- Human Nutritionist
- Nanotechnologist
- Plant Geneticist and Breeder
- Public Practice Veterinarian
- Renewable Energy Engineer

Employment Opportunities



Science and Engineering



Projected Employment Opportunities and Available Graduates

Agricultural and Forestry Production



Look for approximately 7,900 average annual job openings for graduates in agricultural and forestry production occupations — the foundation of the U.S. food, agricultural, and natural resource system. An estimated 7,100 qualified graduates will be available from agricultural and life science, forestry and natural resources, and veterinary medicine disciplines, and 950 from allied fields of study.

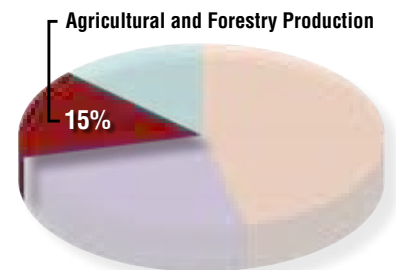
Fewer commercial farm and ranch operators are forecast by 2015, but a higher percentage will have a baccalaureate or higher degree. Anticipate more growers of specialty food crops, including organic fruits and vegetables, and bioenergy crops. Advancing technologies will require additional precision agriculture specialists. There will be good opportunities for restoration foresters in managing natural resources.

Poultry production managers and livestock herd managers are expected to have good employment opportunities along with food animal veterinarians. Crop management consultants will continue to have good job prospects.

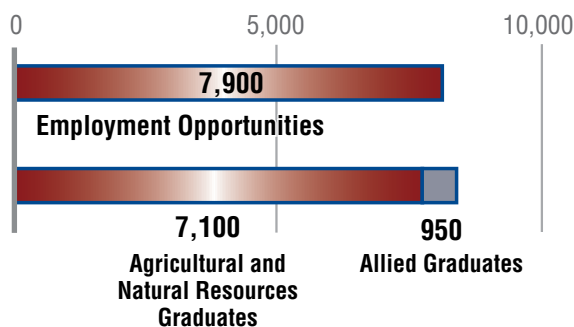
Priority Occupations

- Crop Management Consultant
- Food Animal Veterinarian
- Herd Manager
- Land Use Manager
- Poultry Production Manager
- Precision Agriculture Specialist
- Organic Agriculture Entrepreneur
- Renewable Energy Crop Producer
- Restoration Forester
- Seed Producer

Employment Opportunities



Agricultural and Forestry Production



Projected Employment Opportunities and Available Graduates

Education, Communication, and Governmental Services

Expect approximately 6,200 average annual job openings during 2010–15 in education, communication, and governmental operations involved with agricultural and food systems, renewable resources, and the environment. Agricultural and life sciences, forestry and natural resources, and veterinary medicine disciplines will produce about 3,900 qualified graduates annually, and approximately 3,600 are anticipated from allied fields of study.

The strongest agricultural education opportunities are projected in community colleges, and in higher education specialties including plant and animal health, climate change, food safety, and bioenergy. Government agencies are expected to hire graduates with expertise in food safety and security, and in natural resources and environmental management.

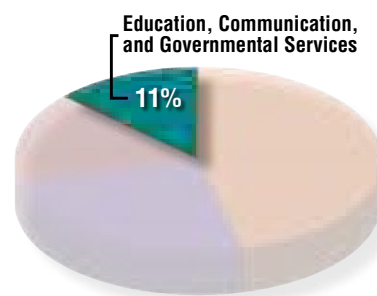
Communicators who are proficient in multimedia and social media operations will be in the strongest employment position. Individuals with specialized talents in electronic information architecture, computer graphics, health communication, and science communication will be needed.



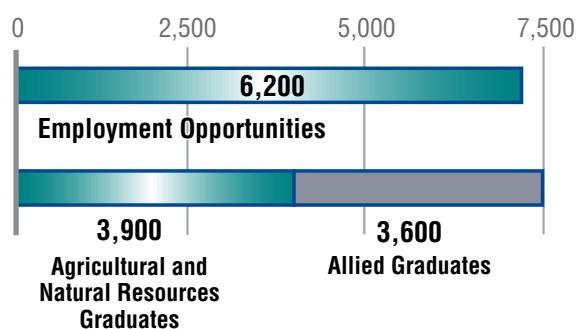
Priority Occupations

- Climate Change Analyst
- Computer Graphics Technologist
- Distance Education Specialist
- Ecotourism Specialist
- Electronic Information Architect
- Food Safety Information Specialist
- Health Communicator
- Natural Resources Conservation Specialist
- Rural Development Specialist
- Science Communicator

Employment Opportunities



Education, Communication, and Governmental Services





United States Department of Agriculture

Employment Opportunities for College Graduates

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Project Consultants: Carol L. Anderson, Cornell University, professor emeriti; Perry Brown, University of Montana; Gregorio Billikopf Encina, University of California-Davis; J. Marcos Fernandez, The Pennsylvania State University; Mike Gaul, Iowa State University; Pat O'Rourke, Illinois State University; Govind C. Sharma, Alabama A&M University; Bettye K. Walters, Virginia-Maryland Regional College of Veterinary Medicine

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The Economic Contribution Potential of Local Foods Production in Kane County, Illinois

Dave Swenson*

Economist

March 2013

Introduction

The local production of fresh fruits and vegetables offers the potential to create net new ag-based productivity into a region, which in turn would boost the number of jobs and amount of income sustained by the area economy. Because most consumed fruits and vegetables originate outside of Kane County, consumers must import those products. If local farmers can successfully compete against those food imports, they keep spending within the region where it has an opportunity to multiply through the area economy. This evaluation investigates the regional economic value of producing a variety of fruits and vegetables along with local egg production to accommodate area regional demand.

The analysis flows from the author's previous work on multi-state, statewide, and regional food production opportunities, most of which are available from the Leopold Center for Center for Sustainable Agriculture at Iowa State University.¹ There are several important components to this research that help to set the boundaries to the Kane County analysis:

- An array of fruits and vegetables was chosen that could be produced competitively in the region.
- Area per capita demand for those fruits and vegetables was determined using the factors contained in the Iowa Fruit and Vegetable Market Planner at Iowa State University.²
- Factors were assigned to each fruit and vegetable to estimate the potential production for consumption to be met. This production rating ranged from 25 percent to 50 percent of area annual consumption per capita. Items that were disproportionately consumed during the growing season, like sweet corn, were scored 50 percent. The same applied to items that stored well like onions, potatoes, squash, and apples. Items that were consumed more or less regularly throughout the year but were nonetheless in greater abundance locally during the summer, like leaf lettuce or carrots, were scored 25 percent.

* Associate scientist in Economics at Iowa State University and a lecturer in Urban and Regional Planning at The University of Iowa.

¹ Research on several projects was undertaken between 2005 and 2011. Looking under the heading "Economic Impacts," the following link can direct readers to a range of studies completed for the Leopold Center for Sustainable Agriculture by the author. http://www.leopold.iastate.edu/marketing/food_systems.

² Found here: <http://www.intrans.iastate.edu/marketplanner/>. The author had access to the underlying data base for the current Iowa model.

- Regional productivity per acre for each agricultural product was determined using pounds-per-acre factors in the Iowa Fruit and Vegetable Market Planner as adjusted Kane County agricultural land productivity as compared to the Iowa average.³
- The analysis will in part be sensitive to overall regional demand and the regional capacity to produce fruits and vegetables for local markets as well as for nearby metropolitan demand – the Kane County economy does not exist in isolation from its neighbors.
- The modeling system used to estimate the job and income gains is based on the 2011 Kane County economy, and the production factors analyzed for this study were modified by the author to reflect the farm-gate value of production, labor requirements, and labor income for the bundle of commodities that were produced.
- National average prices received per chosen fruit and vegetable for 2011 were obtained from the U.S.D.A *Quick Stats* database.
- Finally, a separate evaluation of the potential for locally producing eggs is conducted. That evaluation is separate because the factors determining fruit and vegetable production and potential regional demand are fundamentally different than for poultry products.

Basic Inputs and Analytic Requirements

Table 1 itemizes the fruits and vegetables assessed in this study. This group acts as a bundle of possibilities for the local market, and the subsequent analysis would closely represent any reasonably similar mix of 24 fruits and vegetables that were viable for regional producers to market locally.

Table 1

Crops Evaluated	
apples	leaf lettuce
asparagus	mustard greens
broccoli	onions
cabbage	peppers
carrots	pumpkins
cauliflower	raspberries
collard greens	snap beans
cucumbers	spinach
eggplant	squash
garlic	strawberries
grapes	sweet corn
kale	tomatoes

³ This adjustment to the baseline productivity of fruits and vegetables was calculated using a weighted average of corn, soybean, and oats yield in the county as compared to Iowa averages for those same crops. There is no reliable data allowing for fruit or vegetable product-by-product yield differences, so this proxy measure was the next best option.

After considering the potential annual local per capita demand and the percentage of that demand that could be met by regional producers, the value of production was determined and is contained in Table 2. It would require 2,496 total acres to produce this bundle of 24 fresh fruits and vegetables. In 2011, the USDA National Agriculture Statistics Service estimated there were 148,700 field crop harvested acres in Kane County. The values in Table 2 represent just 1.7 percent of total county cropland. For illustrative purposes, the potential retail value of the production is presented as well. The values are reflective of national retail average prices for 2011.⁴

Table 2

Table of Primary Factors

Kane Co. population		515,269
Acres required to meet seasonal fresh fruit and vegetable demand		2,496
Farm sales value in \$2011	\$	10,937,310
Farm sales per capita	\$	21.23
Potential retail value \$2011	\$	40,579,814

Estimated Total Economic Contributions Associated With Area Fruit and Vegetable Production

The value of producing fresh fruits and vegetables for local or regional consumption can be measured using an input output model (IO) of the regional economy. IO models are highly detailed estimates of area inter-industrial production values and relationships. There are three scenarios analyzed for Kane County:

- The first estimates assume that local producers supply local consumers only. This is the Kane County only evaluation, and it provides local supporters with the potential value of serving the local resident population. These values will be derived from the values in Table 2, above.
- The second scenario considers all nearby metropolitan demand and the likelihood that Kane County, in competition with all of its neighbors, is producing solely for that dense regional demand irrespective of the total Kane County population.
- The third estimate simply standardizes the production values on a per 100,000 persons served basis. This creates, in and of itself, a multiplier table that can be applied to production or sales scenarios that differ from one and two above

⁴ The calculated retail values reflect typical grocery store retail prices, not farmers' markets or CSA prices.

Before displaying the results, however, it is important to understand the language of IO analysis.

Understanding Economic Impact Analysis

The economic impact or, in this research, the economic value or economic contribution of a specific type of productivity is ideally measured using an input-output (IO) model of the area of scrutiny.⁵ For this study, a Kane County input-output (IO) data base was purchased from MIG, Inc., upon which to base the subsequent modeling.⁶

The tables that are produced in IO models display the amount and the types of economic activities that are generated when fresh fruits and vegetables production increase in an area. There are four categories of economic information that will be produced in subsequent tables:

- Total industrial output. This is the value of what is produced in the industries that evaluated.
- Value added. Value added is composed of all payments to labor and to proprietors, incomes from properties and other investments, and the indirect tax payments that are part of the industrial production processes. Value added is the same thing as Gross Domestic Product, and it is the standard manner in which we gauge the size of an economic activity, especially on a comparative basis.
- Labor income. Labor income is a subset of value added. It is composed of the wage, salary, and benefits payments to workers, as well as the incomes that proprietors pay to themselves. Labor incomes are useful for regional analysis because very large fractions of them accumulate to resident workers, whereas incomes from investments, most of the remaining value added, may accumulate out of the region of scrutiny.
- Jobs. Jobs are not the same as employed persons because many people have more than one job. There are, therefore, more jobs in an economy than employed persons. In addition, jobs are not created equally. Some are seasonal, as would be the case for fruit and vegetable production, others are part-time, and others are more like full time. The modeling system provides an annualized value of the jobs associated with each level of industrial output even if the jobs only occur during a short period of time, which would be the case for fruit and vegetable production jobs or many other crop production jobs.

There are three levels of economic activity that are summarized.

- Direct activity. This refers to all of the economic values listed above in the industry that we are assessing. In subsequent analyses, for example, all fresh fruit and vegetable production is the direct activity.

⁵ The phrase “economic impact” is used sparingly by the author. It should denote only the net value of regional productivity gains as measured by net regional income and job gains. The values in this analysis will initially reflect existing production as well as supposed potential production. The difference between total production and existing production, then, would represent the total economic impact of the scenario.

⁶ MIG, Inc. is also commonly called IMPLAN. This company annually compiles national, state, and substate data sets for use in input-output modeling. The most recent data available, owing to lags in governmental reporting, are for calendar year 2011.

- Indirect activity. All firms require inputs into production such as raw commodities, chemicals, technology and mechanical inputs, services, wholesale goods, transportation, banking services, and utilities. When levels increase or decrease in the direct sector, that influences the demand for inputs.
- Induced activity. This occurs when workers in the direct firm and workers in the indirect, the supplying, sectors convert their labor incomes in to household consumption. This stimulates another round of regional economic activity that, in turn, stimulates jobs and pays incomes.

Summing these values yields an estimate of the total economic value of a particular kind of industrial production.

The phrases *economic value or economic contribution* are used instead of *economic impact*. In this kind of analysis, the term economic impact is reserved for where net increases in regional productivity are occurring. Those increases would happen if a region were expanding export sales or, as is the case here, reducing imports by substituting locally grown foods for imported foods. The degree to which an economic activity is indeed producing incremental export or import substituting gains constitutes the regional economic impact. This study, however, identifies the full value of the economic activity, here fruit and vegetable farming, but it does not estimate how much of that production would be considered new production for the area economy. It is assumed that the majority of the production projected in this study would constitute net new regional activity; the exact proportion, however, cannot be estimated as there are no reliable county-level estimates of existing fruit and vegetable production values. The 2007 Agricultural Census determined that there were 1,252 total vegetable and fruit producing acres in Kane County. This value does not help establish a baseline for fresh fruit and vegetable production. It is also likely that acres producing fresh fruits and vegetables have increased since 2007.

Economic Contributions of Producing for the Kane County Market: Scenario 1

This scenario is an insular analysis. It calculates the value of Kane County farmers producing solely for the Kane County population. Advocates are often interested in this type of characterization because they want to understand both the magnitude of potential local demand as well as the amount of production required to meet that demand. It is, for certain, a most unrealistic scenario considering real-world conditions. The county's boundaries mean nothing in economics. Kane County producers will of course sell to customers outside of the county, and surrounding producers will see Kane County as a viable market: those real-world dynamics are considered in the second scenario.

In 2011, Kane County had a population of 515,269. Table 2 informed us that were Kane County farmers to produce the 24 fresh vegetable and fruit bundle, they would have generated farm sales of \$10.94 million.

Table 3 displays the results of this first scenario. To produce \$10.94 million in farm level sales would require the annualized equivalent of 54 jobs earning \$2.97 million in labor income. Those farmers would have further required \$3.46 million in indirect inputs, which would have sustained 40 jobs earning

\$1.36 million in labor income.⁷ When the direct workers (on the farm) and the indirect workers (the supplying sectors) converted their incomes into household spending, they would induce \$2.78 million in Kane County output, which in turn would require 25 jobs making \$.91 million in labor income. Combined, the total regional economic contribution would sum to \$17.18 million in industrial output, \$7.84 million in value added (or county GDP), \$5.25 million in labor income, and 120 jobs.

Table 3

Scenario 1: Producing Only for Kane County Demand

	Direct +	Indirect +	Induced =	Total	Total Multiplier
Output \$	10,937,310	3,458,133	2,784,994	17,180,437	1.57
Value added \$	3,783,082	2,311,414	1,745,467	7,839,962	2.07
Labor income \$	2,970,778	1,363,861	910,741	5,245,380	1.77
Jobs	54	40	25	120	2.21

The table also contains a column of total multipliers. A multiplier is the total value divided by the direct value. It tells us how much the entire economy changes in that category per unit change in the direct sector. The output multiplier of 1.57 means that for every \$1 of output in producing fresh fruits and vegetables, there are \$.57 in output sustained in the rest of the regional economy. The value added multiplier of 2.07 says that for every \$1 of value added generated by this type of farming, there are \$1.07 in value added supported in the rest of the area economy. The labor income multiplier of 1.77 says that for every dollar of labor income paid on the farm (to include to the proprietors), there are \$.77 in labor income supported in the rest of the economy. Finally, the jobs multiplier of 2.21 says that for every job producing fruits and vegetables, there are 1.21 jobs in the rest of the economy.

The direct labor income values per job are comparatively robust at \$55,014. This includes payments to farmworkers as well as to proprietors. In the modeling system, farmworkers were compensated at \$28,100 per annualized job in vegetable and melon production and \$23,300 per job in fruit production.⁸

⁷ Jobs in the modeling are expressed on an annualized basis. A farm could certainly hire more persons, but the modeling compiles labor demands for the sector in terms of the average hours worked annually per sector. The median pay for Illinois crop and horticulture workers in 2011 was \$10.50 an hour. The national average pay for itinerant farmworkers was \$7.50 an hour. Farm workers typically work long hours during planting, cultivating, and harvesting periods, but are idle, must relocate, or must supplement their incomes from other sources during times when crops cannot be grown.

⁸ Other adjustments and considerations: First, it must be emphasized that the typical farm operation will hire several persons for comparatively short durations. Stated differently, the number of persons doing the annualized jobs reported in Table 3 may be three-times or four-times greater. It also must be emphasized that a proprietor producing fruits or vegetables in Illinois would count as less than an annualized national average fruit or vegetable producer owing to the constrained growing season. Finally, when compiling the model for Kane County, it was assumed that the region required 20 percent more labor per acre harvested than national averages owing primarily to differences in

Readers are reminded that value includes wages and salaries plus employer-provided payments to social security and other wage-like benefits. The average per annualized job is boosted considerably, though, in expected returns to proprietors for their management and labor. In this exercise, and considering the total growing season limits in Illinois as would be compared to a national average that is heavily weighted towards temperate zones, Kane County proprietors were compensated at 40 percent of the national average for vegetable and melon production and 50 percent of the national average for fruit production.

Economic Contributions of Producing for the Regional Metropolitan Market: Scenario 2

This second scenario allows the surrounding region to compete for Kane County demand, and for Kane County producers to compete with their neighbors to sell to nearby and dense metropolitan area demand for fresh fruits and vegetables. The foundations for this analysis flow directly from work by the author for the six upper Midwest states that considered the total regional demand for fruit and vegetable production acres considering the demand of all regional metropolitan areas with 250,000 persons or more in population.⁹ That research considered dense urban demand as a primary sustaining element of local foods production and growth potential in the U.S. It also factored in the disincentives of distance and allowed for the potential for farmers to produce for metropolitan areas that were within 150 miles of their home counties. The ability for a county to supply production acres was calculated as the weighted distribution per county across all counties in the six-state area of the number of farms with fewer than 50 acres and, separately, the amount of harvested cropland per county. This analysis weighted equally the propensity to produce fruits and vegetables (the small farm measure) and the capacity to produce (the harvested acres measure). Once compiled, the probability of county acres satisfying regional demand was then calculated.

Table 4 allocates the regional sales potential for Kane County. Over 90 percent would be sold to the greater Chicago-Naperville-Joliet combined metropolitan demand, and 5.2 percent could potential be sold in the Milwaukee-Waukesha-West Allis region. The remainder would be split among Rockford, IL, Madison, WI, Peoria, IL, the Quad Cities region, and the South Bend-Mishawaka metro area. Recognizing that Kane County can potentially compete in several metropolitan areas, it is also true that nearby counties can compete quite effectively for Kane County sales, which is part of the greater Chicago combined metropolitan territory. Accordingly, the introduction of regional competition as well

the ability of smaller and distributed systems to achieve national-average economies of scale. Those adjustments notwithstanding, the modeling assumes that Kane County fruit and vegetable farmers are operating at sizes that allow them to approximate national average incomes (considering efficiency offsets) per acre of production, but adjusted for the shorter growing season.

⁹ Swenson, Dave. Selected Measures of the Economic Values of Increased Fruit and Vegetable Production and Consumption in the Upper Midwest. Leopold Center for Sustainable Agriculture, Iowa State University, March 2010. Found here: <http://www.leopold.iastate.edu/sites/default/files/pubs-and-papers/2010-03-selected-measures-economic-values-increased-fruit-and-vegetable-production-and-consumption-upper-mid.pdf>

as regional demand from beyond Kane County’s boundaries helps to redefine the potential regional service probabilities.

Table 4

Metropolitan Area	Allocation of Potential and Sales
Chicago-Naperville-Joliet, IL-IN-WI	90.1%
Milwaukee-Waukesha-West Allis, WI	5.2%
Rockford, IL	1.2%
Madison, WI	1.0%
Peoria, IL	0.9%
Davenport-Moline-Rock Island, IA-IL	0.9%
South Bend-Mishawaka, IN-MI	0.6%

Table 5 displays the expected factors associated with the second scenario. Considering all regional competition, Kane County producers could be expected to serve 445,328 customers. In so doing, 2,157 acres would be required to produce the bundle of 24 fresh fruits and vegetables measured in this evaluation. Those sales would be worth \$9.45 million to Kane County farmers, and those sales could potentially fetch \$35.1 million at retail.

Table 5

Scenario 2 Production Factors		
Competitively served regional population		445,328
Acres required to meet seasonal fresh fruit and vegetable demand		2,157
Farm value in \$2011	\$	9,452,705
Value of potential farm production per capita	\$	21.23
Potential retail value \$2011	\$	35,071,604

Table 6 shows the values associated with the second scenario. Kane County farmers, in producing for the regional market in competition with producers from other counties, could contribute \$9.45 million in farm level output, which would require 47 jobs earning \$2.57 million in labor income. Those farms would indirectly stimulate \$2.99 million in output and \$1.18 million in labor income to 35 supply sector workers. The direct and the indirect workers would induce \$2.41 million in additional output and \$.787 million of income to 21 job holders. In all, this scenario would yield \$14.85 million in regional output, \$6.78 million in value added (or county GDP), \$4.533 million in labor income, and 103 annualized jobs.

Table 6

Scenario 2: Producing for Regional Metropolitan Demand

	Direct +	Indirect +	Induced =	Total	Total Multiplier
Output \$	9,452,705	2,988,734	2,406,965	14,848,405	1.57
Value added \$	3,269,575	1,997,668	1,508,541	6,775,784	2.07
Labor income \$	2,567,532	1,178,734	787,119	4,533,384	1.77
Jobs	47	35	21	103	2.21

Table 3, the total multipliers are identical.

Economic Contributions of Producing for 100,000 Consumers: Scenario 3

The following evaluation reduces the values contained in the previous tables to per-100,000 resident values. This creates an intuitively understandable multiplier from which proponents can ratchet up or down different growth objectives.

Table 7 provides the per-100,000 consumers multiplier base factors. Kane County farmers need 484 acres to produce the chosen group of fresh fruits and vegetables. Farm sales would be \$2.1 million, and the potential retail value would be \$7.88 million.

Table 7

Scenario3 Production Factors Per 100,000 Consumers	
Population base	100,000
Acres required to meet seasonal fresh fruit and vegetable demand	484
Farm value in \$2011	\$ 2,122,641
Value of potential farm production per capita	\$ 21.23
Potential retail value \$2011	\$ 7,875,462

Using these values, then, the economic impacts for 100,000 consumers are Table 8. Just 11 workers making \$.577 million in labor income are required to produce the \$2.12 million sales expected to be made per 100,000 consumers. Those farmers would require \$.671 million in inputs, which would support \$.265 million in labor income to 8 jobholders. As they induced household spending, another \$.541 million in output would be produced requiring 5 jobholders making \$.177 million in labor income.

Combined, per 100,000 consumers, Kane County farmers would sustain \$3.33 million in regional output, \$1.52 million in value added (or county GDP), and 1.02 million in labor income to 23 jobs.

Table 8

Scenario 3: Producing for 100,000 Consumers

	Direct +	Indirect +	Induced =	Total	Total Multiplier
Output \$	2,122,641	671,131	540,493	3,334,265	1.57
Value added \$	734,195	448,583	338,748	1,521,527	2.07
Labor income \$	576,548	264,689	176,750	1,017,988	1.77
Jobs	11	8	5	23	2.21

The values in Table 8 are based on a consumer base of 100,000 and can be used as a multiplier table when population values are the foundation for the assessment. Were an assessment considered serving 200,000 consumers, then the values can be multiplied by 2. If an assessment considered serving 50,000 consumers, then the values would be divided by 2.

The Issue of Opportunity Costs

It has been stated that it is the goal of area promoters to target idle or other acres that are not currently cropped to produce incremental fresh fruit and vegetable production in the county. That is a laudable objective, but it must be reconciled with all land use in the region and the actual supply of acres available to produce greater amounts of fresh fruits and vegetables.

Given the incredibly robust returns to agriculture in recent years, it is very hard to make that case that there is a supply of unutilized or underutilized agricultural land in the area. Stated differently, it is likely the case that incremental improvements in fruit and vegetable production will come in part from existing cropland. If that is the case, however, concerns over agricultural land conversion need to be put into perspective.

Table 9 displays the amount of crop production acres in Kane County in 2011 and the number of acres required for fruit and vegetable production as represented by the three scenarios. Were the most aggressive (and most contrived) scenario to be realized, Scenario 1, it would require 1.7 percent of the county's crop acres, dropping down to 1.5 percent for the more econometrically realistic Scenario 2, and 0.3 percent when measured on a per-100,000 persons served basis.

Table 9

		Percent of Total Harvested Acres
2011 harvested acres in Kane County	148,700	100.0%
Scenario 1 acres	2,496	1.7%
Scenario 2 acres	2,157	1.5%
Scenario 3 acres	484	0.3%

It should be apparent from these figures that fresh fruit and vegetable production objectives will not significantly impact conventional agricultural production in Kane County. And given the fact that fruit and vegetable production generates higher output and value added per acre than existing conventional activities, incremental, gains in fruit and vegetable production will result in greater regional agricultural sector GDP.

If increased fruit and vegetable production requires small shifts away from conventional corn and soybean production, it is incumbent upon analysts to calculate the opportunity cost of the shift. If agricultural land is a fixed commodity, then the gains posted by fruit and vegetable production must be tempered by concomitant shifts away from corn and soybean production.¹⁰

Those comparisons can be easily made and standardized. Table 10 displays the consequences per 1,000 acres of crop production shifts. After considering all direct, indirect, and induced consequences, the loss of 1,000 acres of corn and soybean production weighted, respectively, at 680 acres and 320 acres, would cost the regional economy \$1.58 million in total output, \$.708 million in value added, \$.339 million in labor income, and 13 jobs. Gains from fruit and vegetable production on 1,000 acres would total \$6.88 million in output, \$3.14 million in value added, \$2.1 million in labor income, and 48 jobs. Netted, the region gains 35 jobs, \$1.76 million in labor income, \$2.43 million in value added, and \$5.31 million in output from the cropping shift.

Table 10

Opportunity Costs Per 1,000 acres of Conventional Crop Land Converted to Fruit and Vegetable Production

	Corn and Soybean Production	Fruit & Vegetable Production	Net Difference
Output \$	(1,576,895)	6,883,822	5,306,927
Value added \$	(708,257)	3,141,300	2,433,043
Labor income \$	(338,500)	2,101,708	1,763,208
Jobs	(13)	48	35

As is evident, the total job shifting is positive in favor of the more labor intensive and higher income producing fruit and vegetable alternative. Nonetheless, the total shifts in terms of acres or total output,

¹⁰ In fact, opportunity costs should be calculated against all land converted to crop production, whether it is currently cropped or not.

given the scenarios described above, are very small relative to the size of the current agricultural economy.

Egg Production Potential

It has been stated that egg production represents a farming opportunity for Kane County. Table 11 demonstrates the local potential demand and the production required to meet that demand. In 2011, the U.S. produced 292 eggs per capita. The USDA estimates, however, that the state of Illinois poultry operations produced only 95 eggs per capita. That means the state has a production deficit of 197 eggs per capita that is met by out-of-state suppliers.

Assuming supply and deficit are distributed equally statewide, Kane County could potentially produce, on a local production basis, 101.51 million eggs (or 8.49 million dozen) were import substitution the objective. The national average price received for a dozen eggs in 2011 was \$.975, so the potential lost sales to area farmers were they to make up this hypothesized county-level deficit would be \$8.25 million.

Table 11

Egg Production Factors

U.S. egg consumption per capita	292
Illinois egg production per capita	95
Average deficit in eggs per capita	197
X Kane Co. population = (in eggs)	101,507,993
In dozens of eggs	8,458,999
Average national farm price per dozen (2011)	\$.975
Gross sales	\$8,247,524

The direct job creation potential is, however, highly variable given production scales. We can look at the farm-level job creation potential using the U.S. average as well as the Iowa average. Iowa represents the most efficient production of eggs in the U.S. as it ranks first nationally in total egg production. Table 12 shows that the gross output per worker in Iowa is more than 4 ½ times greater than the national average of \$534,000 per job. Were the area able to generate local egg production at national output levels, it would, at the farm level, sustain 15.4 jobs in meeting the \$8.25 million in estimated egg sales deficit recorded in Table 11. If that production, to be regionally competitive, needed to approximate the efficiencies of major suppliers to Illinois, the number of jobs would decline (with the Iowa figure representing the most efficient production).

Table 12

Egg Productivity Factors

	Poultry Sector Output Per Worker in Millions	Direct Jobs Required to Produce for Kane County Egg Deficit
Iowa	\$2.482	3.3
U.S. Average	\$0.534	15.4

Table 13 estimates Kane County economic impacts per \$1 million in egg sales (using 2011 prices). The Kane County model was adjusted to reflect the national average direct output values per worker (\$534,000) and national average compensation for workers and for farm proprietors. \$1 million in sales would equate to 1.026 million dozen eggs. Accordingly, \$1 million in farm level sales require 1.9 jobs making \$122,114 in labor income. After multiplying through considering both indirect inputs and induced activity from household spending, a total of \$1.45 million in area output, \$395,843 in value added (or GDP), \$232,315 in labor income, and 4.5 jobs would be supported in the whole economy.

Table 13

Egg Production Impacts Per \$1 Million in Sales

	Direct +	Indirect +	Induced =	Total	Total Multiplier
Output \$	1,000,000	318,210	132,225	1,450,436	1.45
Value added \$	201,287	112,620	81,936	395,843	1.97
Labor income \$	122,114	67,452	42,749	232,315	1.90
Jobs	1.9	1.5	1.1	4.5	2.37

NSAC'S BLOG

GOT LOCAL FOOD? A NEW REPORT HIGHLIGHTS TRENDS

February 5, 2015



On Thursday, January 29, the [Economic Research Service \(ERS\)](#) of the U.S. Department of Agriculture (USDA) released the [Trends in U.S. Local and Regional Food Systems: A Report to Congress](#). Written at the request of Congress as part of the FY 2014 agricultural appropriations bill, the report provides an overview and analysis of the growth, changes, and challenges to local and regional food systems. Additionally, the report provides summaries of current literature on the connections between local and regional food systems and consumers, the environment, and the economy, along with summaries of policies and programs supporting these systems at the national, state, and local levels.

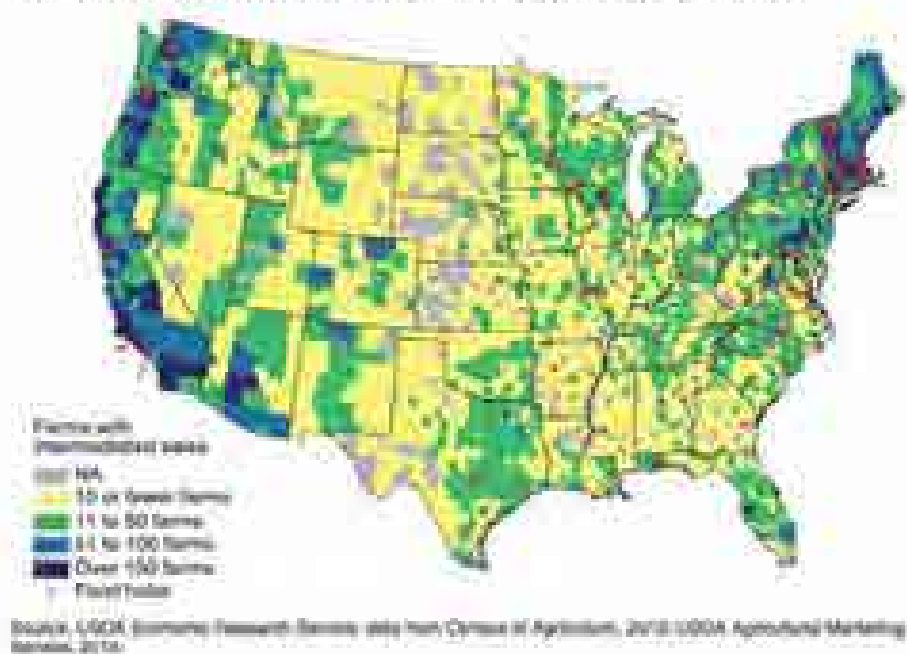
Local and regional food producers and food sales

Acknowledging the complex and disparate definitions of local, the report begins by defining local, not on the basis of geography, but rather, on the basis of marketing channels used – in this case, direct-to-consumer (DTC) marketing channels such as farmers markets, roadside stands, and u-pick and intermediated marketing channels, such as direct-to-restaurants, institutions, or regional food aggregators. Additionally, the report often uses the terms local food systems and regional food systems interchangeably, noting that the distinction between the two terms is unclear.

Since 2006-2007, several local food marketing channels have experienced tremendous growth: farmers markets have grown by 180 percent since 2006, regional food hubs have grown by 288 percent since 2006-2007, and school district participation in farm to school programs has

increased by 430 percent since 2006. In 2012, 7.8 percent of U.S. farms (163,675 farms) sold food through local food marketing channels, with the majority (70 percent) selling solely through DTC marketing channels. The other 30 percent used a combination of DTC and intermediated channels or only intermediated channels. DTC sales and farms with intermediated sales in 2012 were the most heavily concentrated in counties in the Northeast, Mid-Atlantic, and the West Coast, which have large, densely populated metropolitan areas (see *Figure 4 from the report below*).

Figure 4
Farms with direct sales to retail or restaurants, 2012, and food hubs, 2014



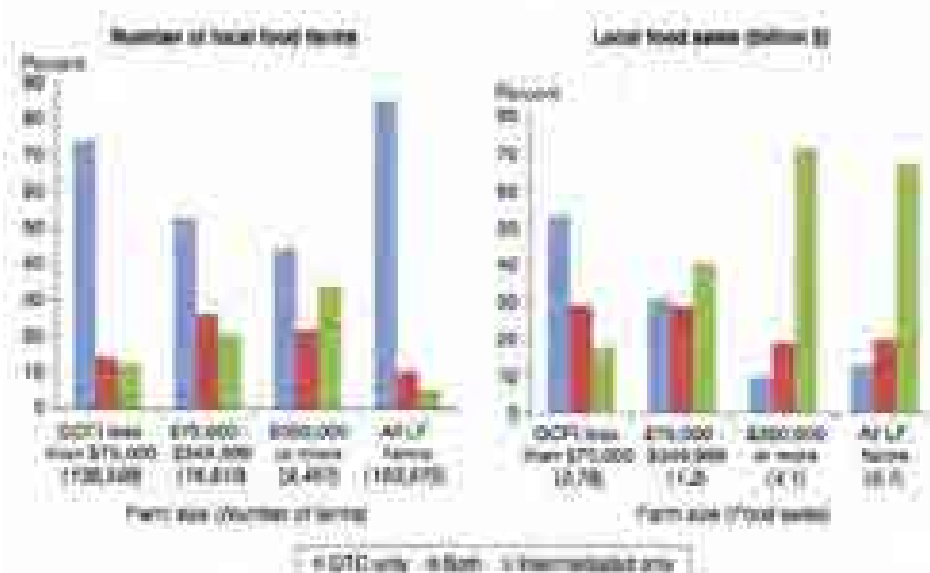
Using the [2012 Census of Agriculture](#) (2012 Census) to examine DTC marketing, the report highlighted a number of findings on DTC sales and DTC farm participation. While the number of farms with DTC sales increased by 17 percent and DTC sales increased by 32 percent between 2002 and 2007, between 2007 and 2012, the number of farms with DTC sales increased by 5.5 percent, but with no change in total DTC sales. A couple of possible explanations were offered for the discrepancy: (1) DTC outlets may be competing for the same consumer dollar as farmers markets become more popular, while consumer interest may be plateauing, and (2) growing consumer demand for local food may have been met by retailers or food hubs rather than through DTC sales. However, because the Census of Agriculture did not measure the sales of local food marketed through intermediated channels, the report is not able to provide a clearer explanation for the discrepancy. This missing information is one of several instances noted by the report of the need for data and evaluation of local food marketing.

Absent a census estimate of the total value of local food sales in the United States, ERS produced a synthetic estimate of \$6.1 billion in local food sales, using a combination of both the 2012 Census and pooled [Agricultural Resources Management Survey \(ARMS\)](#) data.

Again using both ARMS and 2012 Census data, ERS determined that, while local food farms

with less than \$75,000 in gross cash farm income (GCFI) accounted for 85 percent of all local food farms, these same small farms generated only 13 percent of all local food sales, while the 5 percent of local food farms that have \$350,000 or more in GCFI generated 67 percent of the value of total local food sales. Local food farms of all sales classes marketing at least some food through intermediated marketing channels appear to earn disproportionately larger shares of local food sales. See *Figure 5 from the report below*.

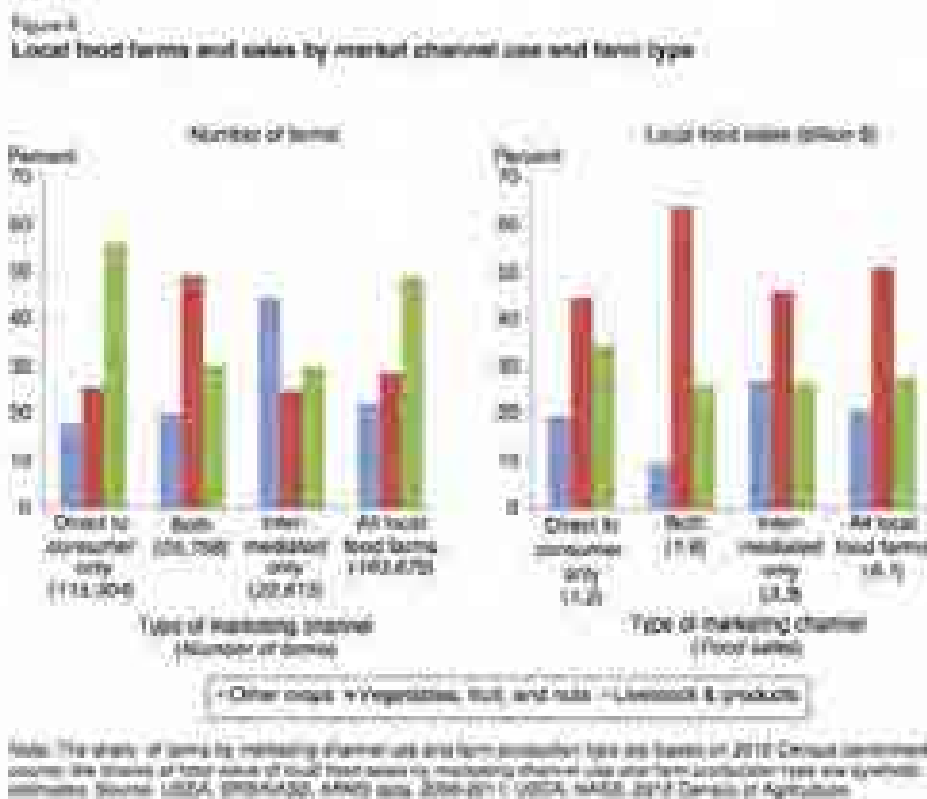
Figure 5
Local food farms and sales by farm size and marketing channel use



Note: The share of farms by farm size and marketing channel category based on 2012 Census of Agriculture farms by county or local units of local food sales by farm size and marketing channel use by county address. DTC = direct-to-consumer DTC = direct food from producer. Source: USDA, NASS, 2012 Census of Agriculture.

The report highlights the high share of sales from produce farms using local food marketing channels. Produce (vegetable, fruit, and nut) farms accounted for 51 percent of all local food sales and represented 29 percent of all local food farms, while farms selling livestock and their products represent nearly 50 percent of all local food farms. See *Figure 6 from the report below*.

Produce farms using DTC sales exclusively generated 45 percent of the \$1.2 billion in exclusive DTC food sales. Produce farms using DTC and intermediated marketing channels generated 64 percent of the \$1.6 billion in total sales by local food farmers using both marketing channels. And produce farms using exclusively intermediated marketing channels earn 46 percent of the \$3.3 billion in sales of farms solely using this channel. Among all U.S. produce farms, 34 percent sold food through local food marketing channels.



Food safety and local food marketing

With produce farms playing such an important role in local food sales, the report details changes to food safety for produce farms and suppliers brought on by the Food Safety Modernization Act (FSMA), which has moved from that of a reactionary food safety system responding to food safety incidents to a risk-based preventive one. The report provides an overview of voluntary certification programs, such as **Good Agricultural Practices (GAP)** and **Good Handling Practices (GHP) audits** of produce suppliers, and the proposed rules under FSMA. The report shares the potential challenges for produce farmers and suppliers, especially smaller operations serving local markets, under the new rules, such as the costs for compliance and the need for education and training to help farmers understand how to comply. The final FSMA rules from USDA, as well as the **implementation of food safety training**, will have a significant impact on farms marketing food through local channels and those using sustainable farming practices, a concern noted in two sets of comments submitted by NSAC and its member groups, first in **November 2013** and a second set in **December 2014**.

To a lesser extent, the report provides some insight into food safety regulations and processing of locally marketed meat, which has captured an increasing share of DTC sales between 2007 and 2012. In 2012, livestock farms reported \$648 million in earnings from DTC sales, nearly half the value of all DTC sales. However, while the number of livestock farms with DTC sales increased by 1,349 (1.2 percent) between the 2012 Census and the preceding Census in 2007, the number of total U.S. livestock farms declined by 269,833 (18.6 percent) over the same period.

The high average costs of compliance with food safety regulations for small meat processors and the dwindling number of small, federally inspected meat processing plants are identified in

the report as two main challenges for producers marketing meat locally, as they are most often served by small meat processors.

Farm survival rates, growth, and direct-to-consumer marketing

Despite the challenges posed by food safety regulations and other developments, farmers using DTC marketing channels had a higher survival rate (i.e., reported positive sales in consecutive censuses) than those who marketed through traditional channels. Examining data from the Census of Agriculture for the years 2007 and 2012, ERS also found that the increased survival rate for farmers using DTC marketing applied to beginning farmers. Possible explanations for this trend range from lower debt-to-asset ratios for farmers engaged in DTC marketing to lower farm income risk for DTC farmers. On the other hand, DTC farms expand at a slower rate, possibly because of the labor-intensive nature of DTC marketing. Farms that market through traditional channels require less labor, and can grow before additional labor must be hired.

Economic impact assessments of local food and pricing

The remainder of the report focuses on summarizing current literature on the connections between local and regional food systems and the environment, economy, and consumers. The report also devotes considerable attention to the federal, and to a lesser extent state and local, policies and programs supporting the development of local and regional food systems.

As local food systems and markets have grown in recent years, assessments of the economic impacts of these activities have lagged and are still in their infancy. A lack of data and studies is the main challenge, as noted in other sections of the report. Additionally, most assessments of economic impacts have narrow geographic and market scopes, looking at particular states or regions and at specific marketing channels, such as farm to school, food hubs, agritourism, and farmers markets. The report also notes the problems plaguing the existing body of research, such as the exclusion of opportunity costs and misguided assumptions about the spending patterns of local food participants. The report states that making general conclusions about local food systems' contributions to the economy is difficult, and encourages additional research in this area.

Policies and programs supporting local and regional food systems

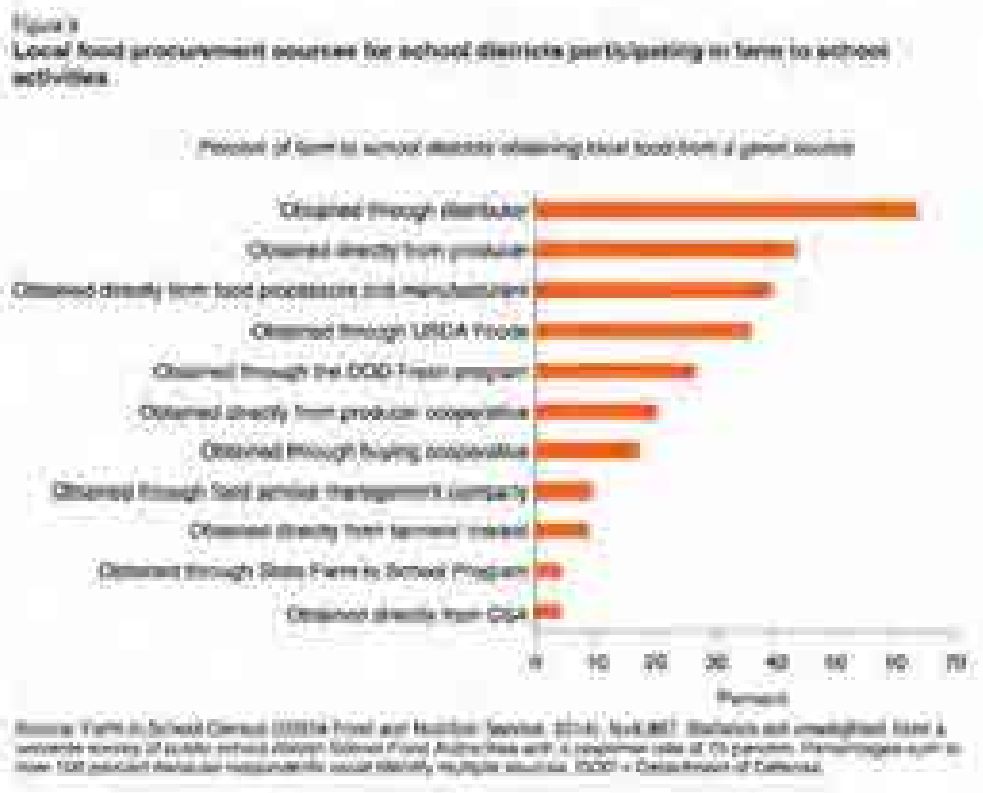
ERS recognizes the increased support for local and regional food systems, including their connections to low-income communities of need, through new, expanded, and strengthened policies and programs at the federal, state, and local levels in recent years. With an emphasis on the 2014 Farm Bill, the report describes programs that have or can directly benefit local and regional food systems, such as the [Farmers Market and Local Food Promotion Program](#), [Specialty Crop Block Grant Program](#), [Value Added Producer Grant Program](#), [Farm Storage Facility Loan Program](#), [Community Food Projects Grant Program](#), the [Food Insecurity and Nutrition Incentives Program](#), the [Local and Regional Food Enterprise Account within the Business and Industry Guaranteed Loan Program](#), [National Organic Certification Cost-Share Program](#), [Rural Business Development Grant Program](#), [Microloans](#), and the [Farm to School Grant Program](#). The report features the same programs and investment highlights which NSAC featured on its blog post from February 2014 in its [deeper](#)

dive into the Farm Bill. The report also notes the role of the **Know Your Farmer, Know Your Food Initiative** in supporting local food systems and highlights state programs increasing access to local food and state support for farmers markets, local food infrastructure, urban farms and community gardens, along with local policies and programs.

As government investment in the development of local and regional food systems grows, data collection and program evaluation will be crucial to understanding the strengths and weaknesses of policies and programs and how to improve them. One program authorized by the 2014 Farm Bill, but which was not provided with mandatory farm bill funding is the Local Food Production and Program Evaluation Initiative. This initiative would help establish a price history for local producers, an important component to obtaining both loans and crop insurance. Additionally, the initiative requires USDA to collect data on local food production and marketing, to facilitate data sharing, and to monitor the effectiveness of programs designed to promote local food systems. Given the gaps in local food data and assessments, as mentioned by ERS in its report, it will be crucial for the new Congress to provide funding for the initiative in this year's appropriations process.

Farm to School

The report also briefly discusses studies examining institutional consumers of local food, such as restaurants, hospitals, and schools, and includes a section on the USDA Farm to School Census, which was first released in the **Fall of 2013** and re-launched in the **Summer of 2014**. The Farm to School Census found that farm to school programs exist in more than 4 out of 10 school districts across the country. Of school districts with farm to school activities, 83 percent served at least some local food in school meals in school year 2011-2012. Distributors play an important role in helping schools obtain local food for their school meals, with nearly two-thirds of school districts that participate in farm to school activities purchasing local foods through a distributor (*see Figure 9 from the report below*). More than 4 in 10 districts with farm to school activities (44 percent) obtained food directly from producers. Local food expenditures totaled over \$385 million in the 2011-12 school year. For those school districts that were able to provide the data, they represented on average 13 percent of reported school district expenditures on food. Additionally, the value of local food donated by USDA through the DOD Fresh program was an additional \$8 million.



Improving Farm to School through the Child Nutrition Act Reauthorization

As demonstrated in the F2S Census, with the participation in farm to school activities growing at schools around the country, the National Sustainable Agriculture Coalition (NSAC) is taking steps now to ensure that the next CNR strengthens farm to school and local food sourcing at schools and other educational and child care settings across the country. The expectation of growth in farm to school activities in the coming years, together with a high demand for the Farm to School Grant Program, means more funding is needed for the program.

The upcoming Child Nutrition Act Reauthorization (CNR) provides an opportunity to strengthen and increase funding for the program. In 2009, NSAC, in partnership with the NFSN and other organizations, helped win a total of \$40 million in mandatory funding for the Farm to School Grant Program in the 2010 Child Nutrition Act Reauthorization, also known as the Healthy, Hunger-Free Kids Act of 2010. With the funding levels for the Farm to School Grant Program being oversubscribed five to one, it is clear that the next CNR must address this need for increased funding.

For CNR 2015, NSAC plans to again partner with NFSN to campaign for the Farm to School Grant Program – this time to provide increased funding levels and to improve and expand the program. Details of the NSAC-NFSN partnership to strengthen the Farm to School Grant Program in the next CNR will be available in the coming weeks. To learn more, please see [NSAC's CNR Campaign page](#) and sign up to receive alerts about our CNR Campaign for 2015 on the Stay Connected section of our [home page](#).

Is the Local Food Movement Creating More Jobs?

Posted by Erica Houskeeper on September 30, 2014



The United States Department of Agriculture announced Monday that it will spend \$52 million to support local and regional food systems and encourage research on organic farming.

As consumers seek to know more about where, how and by whom their food is grown, the local food movement has been one of the fastest growing segments of the business, [according to the New York Times](#). So, it's no surprise that growing interest in local food and sustainability efforts is increasing the number of people working in the food system.

In Vermont alone, more than 60,000 people are employed as farmers, waiters, cheese makers, brewers, bakers, butchers, grocery stockers, restaurateurs, chocolatiers, manufacturers, distribution drivers, vintners, and in other food related jobs. At least 12,000

businesses are part of Vermont's food system.

Vermont is a national leader in the local food movement, ranking first in direct-to-consumer farm sales through farmers' markets, farm stands and CSAs.

"As demand rises for locally grown and produced food, more jobs will be generated in the food system, which benefits the Vermont economy," says Rachel Carter, director of communications for the Vermont Sustainable Jobs Fund, which tracks the progress of goals connected to the [Farm to Plate Strategic Plan](#) that are reported to the Vermont Legislature. "As we continue to make progress toward our goal of strengthening Vermont's food system by 2020, Vermont will stand as a national leader in food system sustainability, job creation and innovation."

The Local Food Movement Creates Jobs Across the U.S.

Food system jobs appear to be growing in popularity across the rest of the country as well. While job data for this type of work is difficult to measure across 50 states, it's clear that food system jobs are gaining momentum across the country. One study from Washington state replicated Vermont's job and establishment estimate methodology and counted 685,000 food system jobs and about 68,000 businesses.

Taylor Cocalis, co-founder of [GoodFoodJobs.com](#), says her website lists job opportunities for farmers and food artisans, policy makers and purveyors, retailers and restaurateurs, economists, ecologists, and more. The site launched four years ago with 70 active jobs, and now it averages more than 1,200 listings at any given time.

Most of the job openings posted on GoodFoodJobs.com are from the East Coast and West Coast, but jobs are also coming from the midwest and south.

The categories where the most jobs are posted on GoodFoodJobs.com fall under culinary, business, agriculture and nonprofit (production and education follow behind those). Meanwhile, the jobs most searched on the website are in education and agriculture, with the other areas trailing behind, she says.

Cocalis believes that food culture, the economy, and educational programs for children and adults have helped raise awareness about food system jobs in recent years.

"Twenty years ago, if you said 'food job,' people assumed you wanted to work in a kitchen or open a restaurant," Cocalis says. "I think now the perceptions are expanding."

Looking for a job in food systems? Visit the [Vermont Farm to Plate Network's Food Atlas](#) or [GoodFoodJobs.com](#).

FOOD, HEALTH, STUDENT, UNIVERSITY

Growing Trends in the Local Food Movement Show Industry Is Thriving

Jessica Wright, Food Tank | March 11, 2015 12:47 pm | [Comments](#)

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Jessica Wright graduated from Harvard College with an A.B. in Government, and is currently a graduate student at NYU pursuing a Master's in Food Studies.

A recent U.S. Department of Agriculture (USDA) **report** to Congress reports that local and regional food sales in the U.S. totaled US\$6.1 billion in 2012—an increase from the **reported** US\$4.8 billion in 2008. This amount accounts for the selling of food from local farms, “for

INSIGHTS



Alison Meares Cohen
 Grassroots Struggle for Food Sovereignty and Liberation of Black Cultures

Carl Pope
 Carl Pope: Another Tea Party Assault on

human consumption through both direct-to-consumer (e.g., farmers' markets) and intermediated marketing channels (e.g., sales to institutions or regional distributors)." The report findings provide an updated assessment of the growing trend in both the production and consumption of local food in the U.S.



Developing local food channels is seeming a reliable solution to increasing access to healthy foods for communities throughout the U.S. Photo credit: Arina P Habich

Local food sales are accounted from the 7.8 percent of U.S. farms that identify as "marketing food locally." Of those farms, 70 percent facilitated sales solely through direct-to-consumer (DTC) marketing channels, while the remaining 30 percent operated entirely through intermediated marketing channels, or a combination of both. Between 2002 and 2007, the number of DTC farms and number of DTC sales demonstrated a correlating increase of 17 percent and 32 percent. However, from 2007- 2012, data exhibited only a slight increase of 5.5 percent in the number of DTC farms in the U.S., "with no change in DTC sales." Dr. Sara A. Low of the [Economic Research Service](#) (ERS) suggests that the plateau in DTC sales could have resulted from a lull in consumer interests, an increase in sales transactions through intermediated marketing channels or a byproduct of the recession.

The USDA report also indicates that between 2007 and 2012, there was a decrease in the value of DTC sales, while sales through intermediated marketing channels exhibited great returns. In fact, 80 percent of the US\$6.1 billion in total local food sales were through intermediated marketing channels from larger local food farms, many situated near urban centers.

The report did not provide specifics regarding consumer demographics for DTC marketing outlets. More often than not, DTC marketing outlets, like farmers' markets, offer lower prices

A FOOD AND AGRICULTURE ROADMAP FOR ILLINOIS



MAY 2015



May 19, 2015 Illinois and the Chicago region are poised to lead the world with solutions to the demands being placed on food and agriculture. Marked shifts in consumer preferences, environmental degradation, climate change, and a growing world population require new thinking and bold approaches in the sector. The farmers, scientists, business and civic leaders, government officials, and entrepreneurs in our state and region are uniquely able to drive forward-thinking strategy and innovation for our nation and the world.

Illinois' diverse food and agriculture sector is one of the largest sectors of the state's economy in terms of financial impact and employment. Working together, the Chicago region and the state have the opportunity to become the leading global center for food and agriculture innovation. FARM Illinois, a multistakeholder collaboration, provides the pathway.

When the Leadership Council of FARM Illinois first convened in September 2014, no one imagined the enormity of the work it would undertake in the ensuing months. The outcome represents the collective thought of the brightest minds on this issue in Illinois: a plan that leverages the state's considerable assets to secure and strengthen its food and agriculture sector for the future. The plan presents preliminary findings and recommendations, with the promise of much more to come in the months and years ahead.

FARM Illinois relied on the dedication and superlative effort of council members and staff, in addition to noteworthy contributions of time and knowledge by numerous participants throughout the planning process. Over the course of nine months, an extraordinary amount of information and comprehensive perspectives were collected from stakeholders across the food and agriculture sector, including farmers, producer associations, processors, distributors, retailers, educators, advocates, regulators, policy makers, government agencies, financial institutions, and more. This plan synthesizes information important to all of these diverse stakeholders and lays out a roadmap to a more vibrant and sustainable future for Illinois.

Illinois' food and agriculture economy is fortified by the depth of our farming roots and the innovation of our industry. By making the food and agriculture sector a priority, we ensure the state remains competitive in the global marketplace, builds local food economies, and preserves a proud and industrious heritage. Beyond that, and even more important, we are firmly convinced that Illinois can and must play a key role to meet the food and nutrition needs of a global population growing to 9 billion or more by midcentury. The FARM Illinois plan provides the tools to make that happen.

Sincerely,

A handwritten signature in black ink, appearing to read "Terry Mazany", written over a light blue circular stamp.

Terry Mazany

President and Chief Executive Officer

The Chicago Community Trust

Greetings from the FARM Illinois Leadership Council

As cochairs of the Leadership Council, we are pleased to support the release of the FARM Illinois report. This report offers a comprehensive approach to advance the economic, social, and ecological sustainability of one of Illinois' most prominent sectors and position the state and the Chicago region as the epicenter for global food and agriculture system innovation. We welcome FARM Illinois' transformative recommendations and support an action plan for quick implementation that will sustain the state's economy, inhabitants, and environment.

Gary Ash

Chief Executive Officer
1st Farm Credit Services

Ivo H. Daalder

President
The Chicago Council
on Global Affairs

Richard L. Guebert, Jr.

President
Illinois Farm Bureau

Tom Livingston

Regional Vice President,
Midwest Government
Affairs
CSX Transportation

Janet Mathis

Executive Director
Renew Moline

David Miller

President Emeritus
iBIO®/iBIO Institute

Theresa E. Mintle

President
The Chicagoland Chamber
of Commerce

Marc Schulman

President
Eli's Cheesecake Company

Alejandro Silva

Chairman and Chief
Executive Officer
Evans Food Group

Adele Simmons

President
Global Philanthropy
Partnership



The objective of FARM Illinois is to develop a comprehensive strategic plan to enable Illinois and the Chicago region to become the leading global hub for food and agriculture system innovation and ensure their leadership in sustainably meeting the 21st-century challenge of global and local food security.

FOREWORD



I left the office shortly after a FARM Illinois conference call in April and spent the remainder of the daylight hours planting my “early” garden—lettuce, spinach, beets, Swiss chard, mustard greens, and turnips, among others. This must be my 54th or 55th garden. I took up initial responsibilities for the family garden at age ten and except for the four years at Texas A&M and time in the Army have always produced a portion of my food. My wife came from a similar hardscrabble background and during our early lean years we “canned” a fair share of our food supply. By the end of May our garden will grow to more than a quarter acre, and we’ll nurture that along with the fruits on our 40 or so trees.

Why, one might ask, do we do it? I really enjoy very fresh vegetables and fruit. There is nothing like it, and I identify strongly with those who advocate for local foods. And, in part I garden to maintain my legitimacy when I travel to other places around the globe; I can sit down with a group of small-holder farmers and identify with their challenges in ways that I could never do otherwise. My hands are callused in the same places as theirs and I understand their world. And finally and perhaps subtly I’m driven in part as one who grew up one generation removed from the Texas frontier and at the feet of an ancient great uncle who, in his early teen years, joined one of the last cattle drives from southwest Texas to New Mexico. I am a bit of a rugged individualist. I just don’t like to depend on products from California, Chile, or somewhere else in the world for my food.

As much as I love my garden, I thoroughly enjoyed the banana (possibly from Honduras) and the Honeycrisp apple (possibly from Chile) that I regularly have for breakfast. And with that enjoyment comes the realization that the world today is reliant on a food supply that is global in nature, just as the modern world derives its energy supply from an interconnected web that spans the planet. Just as I appreciate and place great value on the power-generating windmill I can just see on my horizon in Urbana, I also depend on the fuel in my tank that may have originated in the Middle East or Venezuela.

My points are obvious: there is no question that all tiers of the food and agriculture system—local, regional, and global—are essential for our collective wellbeing. The benefits of local food go far beyond great flavor and include societal values and employment opportunities that simply don’t emerge from a sealed container of food delivered from halfway around the world. But, there is a place and need for both local and global.

It is simply reality that there will be a global city where those who manage the internationally integrated food supply will cluster and develop innovative production, processing, marketing, distribution, management, and other technologies. Chicago, drawing on an incredible and unique network of Illinois' assets statewide, has to be that place.

We begin from a position of strength, as Chicago and Illinois have long been leaders of innovation throughout the food and agriculture system. But, to borrow a phrase from Daniel Burnham, this is a time “to make no small plans.” And so FARM Illinois was conceived to do just that, to develop an inspiring, forward-thinking vision and, most important, to make it a reality. This plan lays out a comprehensive set of recommendations centered on coordinated leadership—including the creation of the Illinois Council for Food and Agriculture.

I have been honored to chair the FARM Illinois Leadership Council. Our members worked together for the better part of a year to understand the challenges we face and the strategies that will position Illinois and Chicago as the epicenter of the global, national, regional, and local food and agriculture systems for generations to come.

This plan represents not an end, but a beginning. I look forward to continuing to work alongside stakeholders across the state, including farmers, business owners, manufacturers, researchers, policy makers, and nonprofit leaders, to build on the progress we've made in developing this plan and to bring its recommendations to fruition.



Robert A. Easter

Chairman

FARM Illinois Leadership Council

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EXECUTIVE SUMMARY



Our global food and agriculture system is in the midst of unprecedented change. World population growth has accelerated, rising from 2.5 billion in 1950, to 6 billion in 2000, to a projected 9 billion by 2050, putting the world's food and agriculture system capacity under increasing stress. At the same time, globalization and the development of emerging markets have produced a burgeoning global middle class with more disposable income. Adding to the complex, fluid environment, climate change threatens to disrupt the global and local food supply chains. All of these factors will contribute to a dramatic and sustained increase of agricultural exports of all kinds—including commodities and processed foods—to global markets.

The United States is at the forefront of feeding the world through the production and export of commodity crops, specialty crops, and livestock. States or regions with strong food and agriculture systems stand to benefit if they can significantly and sustainably increase their volume of production and exports to meet growing needs. Illinois has the history and the expertise to thrive in this new era of food and agriculture. Our state is at the center of the Midwest, one of the world's most fertile and productive regions, and is home to Chicago, one of the world's top global cities and a hub for trade. The Chicago metropolitan area, with more than 9 million consumers, is also a strong market driver of enterprise and innovation around local and resilient food systems and a partner for the state in developing the technologies and business models to address new consumer expectations and evolving regulatory standards.

Illinoisans, like others around the United States and the world, are focused on the nutrition, safety, and sustainability of the food they eat. They view the food and agriculture system as a vital component of the fabric of successful rural and urban communities.

Illinois has long been a leader in food and agriculture. However, the state cannot rest on its impressive laurels. The evolution in the global food and agriculture system will require coordinated leadership to foster new understanding, new approaches, and new cooperation if Illinois is to not only remain competitive but also seize the reins and lead that change. Progress could confer a range of benefits for the state's citizens, its economy, and its environment. Furthermore, Illinois has an opportunity to be a leader in reducing food insecurity in Illinois and around the world.

Overcoming entrenched challenges

For Illinois to succeed in the years ahead, several barriers must be recognized and removed. A lack of coordination in the food and agriculture system, particularly between Chicago and statewide food and agriculture interests, impedes the state's ability to unlock the full potential of its assets. The state's current business climate and an absence of policies to promote innovation are obstacles to expansion and investment in food and agriculture. An inadequate pool of qualified workers and a lack of awareness of the food and agriculture system's evolution could undermine its sustainability and long-term growth.

Meanwhile, macrotrends—a rising global population, evolving diets, increasing incidence of diet-related diseases, and climate change—will continue to add stress on Illinois' natural resources and its food and agriculture system. The state's mature infrastructure has been hampered by underinvestment and poor coordination, which threatens to restrict the flow of Illinois' food and agriculture products to market. And the low visibility of Illinois' food and agriculture sector is a major obstacle to expansion in existing and new markets, both at home and abroad.

A food and agriculture roadmap for Illinois

Today, Illinois must pursue a shared vision and roadmap to realize the full potential of its unique combination of assets. A defined strategy, greater collaboration, and successful execution will enable stakeholders to exert more influence on policy and investment priorities to ensure the sector has the infrastructure and support to excel.

FARM Illinois (Food and Agriculture RoadMap for Illinois) was conceived to develop that vision and provide a comprehensive roadmap for the state to ensure that all stakeholders—farmers, industry, research institutions, government, and nonprofits—work together in a coordinated fashion to advance the state's interests. This roadmap is the result of a nine-month effort to develop a comprehensive and integrated strategic plan to ensure statewide, sustained, innovative leadership in the broad and diverse food and agriculture sector.

A detailed, aggressive effort will strengthen the preeminence of Illinois and the Chicago region as the epicenter of the global, national, regional, and local food and agriculture systems for generations to come. We have grouped our strategic recommendations into six categories that address the full scope of food and agriculture in Illinois.

	Goal	Strategies
 <p>Leadership for innovation</p>	<p>Develop an integrated, statewide, long-term, public-private strategy for achieving the goals of FARM Illinois.</p>	<p>Establish the Illinois Council for Food and Agriculture to spearhead ongoing strategic development and implementation of FARM Illinois</p> <p>Host a Global Food and Agriculture Symposium starting in 2018 to establish Chicago and Illinois as global leaders in addressing 21st-century food and agriculture issues</p> <p>Promote food and agriculture system innovation through multi-disciplinary research and policy development</p> <p>Support initiatives to strengthen the roles played by the Chicago region and the State of Illinois in local and regional food and agriculture systems</p>
 <p>Business development and entrepreneurship</p>	<p>Spur business growth and investment by making Illinois the preferred destination for food and agriculture companies of all sizes.</p>	<p>Improve the state's business climate to attract, nurture, and retain farmers and food and agriculture companies</p> <p>Expand financing opportunities and information for farmers and entrepreneurs throughout the food and agriculture system</p> <p>Develop a succession planning strategy to retain talent and economic activity in farms and communities throughout the state</p> <p>Establish and enhance food and agriculture clusters across the state</p> <p>Support entrepreneurs and attract investment to food and agriculture</p>
 <p>Workforce and education</p>	<p>Develop a high-quality workforce for food and agriculture and educate Illinois policy makers and the general public on sector innovation.</p>	<p>Ensure that Illinois' labor pool is sufficient to serve the food and agriculture system</p> <p>Increase the emphasis on food and agriculture in primary and secondary education</p> <p>Establish a higher-education food and agriculture consortium to attract the best student talent, strengthen programs, and eliminate duplication</p> <p>Build awareness of Illinois' food and agriculture system</p>
 <p>Resource management</p>	<p>Ensure that Illinois is sustainably protecting and managing its natural resources.</p>	<p>Support existing efforts to encourage sustainable production, increase resilience to climate change, and reduce nutrient runoff</p> <p>Demonstrate demand for existing Federal Farm Bill programs and establish new farm protection programs to preserve farmland</p> <p>Reduce significant waste streams all along the food and agriculture system value chain, including cutting the amount of food waste from farm to fork</p> <p>Promote renewable energy development and energy-saving efficiencies</p>

	Goal	Strategies
 <p>Infrastructure</p>	<p>Ensure Illinois' infrastructure is capable of supporting the state's ability to sustainably meet its own needs while being a global leader in food and agriculture.</p>	<p>Improve resource allocation by adopting a comprehensive, intermodal, and multijurisdictional approach to planning and investment</p> <p>Modernize transportation infrastructure vital to agriculture and food distribution</p> <p>Promote the growth and development of the region's transportation and logistics business sector</p> <p>Enable every household and business in the state to connect to broadband service</p>
 <p>Branding and market development</p>	<p>Develop larger and more diverse local, regional, national, and international markets for Illinois' agriculture and food products by raising Illinois' profile.</p>	<p>Raise Illinois' profile to boost domestic markets and increase exports for the full range of food and agriculture products</p> <p>Create an Illinois "brand," inclusive of the food and agriculture system, and implement a strategic marketing plan</p>

Next steps

For some recommendations, such as leadership and coordination, stakeholders can begin working together to achieve meaningful progress in the short term. The creation of a council that will enable statewide coordination and collaboration among the entire food and agriculture sector will be instrumental in achieving the strategies laid out in this plan. In other areas such as infrastructure, the impact of sustained efforts will be felt over the coming years. The state's branding and market development initiatives will amplify improvements across Illinois' food and agriculture system and reinforce its contributions to the state's economy. The proposed council will prioritize steps moving forward, develop performance measures to track and evaluate progress, and update the plan as needed to ensure it remains current and relevant to events that create continuous change. ●

Defining “the food and agriculture system”

For this effort, “the food and agriculture system” is defined as a highly complex and interconnected web of activity encompassing all parts of the value chain in food, agriculture, and related industries, including:

The production of commodity, specialty, and other crops and the raising of livestock

The processing, manufacturing, and retailing businesses and know-how to take food and agriculture products to markets locally and around the world

The physical, business, regulatory, and social infrastructure required to produce and move food and agriculture products to traders, processors, and manufacturers

The financial infrastructure and services required to support development in food and agriculture-related activities

The human capital, science, and policy that support innovative, efficient, and sustainable food and agriculture production

Defining “food and agriculture system innovation”

The food and agriculture system has long been a primary focus of innovation, and Illinois has contributed a steady stream of both revolutionary and evolutionary inventions, from the Illinois and Michigan Canal to the refrigerated boxcar to the mechanical reaper to the Chicago Board of Trade. Today, the need for scale and profit increasingly collides with global and local challenges, including complex supply chains, pressures on natural resources, and issues of health and nutrition, among other things. Technological advances in farm equipment, sensors, IT-enabled advanced-manufacturing techniques, and supply chains are transforming how food is grown, processed, and transported to markets around the world. At the same time, new practices and research such as agroecology are yielding new farming systems that increase biodiversity and reduce the need for inputs. Investing in innovation is thus critical to the long-term success of Illinois’ food and agriculture system.

For purposes of this plan, “food and agriculture system innovation” is defined as the process in which individuals and groups come together to collaborate on new ideas, technologies, and processes that, when successful, spread through communities and societies. Innovations can come in a wide variety of forms, such as products or processes that improve the effectiveness and efficiency of responding to economic, social, or environmental challenges. Others can be institutional, such as enhancing and streamlining business practices and coordination, or in the form of public-private ventures. In all its forms, innovation needs to be inclusive of all stakeholders—including but not limited to farmers; producer associations; local and state government; research, education, and extension institutions; processors and manufacturers; financial institutions; and civic organizations—so that all necessary actors have ownership in the process and share in the outcomes.



OVERVIEW OF FARM ILLINOIS



FARM Illinois (Food and Agriculture RoadMap for Illinois) is the result of a nine-month effort to develop a comprehensive and integrated strategic plan to ensure statewide, sustained, innovative leadership in the broad and diverse food and agriculture sector (see *Defining the food and agriculture system* on [page 11](#)). The plan evaluates the current state of the sector and recommends clear goals, strategies, and policy improvements that will position Illinois and the Chicago region as leaders in food and agriculture system innovation while addressing the overall well-being of the state through the application of economic development, community health, and environmental sustainability.

Historical context for a new strategic plan

FARM Illinois is an outgrowth of the Illinois Food and Agriculture Summit held on October 21, 2013, by the Vision for Illinois Agriculture at the University of Illinois at Chicago. The summit gathered Illinois' top agriculture, business, and economic leaders to discuss and advocate for the implementation of a comprehensive and integrated plan for Illinois and the Chicago region that would ensure Illinois is meeting the 21st-century challenge of global food security.

The Vision for Illinois Agriculture was established in 2008 to develop a plan for growth in the food and agriculture sector of Illinois. The effort outlined goals and significant steps

to address the state’s needs, including human and capital resources, business environment, community vitality, innovation, and collaboration. While tackling those issues, it became clear that civic and business communities throughout the state, especially in major metropolitan areas, have common interests with the food and agriculture community. At the same time, the Illinois Local and Organic Food and Farm Task Force, established by the Illinois Food, Farms and Jobs Act of 2007, was “given the duty of developing a plan containing policy and funding recommendations for expanding and supporting a State local and organic food system and for assessing and overcoming obstacles to an increase in locally grown food and local organic food production.”

The FARM Illinois initiative was championed by Chris Kennedy, former chairman of the Board of Trustees of the University of Illinois. In early 2014, FARM Illinois became a much broader effort than either of the earlier initiatives when The Chicago Community Trust, the Illinois Farm Bureau, and Kinship Foundation partnered together. Envisioning a strategic plan that encompassed the entire food and agriculture sector—linking local and global markets, urban and rural communities—this partnership provided the support and encouragement needed to establish and promote FARM Illinois as the future vision for food and agriculture. The Chicago Community Trust served as the secretariat for the initiative.

Strategic plan development process

FARM Illinois was overseen by a Leadership Council chaired by Dr. Robert Easter, president emeritus of the University of Illinois. The Leadership Council comprised 39 distinguished leaders with renowned experience in agriculture, international markets, global food security, sustainability, community development, and related issues. Five separate committees were formed to plan content and contribute to a rigorous analysis of the region’s strengths and weaknesses, both broadly and in-depth. The committees focused on:

- **Innovation and education**
- **International markets and global food security**
- **Production and supply chain**
- **Sustainability and community/workforce development**
- **Transportation, logistics, physical, and financial infrastructure**

These five committees consisted of members of the Leadership Council as well as more than 100 outside expert stakeholders (see [pages 80–83](#) for a full list of FARM Illinois participants). Collectively, these members touch different aspects of the food and agriculture system, from policy to advocacy, research to industry, and production to consumption. It was the participation of these individuals that enabled FARM Illinois to create a holistic strategic plan.

Over the course of nine months, project management staff worked with these stakeholders as well as other researchers, advisers, consultants, interns, and volunteers to assemble and analyze data, review research findings, and develop and comment on draft goals, objectives, strategies, priority recommendations, and ultimately an action plan and communications strategy to support implementation. More than 20 in-depth committee working sessions were held, and a detailed environmental scan of Illinois' food and agriculture sector was conducted to assess its strengths and weaknesses. The consolidated scan and individual committee meetings acted as a repository of collective thinking that helped frame priority areas and recommendations in the plan. The Leadership Council worked to synthesize these findings and create a roadmap that mirrors the interconnection of stakeholders across the food and agriculture system.

FARM Illinois represents a collaborative partnership among Illinois' food and agriculture producers, civic organizations, businesses, governmental agencies, and universities. This initiative provided an opportunity for these diverse stakeholders to come together at both the Leadership Council and committee levels to critically evaluate the state's opportunities and challenges and create a fully comprehensive and integrated roadmap to propel Illinois and the Chicago region toward a more sustainable future. ●

*Family farmers of the
Liberty Prairie
Foundation's Farm
Business Development
Center in Grayslake,
Illinois*



© Courtesy of Liberty Prairie Foundation

Learn more about the Vision for Illinois Agriculture at
<http://www.illinoisagriculturevision.org/>.

Read the *Local Food, Farm and Jobs* report at
<http://www.agr.state.il.us/newsrels/taskforcereport-outside.pdf>.

Economic, ecological, and social sustainability

Sustainable development is often discussed through three lenses: the economy, the environment, and society. All three elements guided the development of this plan.

With input from stakeholders across the food and agriculture system, FARM Illinois' plan was developed to bolster the state's *economic sustainability*. The food and agriculture sector already makes a huge economic impact in cities, towns, and counties across the state: a recent report by Decision Innovation Solutions found that total production agriculture and related industries accounted for 9.6 percent of Illinois' total output in 2012. The same report found that crop production and processing is responsible for almost 200,000 jobs, while livestock production and processing contributes more than 50,000 jobs. It's clear that these industries provide a base for a large swath of Illinois' economy. As such, the economic sustainability of the state and the future growth of the tax base depend on strengthening the food and agriculture system supply chain.

Ecological sustainability promotes resilience through the strategic use of natural resources and biodiversity while limiting negative environmental effects. Given agriculture's dependence on natural resources, the system requires careful stewardship of Illinois' land and water. Ecological sustainability will help meet future societal needs without compromising the health of ecosystems.

Finally, sustainability is intimately tied to community and social issues, particularly public health and human services. A strong food and agriculture system provides jobs in both urban and rural areas, promotes social equity, fosters education about food, and offers a foundation for current and future generations to build and live healthy lives. City and state officials have a significant role to play in using the food and agriculture system to support *social sustainability*.



Wind turbines in
McLean County



INTRODUCTION

A historic opportunity for Illinois food and agriculture



Our food and agriculture system is in the midst of unprecedented change. Historically, most food production and processing has occurred in close proximity to markets. As populations urbanized and natural, commercial, and regulatory barriers were reduced, food production and processing moved to the areas that have had comparative advantages, whether nearby or far away. We will continue to see this dynamic, both in developing countries with reasonable production and distribution capacity and in developed economies, where consumer demand for locally produced foods is growing.

At the same time, demand for food produced halfway across the world will also remain strong, supported by transnational supply chains that can move massive amounts of food and agricultural products anywhere in the world thanks to preservation technologies and efficient transport and storage systems. These supply chains are increasingly managed from headquarters located in global cities, which are naturally positioned to optimize natural, technological, and labor resources. Their reliability, however, is increasingly vulnerable to disruption, particularly when global supplies are tight or when the safety of supplies is called into question. In all areas of the world, concerns about the impact of what we eat on human health, the environment, and the resilience of communities will require adaptation across the entire supply chain.

Feeding the urgency of the situation, world population growth has accelerated, growing from 2.5 billion in 1950, to 6 billion in 2000, to a projected 9 billion by 2050—putting the world’s food and agriculture system capacity under increasing stress. At the same time, globalization and the development of emerging markets have produced a burgeoning global middle class with more disposable income. The Organisation for Economic Co-operation and Development (OECD) forecasts that the global middle class will increase from 1.8 billion people in 2010 to 3.2 billion by 2020, with 85 percent of this growth occurring in Asia. As wealth increases, these consumers are transitioning from a diet of grains to one that favors animal proteins and processed foods. Despite new investments in production capacity, food technology, farming methods, and equipment, nations will struggle to keep up with rising and changing demand.

The United States is at the forefront of feeding the world through the production and export of commodity crops, specialty crops, and livestock. US food and agriculture exports to China (including Hong Kong)—which receives 20 percent of total US farm exports—reached nearly \$30 billion in 2014, led by soybeans, and exports to other regions have also increased significantly. From 2002 to 2012, US agriculture exports to sub-Saharan Africa grew by more than 200 percent. The US Department of Agriculture (USDA) estimates that from 2012 to 2022, demand in South Asia will increase by more than 80 percent; in sub-Saharan Africa,

\$8.1 billion

in agricultural products exported from Illinois to foreign countries in 2014—\$4 billion of which went to three countries

Illinois’ growth in international exports has been rapid, with 2014 agricultural and food export value **almost doubling** since 2007.

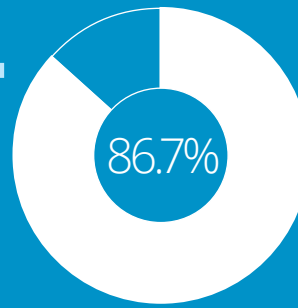


Illinois ranks **5th** among US states by food and agriculture export value

Note: WISERTrade approximation of USDA HS6 commodities.

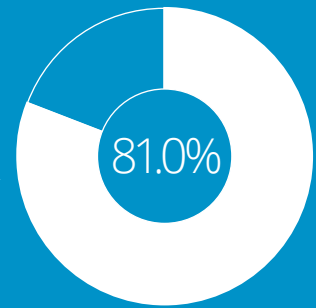
The Midwest region is one of the most fertile areas for agriculture cultivation in the world.

In **2014**
the Midwest
produced



of the US corn crop

&



of the US soy crop

Note: In this report, “Midwest” is defined by the 12 Midwestern states of Illinois, Iowa, Indiana, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin.

nearly 60 percent; in Southeast and East Asia, 55 percent; in the Middle East, 45 percent; in North Africa, South America, and Central America and the Caribbean, more than 40 percent. As a result, agriculture exports of all kinds—including commodities and processed foods—to these markets will enjoy a dramatic and sustained rise. States or regions with strong food and agriculture systems stand to benefit if they can significantly and sustainably increase their volume of production and exports to meet growing needs. (For more on the moral and economic imperative of addressing world hunger, see sidebar, *Working toward global food security*, on [page 30](#).)

However, success is far from guaranteed: the global market, from both a supply and a demand standpoint, is constantly evolving. The United States remains a leader in corn and soybean exports, but we face heightened competition from both developed and emerging markets, some of which have expanded their production capacity in recent years. China and the European Union lead in pork production (though much of the former’s meat is consumed domestically), and Brazil is a top soybean exporter that will become more competitive as increased investments are made to shore up its poor infrastructure. Meanwhile, China and India are facing increases in domestic consumption and have been investing in agricultural capacity in South America and Africa.

The food and agriculture system brings together the strengths of the state—75.8 percent of which is farmland—with the resources of Chicago as a global city to enable Illinois to be a uniquely strong player in the space, from production through consumption.

Food and agriculture's impact on the Illinois economy

1 of every 17 jobs

9.6% of the state's economic output,
totaling **\$120.9 billion** in 2012

Adding to the complex, fluid environment, climate change threatens to disrupt the global and local food supply chains. Environmental changes reduce access to reliable water sources and energy—two critical inputs that have a direct impact on the cost structure and viability of farming.¹ Throughout the United States, the risk posed by climate change is readily apparent: from 1980 through 2014, the country endured 178 serious weather events, with 16 occurring in 2011 alone—the busiest year on record. The increasing frequency of such events will threaten access to natural resources and overwhelm the capacity of existing infrastructure. Given future climate change scenarios, there is increased urgency for the implementation of practices that promote land and water health.

Why Illinois?

Illinois' food and agriculture system has been a driving force of the state's economy for centuries. From the mid-1800s, when grain milling and meatpacking helped to establish the sector; to the creation of the Chicago Board of Trade; to private-sector leadership in food processing, packaging, and foodservice, Illinois' geographic location and innovation throughout the entire food and agriculture system have enabled the creation of the modern agriculture and food industries of the 20th century.

In the coming years, Illinois must have a proactive plan to respond to the evolving global demand for food and agriculture products as well as Illinoisans' increasing demand for locally produced food, all while balancing threats to our natural resources such as climate change. Most important, as partners in the state's future, Illinois and Chicago need a shared vision to play a leadership role in innovation in the 21st century.

¹ For more detail on how climate change will affect the productivity of Midwest agriculture, see *Risky business: The economic risks of climate change in the United States*, January 2015, <http://riskybusiness.org/reports/midwest-report/executive-summary>.



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Agriculture price boards on the trading floor of the Chicago Board of Trade, 1970s

Perhaps more than any other sector, the food and agriculture system brings together the strengths of the state—75.8 percent of which is farmland—with the resources of Chicago as a global city to enable Illinois to be a uniquely strong player in the space, from production through consumption. Indeed, Illinois is a leader in the production of agricultural commodities and is where a significant amount of processing, packaging, and distribution occurs; the state ranks first by processed food sales and fifth by food and agriculture exported product value.

At the same time, Illinois has a burgeoning opportunity to supply its own residents with healthy, nutritious food. The state's local and regional food and agriculture systems represent a largely untapped resource; according to a 2010 report by FamilyFarmed.org, of the \$14.6 billion spent annually on fruits and vegetables in Illinois, less than 5 percent was for goods produced in Illinois. Major companies such as Bon Appetit, Chipotle, Roundy's, Walmart, and Whole Foods are competing for a scarce supply of foods produced in Illinois. That demand can be supplied without converting acres currently committed to commodity crops. A 2010 study conducted by the Leopold Center at Iowa State University found that Illinois residents' demand for 28 fruits and vegetables could be met by production on just 69,000 acres, or 0.3 percent of the state's cropland, producing 5,400 jobs and \$988 million in retail sales. Currently, Illinois production for local markets suffers from inadequate infrastructure and insufficient access to investment for expanded production, resulting in missed opportunities for farmers, retailers, and customers.

Illinois' food and agriculture assets

Access to natural resources

The Great Lakes system holds

84% of North America's fresh water **+** **21%** of the world's surface fresh water

Illinois has

87,110 miles of **interior streams**, plus natural state borders of **1,089 miles** of Mississippi, Ohio, and Wabash **rivers**

Variation in soil types, climate, and topography across the state allows farmers to produce **a wide variety of commodities, livestock, and specialty crops**



Illinois has **nearly 27 million acres** of farmland; the state ranked **3rd** among US states in 2007 by **total acres of prime farmland**

Superior transportation and logistics system

Rail network is the

2nd largest in the country

Illinois' **waterways, rail, and highways** remain

critical export channels for US agricultural commodities

Lake Michigan, the **second largest** of the Great Lakes by volume, connects Illinois to the Atlantic Ocean and the Gulf of Mexico

Historic farming communities

More than

96% of Illinois farms are **family-** or **individually** run or in a partnership

12 counties derive at least

1 in 5 jobs from agriculture and agriculture-related industries

Agriculture is the **backbone** of communities across the state, from Rockford to Cairo

Chicago

Unique proximity of farmland to a **global magnet for world-class businesses, institutions, and universities**

Major hub for transportation (rail, water, highway, air) that **connects Illinois' food and agriculture system with the rest of the world**

The **largest** concentration of **consumers** in the Midwest

Financial services (including CME Group) and a burgeoning startup community

Food processing and manufacturing cluster is the **second largest** of US metropolitan areas (by employment)



Major universities and research institutions

The **University of Illinois** is one of the nation's

top agricultural research universities

Illinois is a leader in **biotechnology** and **agroecology** research and innovation

Other leading research assets include:

- Argonne National Laboratory
- Fermi National Laboratory
- Northwestern University
- Southern Illinois University
- University of Chicago
- USDA's National Center for Agricultural Utilization Research (NCAUR)

A strong manufacturing base

Illinois is **1st** in the nation for **processed food sales**

The volume of exported processed food, worth more than **\$2 billion** per year, places Illinois **6th in the nation**

Food and agriculture processing, support, and input manufacturing account for more than **330,000 jobs** in the state

Illinois is a leader in **agriculture** and **construction equipment** manufacturing and exporting

Industry-leading agriculture and food businesses such as

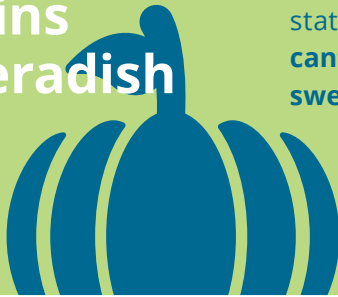
Archer Daniels Midland
 Caterpillar
 Deere & Company
 Hillshire Brands
 Ingredion

Kraft
 McDonald's
 Mondelēz
 Tate & Lyle
 WW Grainger

Specialty crops

Illinois is the nation's leading producer of

pumpkins
and **horseradish**



Among the **top ten** states by acreage of **cantaloupes, green peas, sweet corn, and lima beans**

106,000 acres

of farmland are dedicated to specialty crops, which generated **\$470 million in sales** for Illinois farmers in 2012

Illinois is home to at least **50 community-supported agriculture (CSA) organizations** and more than **375 farmers markets**

Note: The 2014 Farm Bill defines specialty crops as "fruits and vegetables, tree nuts, dried fruits, horticulture, and nursery crops (including floriculture)."

Nation-leading agriculture and livestock output (based on 2014 figures)

1st
in the country for soybean production

2nd
for corn production

4th
for hog inventory and sales

Challenges

To realize the potential of its already sizable and globally connected food and agriculture system, Illinois must tackle several challenges within its own borders. Today, Illinois' food and agriculture businesses and farms are not always integrated with the broader business community, especially in metropolitan areas. This disconnect is particularly evident between the production sector across the state and Chicago-based businesses, organizations, and consumers. Specifically, the Illinois food and agriculture sector does not always view Chicago as highly relevant to its business interests, nor does Chicago perceive the state's food and agriculture strength as either a key to its future economic growth or as a significant source of its food. Disparate interests and efforts have meant that some components of the system have rarely come together to collaborate on issues of importance—until now.

A comprehensive understanding of the obstacles facing Illinois' food and agriculture system sets the stage for the recommendations of FARM Illinois.

A lack of coordinated leadership

Illinois faces a systemic challenge: it currently has no overarching entity to coordinate efforts across the food and agriculture system. Several organizations within the state, from general farm and commodity groups to the local and regional food actors, are vocal advocates. Illinois state government agencies often focus on their own constituents and communities rather than on what can be achieved by collaborating on a statewide level. The urban-rural divide exacerbates these issues and creates a significant barrier to pursuing opportunities for statewide collaboration. This lack of coordination leaves stakeholders—including the myriad government agencies at the state, county, and municipal levels; industry organizations; non-governmental organizations (NGOs); and community development agencies involved in administering programs—to pursue their own agendas.

Illinois has the potential to be a prominent voice in the dialogue around food and agriculture issues both regionally and globally—but it currently lacks a unified platform. Improved coordination across the state is the foundation for translating the state's food and agriculture system assets into a cohesive system that produces cutting-edge research and sector-changing innovation.

Poor business and financial conditions for food and agriculture

Illinois has the reputation, real or perceived, of having an unwelcoming business environment. In general, companies seek consistency and stability to justify long-term investments, and the state's poor fiscal condition, uncertain tax outlook, and regulatory environment are deterrents to investment. In the agriculture and food sector, funding for the relevant state agencies and programs could be further reduced as a result of budget pressures. In addition, existing tax credits and incentives are ineffective or misaligned in promoting growth and investment in food and agriculture. Farmers and business owners often can't take advantage of programs such as the Economic Development for a Growing Economy (EDGE) tax credit,



*A farmers market in
Bloomington, Illinois*

Enterprise Zone tax assistance programs, and tax increment financing (TIF), and the state lacks production- or investment-based tax credits that could attract companies and investment to the state. For example, Illinois' R&D tax credit for companies is similar to every other state's offering and so provides little incentive for investment.

In the pursuit of food and agriculture innovation, Illinois' research institutions are leaders in agricultural sciences and biotechnology—but there's an absence of strategic policies and investments to drive research and commercialization. Global trends have increased opportunities to establish and build agriculture and food companies, but venture-capital firms and startups often lack the familiarity with the food and agriculture system to make investments. From 2006 to 2014, life sciences and agriculture generated just 3 of the state's 122 startups from technology transfer at universities, although these innovations are being shared with food and agriculture businesses through extension and outreach functions.

Illinois has the opportunity to be a hub of food and agriculture business and innovation—but these obstacles must be addressed. If Illinois is to spur business growth, create jobs, and invest in innovation, the state must take concrete steps to become the preferred destination for innovators and companies of all sizes.

Inadequate efforts to educate the public and develop, attract, and retain a qualified food and agriculture workforce

Despite food and agriculture's long-term growth prospects, students and workers are not always aware of the full breadth of careers in the sector. Even individuals raised in farm families can have a limited understanding of the entire food and agriculture system, from commodity, livestock, and specialty crop production to biotechnology, food processing, and global trade. A lack of formal or informal programming at some primary and secondary schools across the state, as well as high teacher turnover, have undercut efforts to expose students to the breadth of food and agriculture careers. And while the University of Illinois

and other four-year schools, as well as some innovative community colleges, have robust food and agriculture programs, other investments are needed to adapt higher-education curriculums to train students on the wide variety of career opportunities that exist in the sector. Further, Illinois' uncoordinated set of workforce development programs are missing an opportunity to match workers of various skill levels, including veterans, the formerly incarcerated, and other nontraditional populations, with good-paying jobs across the state.

Among many groups in the state—communities, county economic development commissions, consumers, venture capitalists, educators, students—there is a general lack of awareness of the full economic impact of food and agriculture. Despite being the largest contributor to the Illinois economy and touching the lives of nearly every resident on a daily basis, agriculture and food-related industries are not heralded in any prominent way.

The food and agriculture system is already a leading economic driver in Illinois. A high-quality workforce and well-informed public will ensure the system's viability for generations to come—but the proper educational programming and initiatives must be put in place today.

Need for enhanced programs, best practices adoption, and long-term planning for resource management

Illinois' farmers are often at the forefront of commitments to protect our environment. However, conservation practices need to be more widely adopted in Illinois. Currently, the state is the number-one contributor of both nitrogen (16.8 percent of the total in the Mississippi watershed) and phosphorus (12.9 percent) delivered to the Gulf of Mexico. According to the Illinois Nutrient Loss Reduction Strategy draft, this “nutrient loss and runoff is a major threat to water quality in Illinois.”² Furthermore, soil is a nonrenewable resource. Soil research has found that developing one inch of topsoil takes at least 100 years,

An open house at Patriot Renewable Fuels, an ethanol producer in Annawan, Illinois

²For more on the strategy, visit <http://www.epa.illinois.gov/topics/water-quality/watershed-management/excess-nutrients/nutrient-loss-reduction-strategy/index>



An assessment by the University of Illinois in support of the Illinois Nutrient Reduction Strategy reports that achieving the necessary reductions in nutrient loading will require adoption rates of nutrient-retention techniques on 10 to 50 percent (depending on practice) of Illinois farmland.

depending on climate, vegetation, and other factors. It is critical that best management practices be implemented to reduce soil erosion in Illinois as much as possible.

The relationship between urban sprawl and the retention of prime farmland also poses a concern. According to 2010 National Resources Inventory estimates compiled by American Farmland Trust, from 1982 to 2007 more than 442,000 acres of Illinois' prime agricultural land was converted to developed land. The federal government and many states have Purchase of Agricultural Conservation Easement (PACE) programs that seek to preserve valuable farmland. Illinois has never implemented its own PACE effort nor a tax credit to protect farmland. Conservation of farmland will therefore require a more concerted and creative effort to reverse this trend in Illinois and address the needs of farmers.

On a broad scale, the impact of climate change on the world as a whole and agriculture in particular has the potential to overshadow all other environmental factors. Already, prolonged droughts in much of the United States have significantly affected agricultural production and increased the cost of fresh water for farm operations. For example, a 2012 drought—one of the worst in recent memory—both decreased Illinois' crop yields and impeded the transport of goods on waterways, with water levels on the Mississippi and Ohio rivers too low to accommodate normal barge traffic. Further, agriculture is a contributor to greenhouse gases, a significant driver of climate change: livestock and manure management accounts for 9 percent of the nation's total methane emissions. As livestock production ramps up to meet global demand, agriculture's impact on climate change will increase.

The future for food and agriculture in Illinois holds tremendous potential, but the state must take a leadership role to ensure that its natural resources are being managed sustainably. The good news is that Illinois is in a prime position to harness the work of producers, businesses, and organizations across the state to make progress on several fronts simultaneously—but the work must escalate now.

Underinvestment in physical infrastructure

Infrastructure is critical for the effective movement of Illinois products to global as well as local markets, and Illinois is fortunate to have a superior transportation and logistics system

that has allowed it to grow as a leader in food and agriculture distribution. However, the state's infrastructure is aging and severely underfunded, putting Illinois at risk of losing its competitive edge to countries such as Argentina and Brazil, who are making large investments in ports, rails, and roads. Whether it is port facilities for export or cold-chain management for specialty crops destined for local markets, Illinois faces a deficiency of logistics assets that is preventing the state from fully meeting consumer demand. There are not enough ships in our ports to handle the ever-increasing volume of grain grown in Illinois and the region, and Illinois' locks, dams, and levees require maintenance and upgrades to keep pace with traffic. Choke points in both trucking and rail impede the movement of food and agriculture products. And roads and bridges are in need of repair in many parts of the state.

Further, some individuals and businesses in both rural and urban areas across Illinois still lack high-speed broadband Internet, and additional investment is needed to support the integration of new, cost-saving technologies into agriculture operations. USDA reports that while 70 percent of farms have adopted broadband—the same proportion as Illinois households—just 53 percent of farms use computers for business purposes. Investments in physical and broadband infrastructure throughout the state could ease delays and congestion, improve the tangible backbone of the food and agriculture system, and benefit individuals and businesses in other industries. Several of these projects are ongoing and will take years; coalescing around priorities will help ensure that Illinois can compete at home and abroad.

Low visibility of Illinois food and agriculture

Illinois' international agricultural exports totaled more than \$8 billion in 2014, but efforts to promote the state globally remain insufficient and fragmented. Illinois is represented by a multitude of state government agencies, led by the Illinois Department of Agriculture (IDOA), which seeks to increase exports and market access for Illinois producers and processors through industry shows and trade missions to select countries. Federal agencies and industry trade organizations such as Food Export Midwest also have similar goals. In all, 59 different organizations champion Illinois commodities and food products. These efforts have failed to distinguish Illinois from its neighboring states, in part because individual organizations lack the funding and resources to fully realize their goals. Greater coordination is clearly needed.

The number of Illinois farms fell from 98,000 in 1982 to 75,000 in 2012. This industry consolidation poses a challenge in the opportunity for off-farm employment in rural communities and a threat to the Illinois farming heritage if not replaced by other economic development.

Within the US market, Illinois has struggled to build a strong brand. While Wisconsin is the dairy state, Michigan is known for fruit, and Iowa is synonymous with pork production, Illinois is not associated with any one product. The state's attempts at branding—Where Fresh Is (for growers of specialty produce) and Illinois Product (geared to Illinois stores and farmers markets)—have been hindered by a lack of coordination and resources.

From expanding market access to branding Illinois' food and agriculture system, the time is right for Illinois to coordinate efforts on the international, national, regional, and local levels. The state must work to develop an overarching brand for the state under which efforts to promote food and agriculture would live.

Pursuing an opportunity for growth

Today, Illinois must pursue a shared vision and roadmap to realize the full potential of its unique combination of assets. A defined strategy, greater collaboration, and successful execution will enable stakeholders to exert more influence on policy and investment priorities to ensure the sector has the infrastructure and support to excel. Furthermore, a robust food and agriculture system in Illinois will have the resources to address food-related issues, from spurring cutting-edge innovation to ensuring food security both at home and abroad. ●

*Corn being stored
at a grain elevator in
McLean County*



Working toward global food security

Tackling world hunger is a moral and economic imperative. Illinois' food and agriculture system can address the challenge of a growing world population with changing diets by increasing production and distribution of safe, nutritious, and affordable food.

According to the United Nations' Food and Agriculture Organization (FAO), approximately 805 million people—11 percent of the global population—are chronically hungry. Despite progress in recent years, certain regions are disproportionately affected; two-thirds of the world's food-insecure population live in Asia, and more than a quarter live in sub-Saharan Africa. Overall, more than 40 percent of Africans are undernourished.

Undernourishment is just one form of malnutrition; obesity rates are also rising, in both developed and developing countries. The World Health Organization (WHO) reports that the global obesity rate more than doubled over the past 35 years. Across the world in 2014, 600 million adults were obese. Obesity is a major factor in the rise of chronic conditions such as cardiovascular disease, diabetes, and some cancers; WHO reported in 2010 that noncommunicable diseases such as these were responsible for more than 60 percent of deaths across the world. These two factors—undernourishment and obesity—constitute a “double burden” of malnutrition.

Food security is broadly defined as ensuring that all people have the physical and economic means to procure food in order to meet their nutritional needs

and live a healthy life. The 1996 World Food Summit outlined four dimensions of food security: availability, access, stability, and utilization. In short, food must not only be available (either through markets or self-production) but also nutritionally sufficient and economically accessible at all times. Achieving this goal usually requires both strong domestic production and imports. Given that the world population is forecast to reach 9 billion by 2050, production capacity will need to increase significantly in Illinois and around the world. Poverty is of course a leading indicator of food insecurity, but other issues—including lack of effective production and distribution systems, political strife, and weather-related events—add complexity to the challenge of ensuring the first three dimensions. The fourth dimension, utilization, reflects the reality that even if safe, nutritious food is available, much of it is wasted, not everyone will eat it, and even those who do may not be able to absorb its nutrients.

FAO has stated that hunger reduction requires an “integrated approach” that includes political commitment and leadership as well as both public and private investments. Illinois' strength in commodity crop and livestock production as well as processed food production are key assets in the fight. The state

must accelerate its work to understand the issues around global food insecurity and how Illinois' food and agriculture system can help meet global demand.

The Chicago Council on Global Affairs has helped lead the effort to bring collaborators together to eradicate world hunger. In April 2015, the Council released its latest report on food security, *Healthy Food for a Healthy World: Leveraging Agriculture and Food to Improve Global Nutrition*. The report offers several recommendations for how the US government, in concert with researchers, industry,

state and local government, and non-profits, can work together to ensure our global food system is more productive, nutritious, and sustainable. The report also calls for "a bipartisan commission to tackle global malnutrition that includes members of Congress, key administration officials, and scientific and business leaders from the agriculture and health sectors." Such collaborative leadership and insight will be invaluable in the fight to end world hunger.

One in nine people across the globe does not have enough to eat.



Green bean harvest
in Mason County

Fostering local and regional food security

Illinois has an opportunity to be a leader in reducing food insecurity in Illinois and across the country.

Food insecurity has become a leading, if not the leading, nutrition-related challenge facing policy makers and program administrators in the United States. The prominence of this challenge is due, first, to the magnitude of the problem. The extent of food insecurity is at an all-time high. In 2013, almost 50 million Americans were food-insecure. Second, not only does food insecurity in and of itself present a challenge, but there are also numerous negative health and education outcomes associated with food insecurity.

In Illinois, nearly 1.8 million residents—13.6 percent of the population—are food insecure. Clients served by Illinois' food pantries and soup kitchens often have to make the choice between food and other necessities such as housing, education, utilities, transportation, and medical care. Furthermore, a 2013 survey by Feeding America found that 61 percent of Illinois households that utilized a food bank reported at least one employed person at some point during the year. The lingering effects of the Great Recession have been one contributing factor to the high food insecurity rates in Illinois.

The causes of food insecurity are multifaceted, but policies aimed at promulgating the availability, access, and

stability of nutritious food in both urban and rural areas must be part of the solution. Specifically, the elimination of “food deserts”—communities with limited access to affordable and nutritious foods—could go far to alleviate issues of malnutrition.

The proposed Illinois Council on Food and Agriculture (see recommendation on [pages 37–38](#)) will be well positioned to lead an effort to address the current state of health and nutrition throughout the state. Its Advisory Council should convene all relevant stakeholders to increase access to safe, healthy, and affordable food. Several strategies have great potential to make a huge impact without new state dollars; two are outlined below.

Connect food-insecure families with existing federal safety net programs. Education on nutrition and awareness of existing programs such as the Supplemental Nutrition Assistance Program (SNAP), school breakfast and lunch, summer feeding programs, after-school programs, and older adult meal programs, among others, can help food-insecure residents get assistance. Nearly all of these programs are underutilized in Illinois, meaning that people are not getting connected to the resources they are eligible for and could benefit from—and also that these

One in six Illinoisans is food insecure.



© Courtesy of E.W. Cheesebake Company

FARM ILLINOIS RECOMMENDATIONS

FARM Illinois' strategic recommendations are grouped into six categories that address the full scope of food and agriculture in Illinois. In some categories, such as leadership for innovation, stakeholders can begin working together to achieve meaningful progress in the short term; in others, such as infrastructure, the impact of sustained efforts will be felt over the coming years. The state's branding and market development initiatives will amplify improvements across Illinois' food and agriculture system and reinforce its contributions to the state's economy.

Six priorities of FARM Illinois



LEADERSHIP FOR INNOVATION



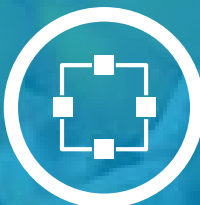
BUSINESS DEVELOPMENT AND ENTREPRENEURSHIP



WORKFORCE AND EDUCATION



RESOURCE MANAGEMENT



INFRASTRUCTURE



BRANDING AND MARKET DEVELOPMENT

LEADERSHIP FOR INNOVATION



Challenge

A lack of coordination in the food and agriculture system, particularly between Chicago and statewide food and agriculture interests, impedes the state's ability to unlock the full potential of its assets.

Goal

Develop an integrated, statewide, long-term, public-private strategy for achieving the goals of FARM Illinois.



Illinois has no shortage of organizations and programs focused on the food and agriculture system. While individual entities—including advocacy groups, state agencies, and research institutions—are making great progress, the opportunity to transform the state, pursue innovation, and elevate Illinois' profile in the local, regional, national, and global food and agriculture space has largely gone unrealized. Instead, efforts are often duplicative or lack the resources on their own to address overarching challenges and resolve issues.

Greater coordination—within state government as well as among government agencies, NGOs, research institutions, and nonprofits—will be critical to the success of FARM Illinois' plan. Stakeholders must work collaboratively so that scarce resources are deployed most effectively. By improving collaboration and visibility, the state will be better able to help stakeholders achieve their goals, provide support to a critical mass of small and midsize businesses, and create a thriving food and agriculture system in Illinois.

FARM Illinois recommends four strategies to coordinate the leadership of Illinois' food and agriculture stakeholders:

1. **Establish the Illinois Council for Food and Agriculture to spearhead ongoing strategic development and implementation of FARM Illinois**
2. **Host a Global Food and Agriculture Symposium starting in 2018 to establish Chicago and Illinois as global leaders in addressing 21st-century food and agriculture issues**
3. **Promote food and agriculture system innovation through multidisciplinary research and policy development**
4. **Support initiatives to strengthen the roles played by the Chicago region and the State of Illinois in local and regional food and agriculture systems**

Establish the Illinois Council for Food and Agriculture to spearhead ongoing strategic development and implementation of FARM Illinois

Throughout the development of this plan, FARM Illinois has seen firsthand the value of an independent body that can act as a convener for state and local government, industry, philanthropic organizations, and foundations to promote integration and collaboration. Many of the participants of FARM Illinois, despite their shared interests in food and agriculture, had never been in the same room. These connections enable the systemwide collaboration required to unlock the full potential of food and agriculture in the state.

FARM Illinois recommends that Governor Rauner take definitive action to create the Illinois Council for Food and Agriculture. This entity will feature an organizational structure and membership that represents all stakeholder voices in the food and agriculture sector. Its Executive Committee will be composed of a chairperson, 2–3 vice chairs, and 8–10 members from leading companies, NGOs, foundations, institutions, and other individuals representing the food and agriculture sector. This body will be complemented by an Advisory Council of approximately 40 members representing the full diversity of stakeholders. The Illinois Council for Food and Agriculture will work with and designate lead state and local government officials to serve as conveners and, where necessary, as implementers of key recommendations. The council will be supported by 2–3 full-time executive and administrative staff.

The Illinois Council for Food and Agriculture will have several primary goals. It will increase visibility and coordination among state and local public and private agencies focused on food and agriculture. These stakeholders include but are not limited to the Illinois Department of Agriculture (IDOA), the Illinois Department of Commerce and Economic Opportunity (DCEO), the Illinois Department of Natural Resources (IDNR), the Illinois Department of Transportation (IDOT), the Illinois Environmental Protection Agency (IEPA), the Chicago Metropolitan Agency for Planning, the City of Chicago, Cook County, and local agencies. Drawing on the extensive expertise and knowledge of its members, the council will advise state and local governments and private bodies on policy proposals and development as appropriate and necessary.

The council will provide a platform to ensure that the food and agriculture system is recognized as a critical driver of Illinois' economic power and cultural aesthetic. It will also establish relationships with organizations and government agencies outside of Illinois to harness the full potential of the Midwest region. As noted elsewhere in this plan, Illinois already serves as the region's transport hub, so it is well positioned to elevate the Midwest's profile as a major supplier to the world.

Illinois has a rich history of public-private partnerships, and the Illinois Council for Food and Agriculture will draw on this legacy to support its operations. The council will secure funding from industry, foundations, government, and universities to ensure it has the resources to fulfill its mission over the long term.

This organization represents an innovative approach to coordinating activities across the entire food and agriculture system. No other state in the country has established such an organization; many states have entities that focus on a specific food or agriculture sector, but none has established a body with the Illinois Council for Food and Agriculture's sweeping mission and activities.

Host a Global Food and Agriculture Symposium starting in 2018 to establish Chicago and Illinois as global leaders in addressing 21st-century food and agriculture issues

As the global food and agriculture system moves into a period of historic change in both demand and supply, the power to address emerging issues in this shifting landscape lies beyond the reach or authority of any one entity or country. To spur collaboration, innovation, and the exchange of information, the Illinois Council on Food and Agriculture will host the inaugural Global Food and Agriculture Symposium in 2018. This annual gathering will draw governments, companies, universities, foundations, NGOs, and others interested in staying on top of global trends, new approaches, technological shifts, and changing markets and policy regimes. Leaders of industry, research, and trade as well as investors from around the world will convene in Chicago to focus on innovation in food security, sustainability, environment, emerging markets, and other factors that influence food and agriculture systems locally and at a global scale.

To build interest in advance of the inaugural Global Food and Agriculture Symposium in 2018—also the year of Illinois' bicentennial—Chicago will host annual food and agriculture conferences in 2016 and 2017. These events will help establish and strengthen relationships among the Illinois Council for Food and Agriculture, partner organizations, and stakeholders across the state.

To the best of our knowledge, there is currently no comparable regular gathering of all major food and agriculture stakeholders in the United States and perhaps in the world. The closest comparison, the annual World Food Prize in Des Moines, Iowa, is highly successful but focuses largely on agricultural development and attracts participation primarily from concerned governments, universities, and NGOs.

The symposium will deliver several benefits. First, Illinois and Chicago will become known and widely acknowledged as the leading global hub for food and agriculture innovation. By hosting the symposium, Illinois will gain ongoing access to the world's business, scientific, and policy leaders, and the state's companies, universities, and research institutions will forge partnerships with counterparts around the world. Last, the symposium will drive economic growth and job creation for Illinois companies and communities.

No other location in the world is better qualified to host this large and influential annual gathering. Illinois' advantages include one of the densest clusters of farms, companies, universities, and other institutions involved deeply in food and agriculture. Chicago has the

expertise as well as the public and private infrastructure needed to host large and complex international meetings and conventions, including those of organizations such as the National Restaurant Association.

A variety of organizations stand ready to be highly effective partners in organizing such a meeting. These include The Chicago Council on Global Affairs, the leading US think tank on global agriculture and who hosts an annual gathering on food security in Washington, DC; the Institute of Food Technologists, the leading organization of its type in the world; the Illinois Farm Bureau, whose farmer and grower association members sell to the world; the University of Illinois, historically and today one of the top agriculture research organizations in the world; the esteemed business schools at Northwestern University and the University of Chicago; and CME Group, the world's center of price discovery for every major global agricultural commodity. Other potential partners with relevant missions include World Business Chicago, the Chicagoland Chamber of Commerce, industry leaders, other NGOs, and many others.

Promote food and agriculture system innovation through multidisciplinary research and policy development

Creating the optimal conditions for innovation requires many components: the universities and research labs where promising technologies are first discovered; the funding, facilities, and resources from government and industry; and the policies that provide incentives for coordination and collaboration. When these elements are present, innovations can move seamlessly from laboratory and test plot to commercialization and wide adoption.

*Nutritional sciences
graduate student
Krystle Zuniga
prepares samples
for testing*



Illinois has tremendous potential to increase the impact of its research institutions. As a first step, FARM Illinois recommends that the state expand partnerships among universities, government, civic organizations, and private institutions. For example, the state should support research institutions throughout Illinois—including the Illinois Agricultural Experiment Station, Illinois Institute of Technology’s Institute for Food Safety and Health, University of Illinois Extension, and others—to expand their research network, compete for federal research funding, and increase scientific capacity. By working collaboratively with each other, the state, and federal funders (led by the United States Department of Agriculture), these stakeholders can set research priorities and propose policy innovations.

To support research, the state should invest its own resources in Illinois’ scientific capacity to secure more funding from national sources. For example, the 2014 Farm Bill created the Foundation for Food and Agricultural Research, a nonprofit that will utilize \$400 million in public and private funds to support food and agriculture research. The state could also resurrect and support the Illinois Council on Food and Agricultural Research (C-FAR), which was an important contributor in the past to research that applied specifically to problems in Illinois. To secure grants, the state should actively support its research partners in developing coordinated strategies for prioritizing major projects and submitting competitive proposals.

UI LABS, an organization dedicated to creating a platform for research collaboration and the commercialization of promising technologies, has launched two programs since 2014. Its Digital Manufacturing and Design Innovation Institute (DMDII) is supported by a \$70 million grant from the Department of Defense and \$250 million of commitments from industry. Tier-1 partners include Caterpillar and Deere & Company. With more than 500 companies, institutions, and government agencies signed up, DMDII offers a framework for bringing together stakeholders from across the innovation ecosystem. UI LABS’ second project, CityWorks, focuses on developing smart and sustainable urban infrastructure to enable cities to manage their resources more effectively. To capitalize on this progress

Good Food Financing, Innovation, and Trade Conference

Eleven years ago, Illinois-based FamilyFarmed.org launched the first sustainable local food trade show in the United States. Today, hundreds of buyers from Chicago Public Schools, Chipotle, Compass Group, Goodness Greeness, McCormick Place, O’Hare Airport, SYSCO, US Foods, Whole Foods, and many more attend. The Good Food Festival and Conference, held annually in Chicago, includes a Good Food Financing and Innovation Conference, Good Food Trade Show, School Food Summit, Food Policy Conference, and consumer-focused Festival. More than 5,000 people attend to meet, learn, get inspired, and do business with more than 180 vendors.

to date, the state should encourage UI LABS to extend this consortium model to food and agriculture by adopting biosciences as the focus of its next program. Since technology is fundamental to UI LABS' work, the biosciences program would bring together advances in biotechnology, big data, the Internet of Things, and smart products to support food and agriculture innovation. Illinois' food and agriculture companies and organizations offer a robust network for program participation and funding. This effort would also serve as a platform to draw attention to ongoing work by the state's research institutions.

The state should prioritize two other areas for expansion and collaboration: climate-smart agriculture that pulls together disparate parts of research, and landscape-scale implementation of agroecological approaches to cropping systems. As one example, the University of Illinois participates in Green Lands Blue Waters, a multistate initiative coordinating the work of scientists in Illinois, Iowa, Minnesota, and Wisconsin to promote resource-conserving cropping systems, including the development of perennial grain crops and commercially viable cover crops. Illinois could greatly increase its presence in this work by developing more robust public-private partnerships and investing in extension initiatives to help farmers integrate these crops into their farming systems.

Support initiatives to strengthen the role of Chicago and the State of Illinois in local and regional food and agriculture systems

As outlined in the introduction to this plan, Illinois presents a huge market opportunity for local and regional food and agriculture systems. FARM Illinois recognizes the value in facilitating the growth of an Illinois-based local farm and agriculture economy. With the proper support and policies, this emerging market has the potential to revitalize rural and urban communities, create jobs, and drive economic growth by making local farm and food products available to all Illinois citizens. The Illinois Council for Food and Agriculture should synchronize its efforts with the Illinois Local Food, Farms and Jobs Council to ensure that proper policy is in place to support a vibrant Illinois-based farm and food economy.

Similarly, the council should coordinate its activities with existing initiatives, organizations, and conferences such as FamilyFarmed.org's Good Food Financing, Innovation, and Trade Conference; Fresh Taste; the Illinois Farm Bureau; and the University of Illinois Extension to showcase local and regional food production across the state. These conferences and organizations promote the benefits of locally and sustainably produced food and offer a valuable platform for information sharing and collaboration. The council should strengthen support for production of food-grade grains, beans, and emerging field crops for food manufacturers and promote local markets for Illinois farm products.

Local food is also an important source of nutrition for underserved communities. Despite the strength of the state's food and agriculture system, approximately 15 percent of Illinois residents experience food insecurity (see sidebar, *Fostering local and regional food security*,



Ken Dunn plants an urban farm as part of the Resource Center, the largest nonprofit recycling organization in the Chicago area

page 32). Organizations like the Greater Chicago Food Depository prioritize local food procurement, particularly produce. By supporting the development of local and specialty growers, the Illinois Council for Food and Agriculture can increase the broader population's access to locally grown products. FARM Illinois encourages the State of Illinois to launch an agriculture surplus capture program to harvest food waste left in fields and redirect it to institutions, such as food banks and schools, which are equipped to handle perishable fresh fruits and vegetables.

Collectively, these strategies will position Illinois to become a hub for food and agriculture innovation on the local, regional, national, and global levels. Greater coordination will enable the state to unlock the full potential of its assets. The Global Food and Agriculture Symposium and a renewed focus on food and agriculture system innovation will draw the leading minds to Chicago and Illinois, placing the state at the vanguard of addressing the key issues the world faces on food and agriculture. Last, an emphasis on promoting local and regional food and agriculture systems will help Illinois apply innovation and best practices to create a sustainable supply of food and jobs for its residents. ●

BUSINESS DEVELOPMENT AND ENTREPRENEURSHIP



Challenge

The current Illinois business climate and an absence of policies to promote innovation are obstacles to expansion and investment in food and agriculture.

Goal

Spur business growth and investment by making Illinois the preferred destination for food and agriculture companies of all sizes.



With a wide array of foundational assets for Illinois' food and agriculture system, including some of the most fertile soil in the world and infrastructure to reach national and international markets, the state has a huge built-in advantage in attracting food and agriculture companies. To unlock Illinois' full potential, every effort must be made to create a more positive business climate—one that attracts investment and talent, helps existing operations expand, and nurtures innovation in all areas, including biosciences and information technology.

Large-scale producers have vastly different business models, cost structures, customers, and regulatory compliance burdens compared with small and midsize farming operations. The following recommendations aim to address the needs of both segments and ensure that every business, regardless of size, has access to the programs and resources it needs to grow. FARM Illinois seeks to ensure that the benefits of increased economic development and investment are distributed throughout the state and to both rural and urban communities.

The state has no shortage of organizations and programs focused on food and agriculture in Illinois, but their efforts are often duplicative or lack the resources on their own to address specific challenges. By improving collaboration and visibility, the state will be better able to help stakeholders achieve their goals, provide support to a critical mass of small and midsize businesses, and create a thriving food and agriculture system in Illinois.

FARM Illinois recommends five strategies to enhance Illinois' business development and innovation efforts:

1. **Improve the state's business climate to attract, nurture, and retain farmers and food and agriculture companies**
2. **Expand financing opportunities and information for farmers and entrepreneurs throughout the food and agriculture system**
3. **Develop a succession planning strategy to retain talent and economic activity in farms and communities throughout the state**
4. **Establish and enhance food and agriculture clusters across the state**
5. **Support entrepreneurs and attract investment to food and agriculture**

Improve the state's business climate to attract, nurture, and retain farmers and food and agriculture companies

The perception of Illinois as a prime destination for business has been adversely affected by the state's fiscal condition and continued negative media coverage. While addressing these fiscal problems is beyond the scope of this plan, FARM Illinois supports initiatives to improve the state's financial condition. Progress in this area will benefit all industries in Illinois, including food and agriculture.

The regulatory environment also has the potential to improve the business climate for food and agriculture companies significantly. The state can take several actions to increase business investment and enhance production capacity:

1. The state should review current regulations that affect food and agriculture production and permitting for emerging local food business models and streamline and improve existing statutes. Scientists and other experts in the food and agriculture system should be tapped for all efforts to develop and implement regulations.
2. The state should accelerate permitting for farms and new manufacturing facilities. Illinois has made progress over the past several years on speeding the permitting process, but further steps must be taken to avoid unnecessary delays, remove duplicative efforts, and expedite the establishment and expansion of businesses while maintaining protection of natural resources.
3. To support establishment of facilities that meet all necessary regulations, Illinois agencies should work together to educate the public on the economic benefits of investments in food and agriculture and the success of regulations in safeguarding surrounding communities.
4. Illinois agencies should work collaboratively to develop best practices and consistent standards for food labeling and safety that are risk and scale appropriate.

These actions will help to create a positive, welcoming environment for responsible businesses.

Illinois' current tax incentive programs must also be improved to ensure that they are effective in promoting business growth and investment in food and agriculture. The EDGE tax credit is geared primarily to companies that are considering relocating, but it could also be used to support established Illinois agriculture and food companies. Similarly, TIF is routinely used to support investments in infrastructure and attract companies, but it could be used to attract food and agriculture companies or create concentrations of farm operations in close proximity to transport infrastructure. In addition to reassessing existing tax incentives, the state should

develop and implement new production, conservation, or investment-based tax credits for agriculture and food companies seeking to bring jobs to Illinois.

Expand financing for farmers and entrepreneurs to spur innovation throughout the food and agriculture system

Increasing access to capital and financing is critical to support the establishment and expansion of food and agriculture companies and farming operations. The state can pursue policies in several areas to ensure that food and agriculture business ventures can obtain equitable financing, no matter their location or size.

Illinois has a strong financial network that provides support to the state's traditional agriculture sector. For example, the Illinois Finance Authority (IFA) has been successful in providing farmers with revenue bond financing, debt guarantees, and working capital, among other financial support. Since 2004, IFA has distributed \$685 million in loans and financial support to Illinois farmers. And through the Illinois Treasurer's Ag Invest loan program, more than 1,000 financial institutions have provided more than \$1 billion in annual and long-term loans since 1983. Expansion of these types of programs could help supplement financial resources available for underserved members of Illinois' food and agriculture system, including small farmers and business owners.

The state should also support production agriculture lending through comprehensive marketing of a statewide continuum of financial resources. By examining best practices in lending to other industries, the state could extend and significantly expand financing to young, beginning, and small farmers and farm programs. Since many federal programs offer funding, the state should maximize opportunities to tap these sources by educating farmers and food businesses and helping them to navigate the application process.

Cultivating master farmers and agriculture leaders

Illinois has a number of leadership and mentoring programs in food and agriculture throughout the state. For example, the Cultivating Master Farmers program is a unique, two-year mentoring program that provides expert farm and family guidance to young farmers by linking them with a wealth of information from Prairie Farmer's Master Farmers. A decade's worth of participants have heard from a top-notch slate of speakers, taken part in roundtable discussions, gone on industry tours, and developed long-lasting business relationships. And for more than 30 years, the Illinois Agricultural Leadership Foundation (IALF) has been cultivating leaders of American agriculture. IALF's two-year program focuses on developing knowledgeable and effective leaders to become policy and decision makers for the agriculture industry. Participants engage in seminars locally, nationally, and internationally on topics such as business, economics, communication, and leadership skill development.

Develop a succession planning strategy to retain talent and economic activity in farms and communities throughout the state

As US farms have grown larger over the past several decades, the acreage required to maintain a viable commodity farming operation has grown as well. This trend has contributed to rising prices to buy or rent land. Large sections of farmland are often too expensive for small to midsize farm businesses to purchase, and smaller tracts for specialty growers are often difficult to find. Today's farmland prices create a particular obstacle for young and beginning farmers. With farmland selling in excess of \$10,000 per acre for large tracts of land and even higher for smaller tracts in many parts of the state, the amount of capital needed to buy land is very significant. Even with low down payment financing programs available, cash-flowing—particularly for a small or new producer—can be difficult. Illinois must address these obstacles to intergenerational succession and recruitment of new farmers.

To aid in this effort, the state should improve existing tools and develop new ones, including a widely accessible technology platform that offers information about land availability opportunities as well as financial resources for the next generation of farmers. The state could also facilitate the creation of cooperatives, partnerships, and other forms of shared capital assets to enable groups of smaller farm operations to secure the land they need. Several foundations and trusts are positioned to advise the state on the best ways to enable farmers to purchase or obtain usage rights to smaller acreages when they arise.

FARM Illinois endorses land protection strategies that provide land resources for local food production. The land-trust community can play a critical role in creating land protection mechanisms that assure farmland is available and affordable for new and beginning farmers and the next generation. Supporting innovation in financing structures, land protection tools, and creative connection with conservation will be critical as these strategies are implemented. In addition, FARM Illinois encourages communities across the state to include food and agriculture in local economic development and land-use plans. Such initiatives can form part of a state branding program that highlights how people farm in Illinois, as well as what they produce.

The relative size of farmland acreage varies by operation; for commodity growers, large farm operations often are in excess of 1,000 acres or more, while small specialty crop growers can operate on acreages of less than 10 acres.

If implemented, these efforts will combine to help retain talent and economic activity in communities throughout the state.

Establish and enhance food and agriculture clusters across the state

The Chicago metropolitan region is home to a strong food processing and manufacturing cluster that contributes tens of thousands of jobs and billions of dollars annually to the economy. In addition, Rockford is part of a food processing cluster that extends through eight counties in Illinois and Wisconsin. The state should support existing innovation clusters and identify promising areas where new clusters could take root. Chicago FOOD, for example, seeks to bring together leading players in the currently fragmented food processing and packaging industries to enhance facilitation and collaboration around shared R&D, workforce training, technology, and best practices. The state should support the efforts of Chicago FOOD and other similarly focused initiatives to promote and expand clusters.

Clusters are not confined to a state's borders. For example, the Midwest region's food and agriculture system is increasingly interconnected: neighboring states rely on Chicago's global reach and Illinois' robust infrastructure to get food and agricultural products to market. What's more, industry trade groups often market the region's products rather than an individual state's output. Illinois should promote the importance of regional partnerships among its institutions and those in neighboring states to improve multistate outcomes.

Support entrepreneurs and attract investment to food and agriculture

Entrepreneurship in food and agriculture is becoming increasingly technology-centric, including online sourcing and marketing systems, GPS in farm management, biotechnology, food science, big data, and advanced manufacturing. Illinois' network of business incubators, including Chicago's 1871, the Good Food Business Accelerator, EIGERlab in Rockford, the Industrial Council of Nearwest Chicago (ICNC), Peoria NEXT, the University of Illinois Research Park, and University Park at Southern Illinois University, are well positioned to nurture promising food and agriculture startups. While these facilities have been successful in providing entrepreneurs with the facilities and programming to launch new businesses, to date their focus has been primarily on digital or technology-based ventures. Therefore, the state should work with accelerators, incubators, and training development centers to improve visibility, create efficiencies, and maximize resources while also developing and enhancing mechanisms and incentives to draw new food and agriculture entrepreneurs into the system, with a specific emphasis on programs that support new farmers, small-scale operations, and entrepreneurs throughout the food and agriculture system.

In recent years, investors and venture capital firms have awakened to the attractive returns that food and agriculture can deliver in response to growing local and global demand. Venture capital firms are exploring investment opportunities at the intersection of agriculture and technology—a substantial opportunity that Illinois should pursue. Investors are also becoming increasingly aware of opportunities in local and regional food markets. The

According to the US Cluster Mapping Project, a cluster “consist[s] of companies, suppliers, and service providers, as well as government agencies and other institutions that provide specialized training and education, information, research, and technical support.” Clusters are defined by not geography but regional concentration of businesses in the same industry.

Sustainable Local Food Investment Group, for example, is an angel investor network focused exclusively on regional businesses supplying the Chicago metropolitan area. To increase the number of startups in the food and agriculture system, the state should promote investment opportunities by capitalizing on existing conferences, forums, and networks and by touting the innovations being produced by Illinois’ businesses, universities, and research institutions.

The state should also focus on building a network of investors and technical assistance providers to support startups and early-stage companies across the entire spectrum of the sector, from farms to food processors to specialized food production and distribution. CME Group could provide a valuable platform to raise awareness and attract investment dollars. The continued presence of this globally recognized organization makes Chicago a world-leading market center for commodity and agriculture price discovery. To maintain Illinois’ position as a global center of finance and trade, Illinois could use the presence of CME Group to draw attention and promote public-private partnership, development, and expansion across the entire food and agriculture system, including startups and early-stage companies.

To promote Illinois innovation and entrepreneurship, the state should create an annual prize for the best new innovative enterprise in the state’s food and agriculture system. For example, The Chicago Community Trust, in partnership with Kinship Foundation, launched Food:Land:Opportunity, a supply-side local food system initiative that seeks to attract capital to the region’s food system. Food:Land:Opportunity is developing a prize challenge in the hopes of decreasing size as the primary barrier to bringing local and sustainable food to the marketplace. The state should develop a complementary program to recognize companies that demonstrate innovation in operations.

Case studies: Illinois' food and agriculture startups and accelerators

Our food and agriculture system has long been a driver of innovation. Today, the integration of cutting-edge technologies into everything from planting to business management is helping to revolutionize the sector. Several examples demonstrate how established Illinois businesses and startups are embracing the complexity of food and agriculture innovation.

- **Precision agriculture: 640 Labs** helps farmers optimize their operations using GPS, wireless, and mobile technologies to collect detailed information on their crops and machinery. The startup raised more than \$3 million in venture capital funding before being acquired by Climate Corp, the technology unit of St. Louis-based Monsanto, in December 2014—less than two years after its founding. Just a few years earlier, Monsanto acquired Precision Planting, an equipment and technology company based in Tremont, Illinois.
- **Foodservice data: Food Genius** collects, analyzes, and delivers menu data and analytics to help foodservice companies—including restaurants, manufacturers, and distributors—gain insight into menu analytics and how what's available to consumers changes over time. The insight provided by Food Genius can help companies develop new products, customize marketing, and boost sales. Among its clients, Food Genius counts several Illinois and national industry giants such as Arby's, ACH Foods, Coca-Cola, Grecian Delight, Kraft, and US Foods.
- **Business incubation:** Founded in 1967, **the Industrial Council of Nearwest Chicago (ICNC)** provides services to more than 1,000 companies on Chicago's Nearwest side and manages one of the world's largest incubators, with 416,000 square feet located in four buildings. Food companies—including distillers, bakers, coffee roasters, caterers, and specialty food retailers—are the fastest-growing segment of ICNC's clientele. ICNC nurtures early-stage entrepreneurs for an average of three years before they are ready to move to permanent facilities, providing business development, marketing, HR, and financial analysis services through an on-site Small Business Development Center, as well as one-on-one counseling for exporting through an on-site International Trade Center.

*A farmer using
a GPS system in
LaSalle County*



© Courtesy of 1st Farm Credit Services

Harnessing the livestock and specialty crop sectors to create jobs

One of the answers to improving rural economies is to attract and retain livestock and specialty crop production and processing in Illinois. Dairy, egg, poultry, beef, and hog production systems require a year-round labor force and processing plants within a reasonable distance. The processing plants, in turn, require year-round labor. Over the past couple decades, Illinois has sent mixed messages on regulatory and economic development fronts, causing a decline in livestock production and a relocation trend in livestock product processing (meat and dairy).

To restore economic and agricultural vibrancy across the state, the food processing and business communities must be engaged to support efforts to expand capacity of the livestock and specialty crop production sectors. As part of this effort, FARM Illinois urges support of IDOA and IEPA in their efforts to organize public information meetings on livestock siting processes. These organizations should redesign the public information meeting process as described in the Livestock Management Facilities Act to eliminate redundancy while still providing a platform for the public to express their thoughts. FARM Illinois also supports the efforts of the Illinois Livestock Development Group; the Illinois Local Food, Farms and Jobs Council; the University of Illinois Extension; and similar groups that raise awareness and promote the livestock and specialty crop industries as well as identify ways to enhance messaging and education of the public around the importance of these sectors to the Illinois economy.



© Courtesy of David Riecks, University of Illinois

Undergraduate student Angie Boesche with Angus cattle

Illinois is already one of the top producers of food and agriculture products in the world, but it hasn't been viewed as the top destination for related companies. The strategies outlined in this section would change that perception by directly addressing the state's shortcomings and creating a favorable environment for established businesses and startups alike to invest and grow. By supporting existing enterprises and attracting new talent, Illinois will further develop its robust food and agriculture system and create a virtuous cycle of economic development and growth. ●

WORKFORCE AND EDUCATION



Challenge

An inadequate pool of qualified workers and a lack of awareness of the food and agriculture system's evolution will undermine the sector's sustainability and long-term growth.

Goal

Develop a high-quality workforce for food and agriculture and educate Illinois policy makers and the general public on sector innovation.



Illinois must develop a holistic strategy to ensure the long-term viability of its food and agriculture system for future generations. In addition to high demand on Illinois' land and the high price to launch a farming operation, the sector is struggling to retain the best and brightest. Illinois needs trained professionals—farmers, scientists, chefs, marketers, and so forth—to address future demands of a growing world population and diminishing supply of natural resources.

The incorporation of information technology, smart-agriculture equipment, and data analytics into food and agriculture will create new career opportunities for qualified workers. In food processing, for example, people with technology skills are in demand—reflected in the 2012 median salary of \$59,630 for food scientists and technologists. The median income for a farmer in 2012 was \$69,300. And yet, despite pockets of exceptional programming throughout the state's higher-education institutions, food and agriculture are not marquee disciplines. Children are also missing out due to a lack of programming at the primary and secondary levels. And the general public and policy makers do not have a firm grasp on the breadth of the food and agriculture system, including the role of technology and product innovation.

Illinois needs to have a firm understanding of the trends, opportunities, and challenges facing workforce development, education, and awareness at all levels; identify appropriate ways to engage the next generation of professionals; and ensure that the public and policy makers are knowledgeable allies in food and agriculture system innovation.

FARM Illinois recommends four strategies to enhance the long-term viability of the Illinois food and agriculture system:

1. Ensure that Illinois' labor pool is sufficient to serve the food and agriculture system
2. Increase the emphasis on food and agriculture in primary and secondary education
3. Establish a higher-education food and agriculture consortium to attract the best student talent, strengthen programs, and eliminate duplication
4. Build awareness of Illinois' food and agriculture system

Ensure that Illinois' labor pool is sufficient to serve the food and agriculture system

In the realm of workforce development, the state can do much to promote the important roles food and agriculture play in local economies—rural, urban, and suburban—as well as the wide variety of job opportunities that exist at all skill levels. Enhanced communication, marketing, and awareness of available workforce development programs and resources should be implemented in a systematic way to connect qualified individuals with companies looking to hire.

Several workforce development assets exist, but coordination is key. The state should raise awareness of employment opportunities in the food and agriculture system and increase the availability of education and training programs. Illinois Pathways, for instance, includes information on courses and careers in food, agriculture, and natural resources. And new farmers receive support from farm internship and training programs such as Chicago FarmWorks, the Farm Business Development Center, Windy City Harvest, the Angelic Organics Learning Center, the University of Illinois Extensions' New Illinois Farmers, and Chicago City Colleges, to name just a few. With the support of Mayor Emanuel, Chicago City Colleges has already taken strides to align their curriculums with the food and agriculture industries and prepare their graduates for careers.

The state should also make a more concerted effort to support programs that engage non-traditional farmers—including women, refugees, veterans, the formerly incarcerated, and early- to mid-career professionals seeking occupation changes—in food and agriculture professional development and training activities. Community colleges across the state, including in Lake and McHenry counties, administer programs that have proved effective in helping these groups find meaningful work in a sector that sorely needs them. Independent organizations such as Growing Home, located in the Englewood neighborhood of Chicago, also offer a model for helping individuals with employment barriers develop the skills they need to pursue careers across the food and agriculture system, from urban growing facilities to wholesalers to restaurants.

Last, FARM Illinois strongly supports the passage of federal legislation to establish an improved program for agriculture guest workers. While much of the agriculture workforce resides in the United States, the demand for labor exceeds supply, and immigrants are important contributors to this workforce. Food and agriculture jobs in Illinois offer immigrants significant economic opportunities—yet the current H-2A visa system is inadequate and unreliable, hindering crop and livestock farmers in their efforts to find, retain, and maintain an adequate, legal, and cost-competitive labor supply. Immigration reform that streamlines the visa application system and workers' ability to secure multiyear visas would help farmers secure adequate labor during harvest and throughout the season while providing greater security to immigrant workers.

To prevent exploitation of migrant and other farm workers, it is essential that federal and state authorities commit to strong enforcement of wage, safety, and health regulations.



© Courtesy of Chicago High School for Agricultural Sciences

The Chicago High School for Agricultural Sciences has the largest FFA chapter in Illinois and the fifth-largest in the nation

Such measures would provide the farm labor workforce with humane and equitable work environments—which, ultimately, will bolster their quality of life and stabilize the supply of needed agriculture workers in Illinois and throughout the United States.

Increase the emphasis on food and agriculture in primary and secondary education

Education in food and agriculture should begin at an early age. School gardens help young people develop food skills, which can lead to interest in food-related careers. To increase interest among students in joining the sector—and in better understanding where our food comes from—the state should ensure that science, technology, engineering, and math (STEM) education programs throughout the state include food and agriculture topics and expand opportunities for youth to learn firsthand about them, both in the classroom and in the community.

In many secondary schools across Illinois, agriculture education has long been an important component of the curriculum. Support has waned in some districts while enjoying resurgence in others. The associated FFA program has evolved over time to provide exceptional leadership development and experiential learning opportunities to high school students. Today, many teachers across the state are leading the charge for the inclusion of food and agriculture curriculum in every level of education. However, such programming is often idiosyncratic, small scale, and hindered by teacher turnover and other factors. The state should focus resources on invigorating food and agriculture education and teacher development from primary through high school, with industry-informed programs that include food, nutrition, and agro-industrial themes. These professional development programs and curriculums should stress inquiry-based learning; help teachers meet new standards, including Common

Girls and women in agriculture

Women make up just over 9 percent of Illinois' principal farm operators—less than the national average of 13.6 percent. However, that figure has actually grown over the past several decades, in tandem with the increasing number of women entering all science, technology, engineering, and math (STEM) fields. Several Illinois programs are making waves as they aim to draw women of all ages into STEM fields, including agriculture.

Stellar Girls, iBIO Institute EDUCATE Center

Aimed at girls in grades three through eight—an age identified as critical to keeping girls engaged in STEM subjects—the Stellar Girls program uses hands-on, collaborative learning to spur girls' interest in STEM careers, including agriculture. The program—which included 15 schools in 2014–15—is aligned with both Next Generation Science Standards (NGSS) and the Common Core Learning Standards (CCLS) and provides activities woven through 20 after-school lessons. The lessons are run by school instructors and community members who are trained during summer professional development sessions by iBIO Institute EDUCATE Center staff.

The goals of the program are to:

- Develop educators' abilities to connect with girls about science;
- Improve girls' curiosity and self-efficacy in science and math;
- Build students' awareness of exciting careers in STEM-based industries; and
- Assess outcomes using quality measurement tools.

Women Changing the Face of Agriculture

The “Women Changing the Face of Agriculture” (WCFA) conference was conceived by the grass-roots organization Illinois Agri-Women in 2010. Organizers invited 120 high school women to join 120 college women for a series of events, including breakout sessions and a career fair focused on occupations in agriculture. The conference has since flourished; this past March, more than 1,000 people flocked to the sixth annual conference. The conference places emphasis on providing young women with direct access to women working in the agriculture industry. WCFA's mission is “Agriculture professionals planting the seed of agriculture careers for young women through career exploration, education, and leadership development.”



Children learn about food and agriculture in the “Farmer’s Little Helpers” exhibit at the Illinois State Fair

© Courtesy of Illinois Farm Bureau

Core Learning Standards (CCLS) and Next Generation Science Standards (NGSS), as required by Illinois law; and reinforce the application of math and science skills to real-world jobs and innovation opportunities.

To maximize the effectiveness of these teacher development programs, they should be integrated with existing agriculture education efforts and create partnerships on a regional basis with local institutions and businesses. For example, the programs could seek the support of some of the world's leading private-sector agriculture manufacturers and processors, all of which have made significant investments in facilities and workforce resources and are willing partners to develop the next generation of the food and agriculture system workforce. The program could also increase the visibility of scientifically established institutions and programs that are conducting research on the integrity and safety of all methods of food and agriculture production.

The state should also do more to emphasize recruitment of girls and minorities into STEM fields—including agriculture—starting in the early grades. Today, women account for 47 percent of the current workforce, but only 25.6 percent of scientists, 13.7 percent of engineers, and 13.7 percent of principal farm operators. And by 2030, Hispanics and African Americans will constitute 31.1 percent of the population in Illinois. Given the current and rising demand for qualified food and agriculture workers, the state should undertake a targeted effort to prepare these individuals for jobs across the system.

As an example, the Chicago High School for Agricultural Sciences (CHSAS) is a proven model for educating students and encouraging interest in food, agriculture, research, and sustainability. The state should evaluate the potential of expanding this model in the Chicago metropolitan area and across Illinois. However, agriculture education should also be part of every classroom in Illinois—not just specialized schools. The state should therefore support agriculture education on a broader scale and include science-based programs on food, nutrition, and agriculture in curriculums and seek support of industry for the effort.

The state can take advantage of several existing initiatives, such as the Illinois Center for Urban Agricultural Education located at CHSAS, an office of the University of Illinois' College of Agriculture, Consumer, and Environmental Sciences (ACES) that supports and counsels high school students from the Chicago metropolitan area on career opportunities in food and agriculture. Many schools benefit from farm-to-school curricula developed by organizations such as Seven Generations Ahead, the Illinois state lead for the National Farm to School Network, and the Illinois Agriculture in the Classroom program, affiliated with the Illinois Farm Bureau and with USDA's National Agriculture in the Classroom program. School enrichment programs are also offered to teachers by Illinois 4-H, a program of University of Illinois Extension. The state could expand opportunities in the Illini Summer Academies offered by Illinois 4-H to include a focus on food and nutrition. And the state can work with organizations such as the Food Marketing Institute; Farm Progress Show; Good Food

Financing, Innovation, and Trade Conference; Institute of Food Technologists; and National Restaurant Association to engage students from both urban and rural areas in disciplines such as culinary arts, engineering, biology, and physics. These efforts should be coordinated with one another and with industry to achieve the best results for Illinois.

Industry support will be critical to expanding food and agriculture education in primary and secondary schools. To support the effort, the state should create an endowment or public-private partnership to expand key programs and institutions that directly educate youth about opportunities in food and agriculture, such as 4-H, FFA, agriculture education programs, school gardens, farm-to-school initiatives, and Illinois Agriculture in the Classroom (IAITC).

Establish a higher-education food and agriculture consortium to attract the best student talent, strengthen programs, and eliminate duplication

Illinois is fortunate to have a statewide network of renowned higher-education institutions. To facilitate the transition of graduates into the food and agriculture workforce, the state must encourage cooperation among Illinois' public and private universities that have food and agriculture programs (see page 57) as well as establish new connections among high schools, community colleges, and universities. Our community colleges system is a key partner; it is the third-largest in the country, with 1.7 million Illinois workers participating in credit courses in the past 12 years. Almost nine of ten Illinois community college graduates live, work, pay taxes, and raise their family in Illinois—a population that, if tapped, could provide the talent needed to sustain the state's food and agriculture system in the years to come.

Last, while many of the agriculture programs across the state are producing strong outcomes for graduates, the vast majority of Illinois' post-secondary students aren't aware of the opportunities available to those seeking a career in food and agriculture. The state should thus coordinate and expand existing learning tools and programs—including Agriscience Learning Kits (University of Illinois Extension), the Green Guide (Richland Community College), and the Facilitating Coordination in Agricultural Education (FCAE) project—that teach students about potential careers in food and agriculture through grants, curriculum resources, teacher professional development, and technical assistance.

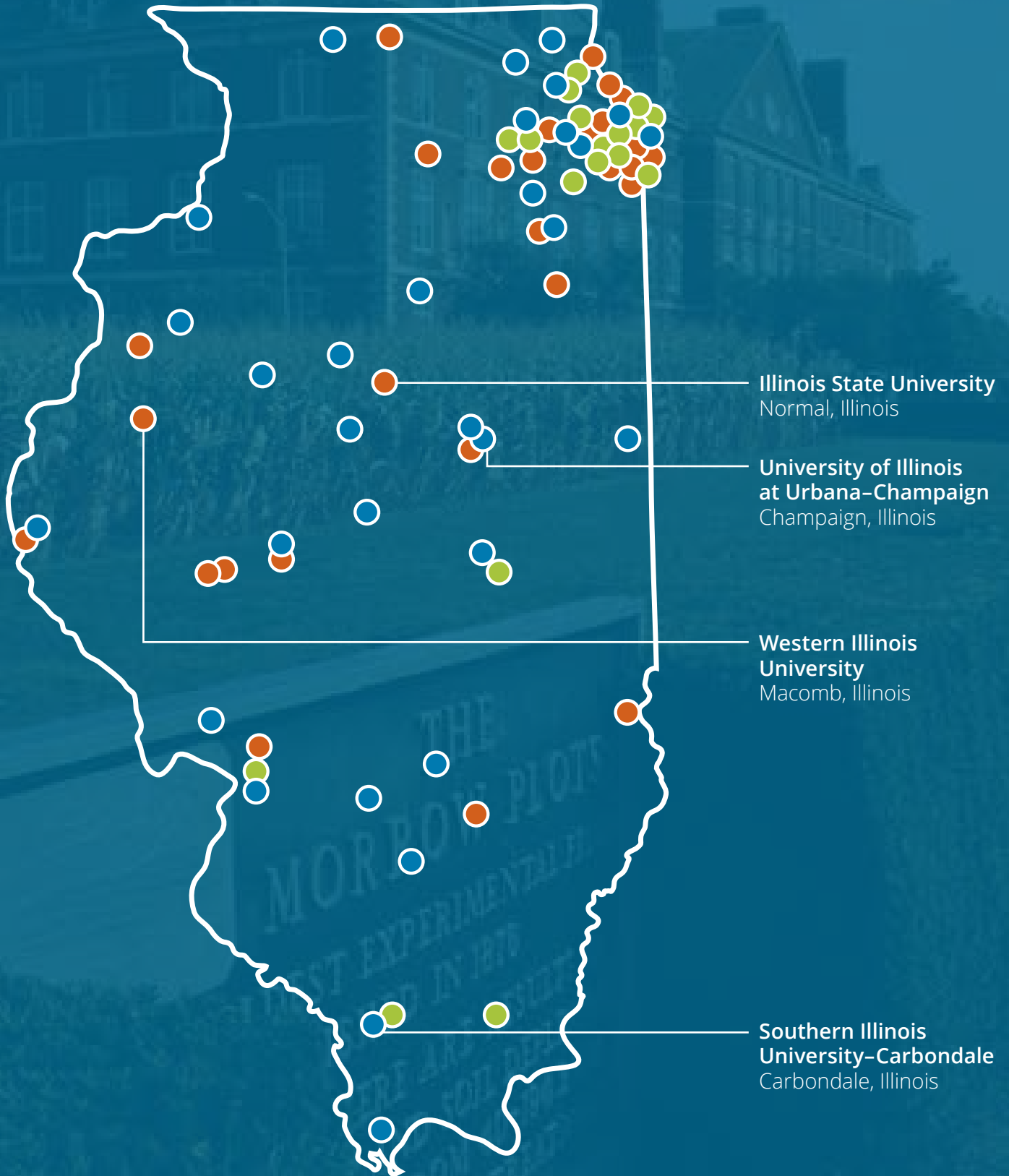
Build awareness of Illinois' food and agriculture system

Illinois must do more to disseminate important information to target audiences, including Illinois policy makers, residents, current and potential employees, students, researchers, and investors in the food and agriculture system. As such, FARM Illinois strongly recommends that the state undertake a comprehensive public awareness and communications plan—complementary to the branding campaign discussed later in this roadmap—to build awareness of Illinois' strength in food and agriculture system innovation.

This public awareness campaign should promote the full spectrum of Illinois food and agriculture to the general public, soliciting leadership from our elected and appointed policy

Higher-education food and agriculture programs in Illinois

● Agriculture ● Culinary ● Both



makers. The primary goals of this effort are threefold: to bolster understanding of Illinois' economic leadership in food and agriculture; to devise a multifaceted, diverse, but targeted approach to provide accurate information about food and agriculture; and to reduce misinformation regarding food and agriculture production.

In addition, more must be done to emphasize the importance of food and agriculture to Illinois' economy and social fabric. A coordinated initiative among food and agriculture industry would educate policy makers, industry leaders, and the general public on important issues through roundtables, hosting tours, industry data and analyses, and specialized research studies. This consortium of leaders should be inclusive to ensure the food and agriculture sector is linked together geographically and across the business, university, government, and civic communities.

As part of this effort, we must create within the general public and our policy makers a deeper understanding of farming techniques and technologies. This effort should be comprehensive, incorporating explanations of the benefits, environmental impact, safety, and nutrition of crops created with modern genomic science, of which genetically modified organisms (GMOs) are the best-known application (Illinois' corn and soybean crops are both 91 percent GMO); and the same thorough explanations are equally important for public and policy maker education on other forms of production, including but not limited to conventional farming and livestock practices, organics, pasture-based animal agriculture, and emerging perennial polycultures.

*Decorating and
packing operations
at Eli's Cheesecake
Company*



As defined by USDA, “Agricultural biotechnology is a range of tools, including traditional breeding techniques, that alter living organisms, or parts of organisms, to make or modify products; improve plants or animals; or develop microorganisms for specific agricultural uses.”

The educational awareness campaign will seek to identify, assess, and support strong initiatives that build confidence among consumers, aggregators, food companies, and retailers in Illinois as a highly productive, reliable, safe, and sustainable source of food and agriculture products. If strategically tailored to a variety of audiences, this effort could have the added benefits of bolstering Illinois’ status as a priority location for sourcing and spurring student interest in studying agriculture. In fact, one aspect the campaign might seek to address is to identify terminology in addition to “agriculture” that might resonate better with target audiences, specifically students.

Given the major role that technology and research innovations will play in the coming years—and the burgeoning opportunities in everything from advanced production to food processing to biotechnology to food science to global commodity trade, all in Illinois—stakeholders across the system have work to do to ensure that our own residents, students, and policy makers develop a fuller appreciation and understanding of the food and agriculture system, from end to end.

One of Illinois’ greatest assets is its deep pool of qualified workers. The strategies outlined in this section will help the state maintain its competitive advantage by training individuals for positions in food and agriculture across the value chain. Expanded programs in primary, secondary, and higher education will ensure that students are aware of and fully prepared for the vast range of good-paying careers in the industry. Further, more must be done to educate the public on Illinois’ strength as a highly productive, reliable, safe, and sustainable source of food and agriculture products. The result will be a robust talent pipeline and an educated populace that helps to fuel growth throughout the food and agriculture system. ●

RESOURCE MANAGEMENT



Challenge

A rising global population, evolving diets, and climate change will continue to add stress to Illinois' finite natural resources.

Goal

Ensure that Illinois is sustainably protecting and managing its natural resources.



From an environmental perspective, the food and agriculture system, in Illinois and around the world, is at an inflection point: there's a broad realization that stakeholders must work together to address issues that threaten the sustainability of farming operations. Agriculture, the environment, and food used to have their own priorities; now those distinctions have been replaced by a new dynamic, where the stakeholders across food and agriculture are collaborating to reduce the impact the system has on the environment and understand the effects that the environment has on food and agriculture systems.

Farmers and industry groups are in a unique position to take the lead in securing funding and assistance to support environmental efforts. Farmers have a special understanding of the balance they must strike to get optimal yields while also protecting and maintaining their soil for future planting cycles. Research and technological innovations now give farmers an unprecedented window into how to manage farming systems, including cover crops and rotations, fertilizer, energy, and water. By promoting collaboration among farmers, government agencies, regulators, and nonprofits, Illinois can dramatically reduce the impact of the food and agriculture sector on the environment while maintaining or improving economic sustainability.

FARM Illinois recommends four strategies to promote conservation, reduce waste, and lessen the impact of farming on the environment:

1. Support existing efforts to encourage sustainable production, increase resilience to climate change, and reduce nutrient runoff
2. Demonstrate demand for existing Federal Farm Bill programs and establish new farm protection programs to preserve farmland
3. Reduce significant waste streams all along the food and agriculture system value chain, including cutting the amount of food waste from farm to fork
4. Promote renewable energy development and energy-saving efficiencies

Support existing efforts to encourage sustainable production, increase resilience to climate change, and reduce nutrient runoff

While agricultural production techniques—including improved tillage and residue management practices—have made considerable advancement in the past 20 years, there are still additional steps that can be taken by producers to improve soil health and reduce nutrient runoff. The loss of nutrients such as nitrogen and phosphorous not only harms the environment but also increases production costs for farmers. In late 2014, IDOA and IEPA released a draft of the Illinois Nutrient Loss Reduction Strategy, which outlined eight elements to address the hypoxia issue in the Gulf of Mexico. It emphasizes increasing awareness through expanded education efforts and promoting the importance of best management practices in farming. The challenge is to demonstrate to farmers that adopting these sustainable farming practices can lessen the environmental impact of their operations without driving up production costs.

FARM Illinois recommends that the Illinois Council on Best Management Practices (CBMP); the Illinois Nutrient Research and Education Council (NREC); and other local, state, and national entities collaborate on their efforts to provide educational outreach, enhanced training, and technical assistance programs. These efforts are critical to encouraging adoption of best management practices in sustainable food and agriculture production. The Illinois Nutrient Loss Reduction Strategy points to the emerging use of cover crops as one promising best

*Corn being planted
into rye grass cover
crop*



management practice to reduce nutrient and soil loss on Illinois cropland. Additional conservation practices such as terraces, filter and buffer strips, and grass waterways also aim to reduce nutrient and soil loss. Illinois should, in particular, explore implementation of STRIPS (Science-based Trials of Rowcrops Integrated with Prairie Strips). Communication and coordination among stakeholder groups will be crucial to ensure that farmers are an active partner in embracing these methods. Continued funding is needed to assist the many entities already researching and supporting the adoption of best practices such as CBMP, the Conservation Reserve Enhancement Program, NREC, and the Partners for Conservation Program.

The 2014 Farm Bill streamlined existing conservation programs and allocated \$1.2 billion in federal funding, available over the next decade, to address crucial conservation concerns. USDA's Natural Resources Conservation Service (NRCS) administers several voluntary environmental improvement programs, including the Agriculture Conservation Easement Programs (ACEP), Conservation Stewardship Program, Environmental Quality Incentives Program (EQIP), and Regional Conservation Partnership Program (RCPP). In 2015 alone, RCPP announced \$373 million to finance 115 conservation programs in all 50 states.

Illinois should build on existing successful efforts in critical conservation areas that are supported by funding from the 2014 Farm Bill. To obtain RCPP funding, the state should coordinate efforts by IDOA, IDNR, IEPA, and other state organizations to develop and submit competitive applications. By partnering with organizations such as the Delta Institute on their Nitrogen Credit Program or The Nature Conservancy, Illinois can examine opportunities to enlist early adopters that can showcase the benefits of embracing best management practices on a pay-for-performance basis. A major issue for RCPP and other programs is how to scale beyond demonstration and achieve majority participation by producers. Producer and landowner organizations need to be part of the process for that multiplier effect to occur.

Demonstrate demand for existing Federal Farm Bill programs and establish new farm protection programs to preserve farmland

Currently, Illinois doesn't have a statewide land conservation program. Kane County is the only county with an active Purchase of Agricultural Easement (PACE) program, which had protected 4,655 acres as of 2012. Three additional counties—Boone, McHenry, and Kendall—have enacted ordinances but have not secured funding for their programs. Efforts to safeguard vulnerable farmland in Illinois have traditionally occurred in urban areas, such as the Chicago collar counties and southwest region, where commercial and residential development pose an ongoing threat. Therefore, FARM Illinois encourages the state to develop a comprehensive farmland protection policy to ensure that economic development doesn't inadvertently take valuable farmland out of circulation. Under this effort, state, county, and municipal governments should strengthen smart growth provisions to slow the development for other uses of valuable farmland in the Illinois food and agriculture shed.

FARM Illinois supports the development of a statewide PACE program as well as a policy of providing counties with the authority to create and finance county PACE programs.

Farm conservation efforts in Illinois

As of 2013, Illinois had received \$14 million in USDA federal funds to support permanent farmland protection. The bulk of these funds went to Kane County, which offers a model that communities throughout the state can follow. Kane County has a history of developing comprehensive land-use strategies to balance development needs with conservation. As part of this effort, the county set a target of designating 50 percent of all land for agriculture or open space. Elected officials, seeking to identify funding sources to support their farmland protection efforts, worked with the Grand Victoria riverboat casino, which agreed to offer annual grants. Since 2001, Kane County has secured \$20 million from riverboat funds to protect farmland and has obtained matching funds through the Federal Farmland Protection Program.

Proposed legislation gives counties the clear authority to ask voters through a referendum (as requested through a petition or a resolution by the county board) if they support a tax for county farmland preservation purposes or more specifically to fund a PACE program. This clarification will facilitate the development of farmland conservation programs. The state should allocate resources to local governments to support agriculture protection zoning as well as the creation and implementation of Transfer of Development Rights programs.

Federal funding to support farmland conservation is typically allocated to initiatives that deliver the broadest impact. The state can maximize available federal funds and regional programs to support food and agriculture resource development protection by coordinating efforts with organizations such as American Farmland Trust, Openlands, and local land conservancies such as Conserve Lake County. Further, government agencies and nonprofits must make a clear connection between the economic, conservation, and land-use benefits of farmland protection.

Reduce significant waste streams all along the food and agriculture system value chain, including cutting the amount of food waste from farm to fork

Food left in fields unharvested, on retailers' shelves unsold, and on restaurant plates uneaten all contribute to the problem of food waste in Illinois. By implementing waste reduction strategies such as an agriculture surplus capture program, the state can provide food for those who most need it while helping farmers' bottom line. Some efforts are underway; for example, the Greater Chicago Food Depository received approximately 144,000 pounds of perishable produce recovered from Illinois farms last year. A host of philanthropic and nongovernmental organizations, including food depositories across the state, could be tapped to form a public-private partnership and implement pilot programs to capture more food that would otherwise

be left in fields. Illinois should draw on the expertise of the Illinois Commission to End Hunger, Feeding America, and Feeding Illinois to implement a statewide system that connects food banks and farmers. Other states have had success with waste diversion efforts that establish direct farming partnerships to provide produce efficiently and economically. The Ohio Agricultural Clearance Program, for example, uses approximately \$6 million a year in state funds to purchase and distribute approximately 25 million pounds of produce to food banks throughout the state.

Of the food that makes it off the farm, millions of pounds are discarded by US consumers each year due to flaws in food dating and labeling guidelines. FARM Illinois encourages the State of Illinois to work with the federal legislative and executive branches to develop more uniform and effective date labeling, coding, and a statewide reporting system for produce. Such a system will offer significant benefits to farmers as well as retailers, consumers, and food banks. Uniformity and full traceability will enable farms that embrace good agricultural best practices to promote the quality of their products. Other measures, such as standardized date coding (to alert customers to freshness), specialized packaging that enables pricing by weight rather than count, and other measures would help to decrease the amount of wasted food.

When food is unfit for consumption, a more robust composting effort can divert food waste from landfills. Therefore, the state should promote effective composting programs throughout Illinois for both individual and institutional food waste sources.

Promote renewable energy development and energy-saving efficiencies

One of Illinois' defining advantages in the food and agriculture sector is the low cost of energy, thanks in part to the wide variety of energy sources in the state, including nuclear power generation. Growth and innovation in the renewable energy industry also present a tremendous opportunity for Illinois farmers. In 2014, for example, Illinois refineries produced 193 million gallons of biodiesel and 1.6 billion gallons of ethanol. In addition, the state generated more than 7 billion kWh from renewable sources in 2011 (3.6 percent of total net generation), including 638 million kWh from biomass. Much of this progress is the result of federal programs

The state ranks second in the Midwest for alternative energy. As of April 2015, Illinois has 6 biodiesel plants (up from 5 in 2014) and 14 ethanol plants and is 5th in the nation for overall installed wind capacity.

to encourage the development of renewable energy sources through incentives and subsidies. However, price fluctuations in the energy market and concerns about the US government's continued funding of such programs have created uncertainty.

Illinois should pursue the production of nontraditional forms of energy (wind, solar, and biofuels) and seek to establish public-private partnerships that can harness the potential of food and agriculture production most effectively. Connecting research institutions with leading companies in the state will help to secure investments in research and production capacity. The University of Illinois, for example, is studying cellulosic feedstocks and biofuels efficiency: set to open in 2016, its Integrated Bioprocessing Research Laboratory is designed to facilitate public-private partnerships in R&D. And Southern Illinois University-Edwardsville's National Corn-to-Ethanol Research Center (NCERC) is conducting industry-leading research on ethanol. In the private sector, United Airlines has partnered with a biofuels refinery in Southern California near the Los Angeles airport (see sidebar, *United Airlines leads the charge toward aviation biofuels*). The proximity of Illinois' agricultural production to O'Hare and Midway airports makes the state a natural location for similar projects. Last, Illinois should promote the existence and benefits of nontraditional energy sources and highlight the role of Illinois agriculture as a biofuel producer to increase public awareness of next-generation biofuels. Such biofuels are made using advanced technologies that greatly expand the potential to use widely available biomass, including woody biomass and wood waste, crop residues, dedicated energy crops, municipal solid waste, and algae.

United Airlines leads the charge toward aviation biofuels

Headquartered in Chicago, United Airlines has a long history of leading the commercialization of alternative fuels for aviation. In 2011, United operated the first US commercial passenger flight powered by advanced biofuels. The airline was also the first to sign a cost-competitive, commercial-scale agreement for sustainable aviation biofuel. Beginning in 2015 and continuing over the next three years, United will purchase approximately 15 million gallons of biofuel from the AltAir refinery in Los Angeles. The fuel, which can be sourced from a variety of nonedible, next-generation plant oils and animal fats, is expected to achieve a 50 percent reduction in carbon emissions on a life-cycle basis (compared with traditional jet fuel). Wider adoption of aviation biofuels could significantly reduce aviation CO₂ emissions.

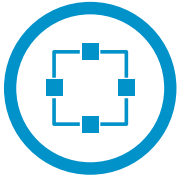
In 2012, United facilitated the launch of the Midwest Aviation Sustainable Biofuels Initiative (MASBI), a biofuel collaborative of more than 40 public, private, and nongovernmental organizations. Given the costs of scaling such technology for wider commercial use, MASBI developed several key recommendations to accelerate the commercialization of biofuels.

The state can also improve the utilization of byproducts generated through various food and agriculture sector production practices. Illinois farm operations produce materials that could be used as inputs for anaerobic power generation, but the state currently lacks freestanding generation facilities that can process large volumes of materials. One of Illinois' largest anaerobic digestion facilities has a generation capacity of 320 kW; Indiana, by contrast, has multiple anaerobic digestion facilities, including Bio Town Ag, Inc., which has a generation capacity of 9,450 kW. Local, regional, state, and federal agencies should coordinate with industry to identify strategically located regions where anaerobic digesters can be built to use agriculture and food processing byproducts.

Given that fuel and lubricants account for approximately 4 percent of expenditures at the typical farming operation, Illinois should encourage food and agriculture operations to use alternative fuels and energy-efficiency methods. Illinois should raise awareness of the full range of programs available to farms and food and agriculture companies to promote adoption of these practices; for example, IEPA currently provides rebates to businesses that use biofuels. The state should also monitor enhancements to Illinois' energy infrastructure and incentivize the development and adoption of conservation and energy-efficient technologies and smart production methods for food and agriculture.

A rising global population, changing diet preferences, and climate change will present an array of challenges to the food and agriculture system. The strategies outlined above will enable Illinois to sustainably manage its natural resources and reduce food waste. By tapping existing federal programs, Illinois could build on successful conservation efforts at the county and municipal levels and expand education and outreach to farmers on sustainable and energy-efficient farming methods. Several existing local and national organizations are well positioned to assist in a coordinated effort to establish a statewide food waste diversion program. New opportunities in renewable fuels also hold potential that could be realized through public-private partnerships. ●

INFRASTRUCTURE



Challenge

Physical infrastructure that is underinvested and poorly planned and coordinated restricts the production and flow of Illinois' food and agriculture products to market.

Goal

Ensure Illinois' infrastructure is capable of supporting the state's ability to sustainably meet its own needs while being a global leader in food and agriculture.



Transportation infrastructure, including rail, waterways, roads and bridges, airports, and logistics facilities, is critical for the effective movement of Illinois products to global as well as local markets. Illinois' superior transportation and logistics system—which enjoys proximity to the state's highly productive farmland as well as production of surrounding Midwestern states—has enabled it to become a global leader in food and agriculture distribution. In addition, broadband infrastructure, fast becoming a form of “traditional” infrastructure, can equip farmers and business owners to employ Internet-enabled innovations in their operations, resulting in advantages such as improved crop yields, maximized operations efficiency, and connections to markets outside their communities.

However, Illinois' transportation infrastructure is aging and underfunded. The record-breaking crop production of Illinois farmers, coupled with the increased volume of traffic on Illinois' roads, rail, and waterways from surrounding states, has increased congestion significantly. In addition, the state's physical broadband infrastructure is not sufficient to meet the needs of its residents and businesses, particularly in small towns and rural areas.

Infrastructure investments are long-term commitments that reach far beyond the food and agriculture system; on a higher level, investment in infrastructure can have a catalytic effect on Illinois' economy and the health of its communities.

FARM Illinois recommends four strategies to enhance the state's infrastructure for the benefit of the food and agriculture system as well as other industries and communities throughout the state:

1. **Improve resource allocation by adopting a comprehensive, intermodal, and multijurisdictional approach to planning and investment**
2. **Modernize transportation infrastructure vital to agriculture and food distribution**
3. **Promote the growth and development of the region's transportation and logistics business sector**
4. **Enable every household and business in the state to connect to broadband service**

Improve resource allocation by adopting a comprehensive, intermodal, and multijurisdictional approach to planning and investment

Our transportation network doesn't stop at jurisdictional borders, and the free flow of freight and passengers requires a regional collaboration strategy. Even within the Chicago metropolitan region, a disconnect exists between Chicago and its suburbs, resulting in plans that stop at the jurisdictional border. To address critical infrastructure needs and ensure Illinois remains a central commercial hub for the shipment of food and agriculture products, FARM Illinois recommends the state overhaul funding distribution guidelines and formulas to facilitate collaboration on multijurisdictional projects. Efficient regionalism will be essential to the growth of Illinois' food and agriculture system.

To start, the State of Illinois must evaluate all statewide, regional, and local intermodal transportation systems and identify gaps and inefficiencies. Metropolitan planning organizations should be convened to develop coordinated, performance-based approaches to infrastructure investments, prioritizing collaborative, destinational (point A to point B) projects. The state can support county and municipal land-use planning that leads to the efficient use of infrastructure while also protecting the state's nearly 27 million acres of farmland. Such an effort must address the challenge faced by local and regional food and agriculture system actors, who often pay high farmland prices to maintain proximity to local markets. Last, the state should develop targets to help prioritize future public and private investment in a predictable fashion.

Modernize transportation infrastructure vital to agriculture and food distribution

FARM Illinois supports a state capital bill that provides sufficient, predictable financing for infrastructure improvements that directly support the food and agriculture system. Furthermore, we recommend that Illinois join the growing number of states that have raised the gas tax to finance infrastructure projects. As of mid-March, ten states had raised their gas tax in the past two years; meanwhile, Illinois' flat taxes of 19 cents per gallon of gas and 21.5 cents per gallon of diesel haven't increased in more than two decades. According to the Chicago Metropolitan Agency for Planning, because of inflation today's gas tax revenue buys 42 percent less than it did in 1991, when the tax was enacted. Critically, any increase in the gas tax must be accompanied by a recalibration to ensure that additional funds raised go to infrastructure projects—ending the state's practice of applying gas tax funds to other areas in the state's budget.

Beyond addressing the critical need for sustainable funding, FARM Illinois has developed several recommendations to improve the major elements of Illinois' infrastructure for the benefit of the state's food and agriculture system:

Rail

Illinois' rail network is the second largest in the country, according to the American Society of Civil Engineers (ASCE), and Chicago is the nation's largest rail hub thanks to the presence

of six of the seven biggest railroads in the country. ASCE estimates that rail freight will double by 2025—a future that the current system is not ready to handle.

FARM Illinois advocates for continued funding for the Chicago Region Environmental and Transportation Efficiency (CREATE) program to complete proposed grade separations to ease delays at highway-rail crossings. The program has already had an impact; for example, a connection in Smithboro, Illinois, has helped provide a relief valve and improved velocity through the Chicago terminal. Building on the success of CREATE, the state should forge and expand other public-private partnerships with rail companies to make mutually beneficial investments in rail infrastructure.

To augment direct improvements to freight lines, FARM Illinois supports continued federal investments in high-speed rail. Although these improvements are focused on reducing passenger travel times, upgrades will also benefit the food and agriculture system by lessening congestion and allowing freight to travel more quickly and cost effectively. In addition, by shortening commute times to the state's largest cities, a high-speed rail could better enable individuals to live further outside those centers, simultaneously easing the strain on densely populated areas and revitalizing smaller towns.

Significant amounts of Illinois' food and agricultural inputs and commodities are transported by rail

Waterways

Situated at the convergence of the Mississippi, Illinois, and Ohio rivers and Lake Michigan, Illinois and its waterways—regulated by the US Army Corps of Engineers—are a vital



commercial shipping link for domestic goods, particularly agricultural commodities. However, the aging system is in desperate need of upgrades and repair.

To bring the state's waterways system up to par, FARM Illinois recommends the state support traditional and innovative efforts to increase funding for the US Army Corps of Engineers to operate, maintain, and upgrade locks, dams, levees, and navigation channels, especially on the Upper Mississippi, Illinois Waterway, and Ohio River systems. Such an investment will allow efficient utilization of the vital transportation system, reduce the risk of costly failures, improve reliability, conserve aquatic habitats, and address invasive species. Furthermore, the state should evaluate the redevelopment of the Illinois Port District in Chicago and the rehabilitation and maintenance of inland ports and waterways throughout Illinois through potential public-private partnerships and other financing mechanisms. As part of this effort, Illinois should facilitate public dialogue on the state's ports to highlight their impact on the movement of products in and out of the region.

Roads and bridges

Given the importance of roads and bridges to enabling economic activity, the state cannot wait to implement a sustainable solution. As part of the aforementioned cross-jurisdiction strategy, the state should identify areas needed for additional road, highway, and bridge investment—whether local, county, state, or federal—and coordinate with existing planning efforts to highlight capital priorities and support appropriate financial investments. To improve small towns and rural areas, which are vital to Illinois' food and agriculture system, the state should ensure resources are provided to improve rural farm service roads and bridges, which will face increased loads in years to come.

Air

Hundreds of thousands of jobs and billions of dollars of economic output are dependent on the state's aviation system—however the connection between food, agriculture, and air freight in Illinois needs further study. FARM Illinois recommends integrating Illinois' and Chicago's air transport assets into a strategic transport infrastructure plan. With input from the Illinois Council on Food and Agriculture, the state must gain a better understanding of the connection between our air transportation infrastructure and the production and

For decades, Illinois has been at a competitive disadvantage for poultry processing relative to the Southeast region and neighboring states.



© Courtesy of Illinois Farm Bureau

*Towboat navigating
barges up
the Illinois River*

distribution of agriculture and food products. Next, the state should make recommendations for future on-site or new investments to encourage efficient transport of food and agriculture products. Finally, as part of FARM Illinois' suggestion to take a more regional approach to physical infrastructure, the state should also work more closely with elected officials in Gary, Indiana, and St. Louis, Missouri on the management of their airports.

Promote the growth and development of the region's transportation and logistics business sector

Companies small and large are responding to consumer preferences for more sustainable, locally sourced products. However, the state cannot currently meet these needs due to inadequate distribution and logistics capacity; for example, Illinois has for decades been at a competitive disadvantage for poultry processing relative to the Southeast region and neighboring states. In vertically integrated systems, distances to processing facilities drive the location of poultry or livestock production units. Today, Central Illinois Poultry Processing in Arthur, Illinois, is the only commercial poultry processing plant in the state. Illinois should develop and adopt municipal policies that encourage "buy local" programs and localized distribution of livestock and produce. To aid in this effort, the state should facilitate the strategic expansion of cold-storage facilities and livestock processing facilities. Furthermore, Illinois specialty growers could be better served if the state were to utilize in-state technical expertise to reduce the time it takes for produce, once harvested, to get to the consumer.

As an added benefit, logistics facilities could be harnessed to help combat Illinois' road congestion. The state should study trucking choke points and develop aggregation, light

“Broadband” refers to high-speed Internet of at least 4 megabits per second downstream. Broadband can be either wired (through fiber or cable connection) or wireless (through mobile broadband or WiFi).

processing, and distribution hubs where large fleet trucks drop off and smaller fleet trucks pick up products at the city’s edge. Such hubs could allow for more efficient distribution.

Enable every household and business in the state to connect to broadband service

FARM Illinois believes it is crucial that the state develop and support programs and initiatives to enhance broadband access and speed statewide, thereby increasing the investment attractiveness of currently underserved communities. The USDA predicts that although 70 percent of Illinois farms had Internet access in 2013, just 53 percent used computers for farm business, 21 percent purchased agricultural inputs over the Internet, and 19 percent conducted agriculture marketing activities over the Internet. And the issue extends beyond farms; according to the Partnership for a Connected Illinois, 30 percent of Illinois households have yet to adopt broadband.

Given the advantage of Internet-enabled innovations and communications for farmers, business owners, and residents, the state must begin by addressing jurisdictional connectivity issues between public and private broadband projects. Led by the Partnership for a Connected Illinois, several nonprofit partners are already working to tap existing programs and funding to bolster broadband statewide. As part of this effort, the State of Illinois should also encourage local governments to adopt a variety of approaches to expand Internet network investments, including “dig once” policies, municipal networks, and public-private partnerships with Internet service providers.

Illinois’ historic position as a global transportation and logistics hub has been a critical factor in helping its food and agriculture system to grow and thrive. This section’s strategies have laid out clear priorities that will enable Illinois to meet the rising demand for its products—both in international markets and within the region. With targeted investments, the state’s infrastructure will be able to better support the efficient and cost-effective movement of goods, enabling Illinois to compete with rising international competition. It is therefore critical that policy makers and stakeholders collaborate to take action. ●

BRANDING AND MARKET DEVELOPMENT



Challenge

Low visibility of Illinois food and agriculture is a major obstacle to expansion in existing and new markets, both at home and abroad.

Goal

Develop larger and more diverse local, regional, national, and international markets for Illinois' agriculture and food products by raising Illinois' profile.



As demonstrated throughout this plan, the food and agriculture system is a primary driver of Illinois' economy. And thanks to its proximity to the Illinois and Mississippi rivers, which are key export channels for the entire United States, Illinois also competes internationally on commodity production. Although the state is very competitive relative to other US states thanks to strength in several dimensions, still too many individuals inside and outside the state, including international buyers and tourists, remain unaware of the sector, its strengths, its breadth, and the people behind it.

The transition report presented to Governor Rauner in January 2015 included a section on increasing promotion of Illinois agriculture both abroad and at home. The transition committee suggested that the governor create a roadmap to promote agriculture exports and facilitate conversations among Illinois agriculture associations to coordinate efforts. The committee also noted the importance of educating the public about Illinois food production, processing, and distribution to help the state establish a "food identity." FARM Illinois fully supports these suggestions and would urge the state to think about branding and market development as a key piece, rather than an afterthought, of strengthening the food and agriculture system in Illinois.

In coordination with the public awareness campaign suggested earlier in this plan, FARM Illinois recommends two strategies to enhance Illinois' food and agriculture branding and market development efforts:

1. **Raise Illinois' profile to boost domestic markets and increase exports for the full range of food and agriculture products**
2. **Create an Illinois "brand," inclusive of the food and agriculture system, and implement a strategic marketing plan**

Raise Illinois' profile to boost domestic markets for the full range of food and agriculture products

On behalf of Illinois' farmers and business owners, the state must work to expand market access for the full range of Illinois products, no matter the destination. Much good work is already being done by local, state, federal, and international agencies and organizations, but the state must coordinate these ongoing efforts to increase local food procurement programs and agricultural product exports. A key message of this strategy will be to better promote Illinois' role as a central commercial hub for access and movement of goods to markets.

One aspect of this strategy involves maximizing existing assets. The combination of the global city of Chicago and the state's deep knowledge of the global food and agriculture system offers unique advantages. The coordination effort must harness the international expertise of key firms, businesses, and organizations throughout Chicago, the state, and the region that work to promote growth opportunities for businesses of all sizes. Illinois also has an opportunity to raise the profiles of technical service providers and consultants that engage with food and agriculture businesses. And by coordinating with national programs and organizations that promote trade and investment as well as foreign partners and trade offices, the state can improve awareness of the growth opportunities for Illinois-based companies within and outside of the United States.

A second aspect of this strategy must involve access. Illinois legislators should work collaboratively with partners in the US legislative and executive branches to remove barriers and support trade agreements that include agriculture products. Key markets present the ripest opportunities for strengthened trade relationships; Illinois already has affiliations with the trade offices and investment promotion agencies of top trading partners such as Canada, China, and Mexico; emerging-market nations such as Brazil, Cuba, and India; and long-established trade partners in Europe and elsewhere.

Third, the state must develop a comprehensive, coordinated, and cohesive strategy within our borders that promotes Illinois as a food and agriculture hub. Several functions are already in place to help businesses export. For example, the Illinois Office of Trade and Investment within DCEO currently operates ten offices in foreign countries that could be used to promote agriculture to international markets. While many producers and food companies in Illinois already export to international markets, there is a need to extend support and training to Illinois food and agriculture manufacturers, businesses, enterprises, commodity producers, and service providers. One crucial step involves enhancing the website of the Bureau of Marketing Promotion at IDOA to better assist Illinois food and agriculture companies wanting to export their products and become engaged in international markets.

Finally, we should identify public and private resources to increase the scientific and technological research, innovation, and partnerships of statewide universities and research institutions to explore growth opportunities in markets that are critical to boosting Illinois'



© Courtesy of Alto Vineyards

*Grapes at Alto
Vineyards of Southern
Illinois*

food and agriculture system. To this end, the food and agriculture sector has an opportunity to take a leadership role in Metro Chicago Exports, recently launched by World Business Chicago, the City of Chicago, and the seven counties of northeastern Illinois.

Create an Illinois “brand,” inclusive of the food and agriculture system, and implement a strategic marketing plan

While some small-scale food and agriculture marketing programs already exist in Illinois, our system’s diversity—one of our primary strengths—has proved difficult to define and condense. Our competitors and allies have found success in brands that encompass their food and agriculture strengths: Wisconsin is the dairy state, and California lauds its wine, specialty crops, and “happy cows.” Meanwhile, Illinois’ many food and agriculture assets go unappreciated by residents and tourists alike. Even those working in the food and agriculture system aren’t aware of all the moving parts. We have a wonderful story to tell—but we need a strategic plan for how to tell it.

To better align Illinois’ reputation with its strength in food and agriculture, the state should immediately begin work to build Illinois’ “brand” or “identity” that includes the Illinois food and agriculture system. A branding agency should be engaged to create a fully inclusive state brand that builds on the unique strengths of Illinois and highlights the wide variety of food and agriculture products and services the state offers. These services could be secured either through pro bono support or through funding.

A primary goal of this brand will be to connect metropolitan-area food and agriculture companies with the growers, producers, and manufacturers statewide. While the “Illinois Product” and “Illinois Where Fresh Is” programs could serve as starting places, their marketing budgets are minimal, and Illinois must go beyond isolated product promotion to build statewide brand

cohesiveness and awareness. The campaign should be designed to fit with other state agencies' marketing campaigns; the ultimate goal is to ensure that food and agriculture are included in every discussion of Illinois marketing.

Michigan has demonstrated the efficacy of including agritourism in its overarching marketing efforts. In 2006, the state created its Pure Michigan campaign, with targeted marketing in regional and, eventually, national markets. The campaign partnered with food and agriculture businesses, including grocery stores and beverage manufacturers, to reinforce its brand. Michigan State University reports that in the eight years since its inception, the Pure Michigan campaign has seen a return on investment of \$4.50 in economic development for every \$1 spent on the advertising campaign. Moreover, individuals who were aware of the campaign reported a higher opinion of the state across the board.

Although Chicago is clearly a food and agriculture city, it is not often thought of as one. Chicago is a global hotspot for cutting-edge and traditional dining venues. As part of this effort, Illinois could do more to harness Chicago's vibrant culinary scene and the many food and agriculture-related conventions in the state to grow Illinois tourism. The Chicagoland business community hasn't been engaged in this sector in the past, but it is beginning to recognize the nexus between business activities in the city and agriculture and food activity in the rest of the state. The state should accept nothing less than to make Illinois a premier destination for food and agriculture tourism.

With a thriving food and agriculture system that is a major supplier to local and global markets, Illinois has an amazing story to share with the world. The challenge is to tell this story in a compelling way: one that differentiates Illinois from other US states, highlights the quality and diversity of its offerings, and promotes agritourism across the state, from farms to vineyards to world-class restaurants. These strategies create a platform to distill and amplify Illinois' strengths to a regional and global audience. ●

Illinois' agricultural fairs

Illinois' county fairs and the Illinois and DuQuoin state fairs are important agritourism events that provide significant boosts to the state. According to a recent study published by the University of Illinois Extension, the 2014 county agricultural fair program produced an estimated statewide economic impact of \$90 million while supporting a total of 1,000 jobs. The fairs provide other benefits, from continuing local traditions and creating unity within communities to providing food and agriculture education to people of all ages.



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FARM ILLINOIS 2.0

Implementation strategy and next steps



The FARM Illinois plan, created through the diligent, sustained work of more than 150 sector stakeholders, represents a significant benchmark for the future of Illinois food and agriculture. While the creation of the plan required significant effort and commitment, it is only a start. An implementation strategy is needed to translate these strategies into action and help position Illinois and the Chicago region as the leading hub for food and agriculture innovation.

The strategies and recommendations outlined by FARM Illinois will require immediate attention to ensure their success. Coordination and collaboration among the state's entire food and agriculture sector will be pivotal to moving the implementation of these recommendations forward. As outlined on [pages 37–38](#) of this plan, FARM Illinois is proposing the creation of the Illinois Council for Food and Agriculture. This entity will serve as the independent umbrella organization in Illinois, representing all stakeholders of the food and agriculture sector, including but not limited to nonprofit organizations, state agencies, trade associations, commodity groups, and research and education institutions. It will serve as liaison between public and private food and agriculture entities and will be dedicated to the sector's advancement and development throughout the state.



Culinary students at Kendall College

To establish the Illinois Council for Food and Agriculture, FARM Illinois asks that Governor Rauner take definitive action as soon as possible and the council be formed within 90 days of release of this roadmap. Plans will then be laid for the first phase of stakeholder engagement, including the prioritization of FARM Illinois' recommendations. Council staff will also work to secure funding from various stakeholders in the food and agriculture sector to ensure it has the resources to fulfill its mission and the ongoing implementation of the plan.

In laying out a timeline for implementation, numerous goals will require aggressive efforts in the next one to three years, while other goals will achieve progress in the longer term. To ensure this plan remains current and relevant, we recommend the Illinois Council for Food and Agriculture revisit the plan each year for the next five years. The council will develop performance measures to track and evaluate progress, and an annual report will be released to demonstrate achievements as well as indicate where additional effort is needed. After five years, the council will determine whether the FARM Illinois plan needs to be revised to help direct the state toward a future that better accounts for emerging scenarios. In this way, the plan will remain updated, vital, and relevant.

If Illinoisans come together in support of this plan and its key elements are implemented, FARM Illinois believes that by 2025 the state will be widely recognized around the world for its leadership in food and agriculture innovation.

The FARM Illinois plan, created through the diligent, sustained work of more than 150 sector stakeholders, represents a significant benchmark for the future of Illinois food and agriculture. While the creation of the plan required significant effort and commitment, it is only a start.

What will that success look like?

- Illinois will be the world's most admired and sought-after destination for food and agriculture businesses from around the world.
- Food and agriculture in Illinois will increase its contribution to the state's economy, creating thousands of new jobs for its residents and attracting highly qualified workers to the state.
- Illinois will be the global pacesetter for basic and applied research in food and agriculture through innovations drawn from bioscience, digital technology, agroecology, and other fields.
- Illinois farmers and food businesses will expand their already substantial role in global food security through innovation that increases yields, enhances nutrition, conserves resources, and adapts to the changing climate.
- Illinois' regional and local food and agriculture systems, especially that of the Chicago metropolitan region, will be among the most diverse and vibrant of any area in the world, set new standards for how food and agriculture can improve health and the environment, and help underserved communities thrive.
- Illinois' agriculture infrastructure will be among the best in the world, employing new technologies and creative financing to become a global model.

Illinois dairy farms produced approximately 215 million gallons of milk in 2014

In sum, Illinois will embrace the same spirit of innovation and dynamism that made it a world leader of food and agriculture in the 19th and 20th centuries to prosper in the 21st century. ●



FARM ILLINOIS PARTICIPANTS

The views, opinions, and recommendations outlined in this strategic plan were formalized based on input from FARM Illinois participants and do not necessarily reflect the official policy or position of any public or private organization.

LEADERSHIP COUNCIL

Chairman

Robert A. Easter, PhD
President Emeritus
University of Illinois

Cochairs

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Chief Executive Officer
1st Farm Credit Services

Ivo H. Daalder
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The Chicago Council on Global Affairs

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Midwest Government Affairs
CSX Transportation

Janet Mathis
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David Miller
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iBIO®/iBIO Institute

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Angela Foster-Rice
Managing Director, Environmental
Affairs and Sustainability
United Airlines

Mary Gade
President
Gade Environmental Group LLC

Gary Hudson
Immediate Past President
Illinois Corn Growers Association

Karen Lehman
Director
Fresh Taste

Brad Leibov
President and Chief Executive Officer
Liberty Prairie Foundation

Kate Maehr
Executive Director and
Chief Executive Officer
Greater Chicago Food Depository

Jeff Malehorn
President and Chief Executive Officer
World Business Chicago

Robert Mariano
Chairman, President, and
Chief Executive Officer
Roundy's, Inc.

Julie Maschhoff
Vice President of Public
Policy and Public Relations
The Maschhoffs LLC

Terry Mazany
President and Chief Executive Officer
The Chicago Community Trust

Ethan Meers
Principal
Kinship Capital

Brian Moeller
Senior Vice President, Food
Industries Group
US Bank

Glenn Poshard, PhD
President Retired
Southern Illinois University

William Raben
Chairman
Illinois Soybean Association

John Reifsteck
Chairman of the Board and President
GROWMARK, Inc.

Warren Ribley
President and CEO
iBIO®/iBIO Institute

Samuel Scott
Former Chairman, President, and
Chief Executive Officer
Corn Products International

Art Smith
Chef, Philanthropist, and Educator
The Art Smith Company

Ex-officio members

Robert Hauser, PhD
Dean, College of ACES
University of Illinois at
Urbana-Champaign

Michael Jasso
Bureau Chief
Cook County Bureau of Economic
Development

Steve Koch
Deputy Mayor
City of Chicago

Philip Nelson
Director
Illinois Department of Agriculture

Jim Schultz
Director
Illinois Department of Commerce
and Economic Opportunity

Herman Brewer
Immediate Past Bureau Chief
Cook County Bureau of Economic
Development

Robert Flider
Immediate Past Director
Illinois Department of Agriculture

Adam Pollet
Immediate Past Director
Illinois Department of Commerce
and Economic Opportunity

PROJECT MANAGEMENT**Lori Healey***Project Director***Leland Strom***Project Director***Tyler Strom***Project Manager***Diane Laws***Administrative Assistant***Rebecca Sherman***Intern***April Stewart***Intern***PROJECT OVERSIGHT****Marshall Bouton***President Emeritus*

The Chicago Council on Global Affairs

Michael Davidson*Senior Program Officer,
Sustainable Development*

The Chicago Community Trust

Chris Magnuson*Executive Director of Operations,
News and Communications*

Illinois Farm Bureau

Renee Michaels*Vice President*

Kinship Foundation

CONSULTANTS**LBL Strategies, Ltd.****Randall Rollinson***President***Richard Faulkner***Director, Online Programs and Services***Doug Maris***Vice President of Operations***Amy Yu***Director, Performance Management***Leff Communications****Scott Leff***Founder***Brittany Petersen***Editorial Associate***Delilah Zak***Design Director***Jake Godziejewicz***Design Associate***Resolute Consulting****Anne-Marie St. Germaine***Managing Director***David Goldenberg***Executive Vice President***FARM ILLINOIS COMMITTEE PARTICIPANTS****Education and innovation****Patsy Benveniste***Vice President, Education and
Community Programs*

Chicago Botanic Garden

Charles Biggam*Former Chief of Staff*Illinois Department of Commerce
and Economic Opportunity**Robert Brackett, PhD***IIT Vice President and Director, Institute
for Food Safety and Health*

Illinois Institute of Technology

Douglas Brauer, PhD*Vice President of Economic
Development and Innovative
Workforce Solutions*

Richland Community College

John Caupert*Director, National Corn-to-Ethanol
Research Center*Southern Illinois University-
Edwardsville**Jeff Galle, PhD***President*

Global Pork Production Enterprises, Ltd.

Heather Hampton-Knodle*Vice President*

Knodle, Ltd.

Mark Harris*President and Chief Executive Officer*

Illinois Science & Technology Coalition

William Hook*Principal*Chicago High School for Agricultural
Sciences**Peter Johnsen, PhD***Founder and Managing Director*

iNovacom Partners

Emily Williams Knight*President*

Kendall College

Laurie Kramer, PhD*Associate Dean, Academic Programs,
College of ACES*University of Illinois at Urbana-
Champaign**Vern McGinnis***Chair*Illinois Committee for Agricultural
Education**Caralynn Nowinski***Executive Director*

UI LABS

Ann Reed Vogel*Vice President, EDUCATE Center™*

iBIO® Institute

David Sinski*Executive Director*

Heartland Human Care Services, Inc.

Jared Thornley*Former Chief of Staff*

Illinois Department of Agriculture

K.C. Ting, PhD*Professor and Head, Department of
Agricultural and Biological Engineering*University of Illinois at Urbana-
Champaign**Nancy Tuchman, PhD***Founding Director, Institute of Environ-
mental Sustainability*

Loyola University Chicago

David Weinstein*Founder and Managing Partner*

Freshwater Advisors

Jolene Willis*Sustainable Development Specialist,
Illinois Institute for Rural Affairs*

Western Illinois University

**International markets and global
food security****Joyce Coffee***Managing Director*

Notre Dame Global Adaptation Index

Rebecca Doyle*Partner*

Hickory Grove Pork Farm

Daniel Goff*Former Deputy Director, Office of Trade
and Investment*Illinois Department of Commerce and
Economic Opportunity**Craig Gundersen, PhD***Soybean Industry Endowed Professor in
Agricultural Strategy, Department of
Agricultural and Consumer Economics*University of Illinois at Urbana-
Champaign**Arturo C. Gutierrez de Velasco***Vice President of Manufacturing*

Evans Food Group

David Hackett*Partner*

Baker & McKenzie

Tim Hamilton*Executive Director*

Food Export-Midwest

Murali Kanakasabai, PhD

Managing Director
Environmental Financial Products, LLC

David Lehman

*Managing Director, Commodity
Research and Product Development*
CME Group

Jim Mackey

Agricultural Marketing Representative
Illinois Department of Agriculture

Lisa Moon

*Vice President, Global Agriculture
and Food*
The Chicago Council on Global Affairs

Tamara Nelsen

Senior Director of Commodities
Illinois Farm Bureau

David Oppedahl

Senior Business Economist
Federal Reserve Bank of Chicago

Gerald Salzman

Principal
GES International, LLC

Kendra Schilling

*Former Manager, Bureau of Marketing
and Promotions*
Illinois Department of Agriculture

Irene Sherr

Legislative Affairs
Cook County Bureau of Economic
Development

Greg Webb

*Vice President for State Governmental
Relations*
Archer Daniels Midland Company

Production and supply chain**Dean Bartles, PhD**

Executive Director
Digital Manufacturing and Design
Innovation Institute

Germán Bollero, PhD

*Professor and Head, Department of Crop
Sciences*
University of Illinois at Urbana-
Champaign

Brian Diers, PhD

Professor, Department of Crop Sciences
University of Illinois at Urbana-
Champaign

Justin Durdan

Director, District V
Illinois Corn Growers Association

Xochitl Flores

Deputy Bureau Chief
Cook County Bureau of Economic
Development

Fred Iutzi

*Agriculture Program Manager, Illinois
Institute for Rural Affairs*
Western Illinois University

Dan Kelley

Owner
Kelley Farms

Jim Larkin

*Former Division Manager, Agriculture
Industry Regulation*
Illinois Department of Agriculture

Tim Maiers

Director of Public Relations
Illinois Pork Producers Association

Jennifer Montgomery

Executive Director
Illinois Grape Growers & Vintners
Association

Courtney Pogue

Deputy Director
Cook County Bureau of Economic
Development

William Stanhouse

*Former Regional Manager, Office of
Regional Economic Development*
Illinois Department of Commerce
and Economic Opportunity

Dennis Vicchiarelli

Managing Director
World Business Chicago

Doug Whitley

Executive Director
Supply Chain Innovation Network
of Chicago

Scott Wilkin

*Associate Director, Economic
Development, National Center for
Supercomputing Applications*
University of Illinois at Urbana-
Champaign

Jeff Williams

Midwest Community Affairs Manager
Monsanto

**Sustainability and community/
workforce development****Lenore Beyer-Clow**

Director of Policy and Planning
Openlands

Colleen Callahan

Illinois Director
USDA Rural Development

Michelle Carr

Illinois State Director
The Nature Conservancy

Craig Coil

Principal and Chief Operating Officer
The Development Consortium, Inc.

Ivan Dozier

Illinois State Conservationist
USDA Natural Resources Conservation
Service

Julia Freedgood

Assistant Vice President of Programs
American Farmland Trust

Cynthia Haskins

*Manager, Business Development and
Compliance*
Illinois Farm Bureau

Michael Howard

Former Deputy Director
Illinois Department of Natural
Resources

Therese McMahon

*Former Head, Employment and Training
Bureau*
Illinois Department of Commerce and
Economic Opportunity

Chris Merrett, PhD

Director, Illinois Institute for Rural Affairs
Western Illinois University

Karin Norington-Reeves

Chief Executive Officer
Chicago Cook Workforce Partnership

Chris Olsen

*Vice President of Community and
Government Affairs*
Tate & Lyle

Greg Oltman

President
Gro Hort Enterprises

John Ramirez

*Deputy Director, Plan for Economic
Growth and Jobs*
World Business Chicago

Malini Ram Moraghan

Cofounder
FairAcre Traders

Anne Silvis

*Assistant Dean, Community and
Economic Development*
University of Illinois Extension

Ann Sorensen

*Assistant Vice President of Programs
and Director of Research*
American Farmland Trust

Laura Sova

*Former Senior Policy Adviser and
Division Manager, Natural Resources*
Illinois Department of Agriculture

Sarah Taylor Lovell, PhD

Assistant Professor, Department of Crop Sciences
University of Illinois at Urbana-Champaign

Dominic Tocci

Deputy Director
Cook County Bureau of Economic Development

Kate Tomford

Former Chief Sustainability Policy Advisor
Illinois Department of Commerce and Economic Opportunity

Susana Vasquez

Executive Director
Local Initiatives Support Corporation (LISC) Chicago

Don Wuebbles, PhD

Harry E. Preble Endowed Professor of Atmospheric Science
University of Illinois at Urbana-Champaign

Transportation, logistics, physical, and financial infrastructure**Paul Botts**

Executive Director
The Wetlands Initiative

Mike Doherty

Senior Economist and Policy Analyst
Illinois Farm Bureau

Paul Ellinger, PhD

Professor and Head, Department of Agricultural and Consumer Economics
University of Illinois at Urbana-Champaign

Michael Forde

Chairman
Illinois International Port District

Donna Jeschke

Former Chair
Illinois Corn Marketing Board

Wes King

Executive Director
Illinois Stewardship Alliance

Fritz Kuhlmeier

President and Chief Executive Officer
Citizens State Bank

Fidel Marquez Jr.

Senior Vice President, Governmental and External Affairs
ComEd

Edward Mullins

Chief Executive Officer and Executive Vice President
Prairie Farms Dairy, Inc.

Larry O'Brien

Former Chief Policy Advisor
Illinois Department of Agriculture

Thru Shivakumar

Strategy Manager, Plan for Economic Growth and Jobs
World Business Chicago

Jim Slama

President
Family Farmed and Good Food Business Accelerator

John Yonan

Superintendent
Cook County Department of Transportation and Highways

Additional participants**Ryan Anderson**

Ecological Economist
Delta Institute

Rita Athas

Senior Advisor
World Business Chicago

Patrick Evans

Agricultural Banker and Rural Development Financial Analyst
Illinois Finance Authority

Mike Golembieski

Senior Vice President, Business Development
Tate & Lyle

Kristi Jones

Communications Manager
Illinois Department of Agriculture

Penny Lauritzen

Representative
Illinois Agri-Women

James Maurer

Vice President, Illinois External Affairs
AT&T

Christopher Meister

Executive Director
Illinois Finance Authority

Christopher Mitchell

Director, Community Broadband Networks
Institute for Local Self-Reliance

Ryan Murphy

Director-McDonald's Operations
Prairie Farms Dairy, Inc.

Terri Nally

Director
Feeding Illinois

Nancy Phillips

Managing Director
Heartland Human Care Services, Inc.

Jean Pogge

Chief Executive Officer
Delta Institute

Elle Ramel

Economic Policy Associate
City of Chicago

Craig Ratajczyk

Chief Executive Officer
Illinois Soybean Association

Kelsey Schrenk

Program Manager
Metro Chicago Exports

Kim Shambrook

Director of Professional Education and Community Outreach
Kendall College

Alyssa Sullivan

Senior Manager of Strategic Integration
UI LABS

Andrew Szwak

Planning and Policy Analyst
Openlands

Mihir Thakkar

Director, Environmental Responsibility and Stakeholder Affairs
United Airlines

Robert L. Thompson, PhD

Visiting Scholar, School of Advanced International Studies
John Hopkins University

Jennifer Tirey

Executive Director
Illinois Council on Best Management Practices

Richard Vogen

Director, Planning and Resource Development, College of ACES
University of Illinois at Urbana-Champaign

Rodney Weinzierl

Executive Director
Illinois Corn Growers Association

Robert Weissbourd

President
RW Ventures, LLC

Lisa Wojnarowski Downes

Associate Director, Securing Water
The Nature Conservancy

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Darius Jones of Windy City Harvest at the 20,000-square-foot McCormick Place Rooftop Farm in Chicago

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Project team

This roadmap was developed under the direction of project directors Lori Healey and Leland Strom and project manager Tyler Strom. In addition, a wide range of partners, advisers, and consultants contributed their expertise and assistance throughout the preparation of this plan. Heather Loebner provided early-stage framing for the project. Marshall Bouton served as a key visionary and adviser. Dr. Robert Easter was an invaluable asset as chair of the Leadership Council. Writing, exhibit design, and layout were handled by the staff at Leff Communications, including Scott Leff, Brittany Petersen, Delilah Zak, and Jake Godziejewicz. Media and communications were coordinated by Resolute Consulting, including Anne-Marie St. Germaine, David Goldenberg, and Dennis Dougherty. The environmental scan that helped create a repository of information on the current state of food and agriculture in Illinois was prepared by LBL Strategies, including Randy Rollinson, Richard Faulkner, Doug Maris, and Amy Yu. A special thanks to Diane Laws for providing administrative support and interns Rebecca Sherman and April Stewart for conducting research, checking facts, and compiling notes.



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Report to Congress





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Errata

On February 23, 2015, the following figures were corrected to include Alaska and Hawaii: Figure 2, “Total direct-to-consumer sales, by county, 2012”; Figure 3, “Change in direct-to-consumer sales, 2007-12 using constant 2012 dollars”; and Figure 4, “Farms with direct sales to retail or restaurants, 2012, and food hubs, 2014.”

On March 20, 2015, near the bottom of page 2, the first year in which the Census of Agriculture began to collect information on farmers’ direct-to-consumer sales was corrected to 1978 rather than 1976. Also, a data source identified in Figure 1 was corrected to read “National Farm to School Network.”

Trends in U.S. Local and Regional Food Systems

A Report to Congress

Sarah A. Low, Aaron Adalja, Elizabeth Beaulieu, Nigel Key, Steve Martinez, Alex Melton, Agnes Perez, Katherine Ralston, Hayden Stewart, Shellye Suttles, and Stephen Vogel, of USDA Economic Research Service, and Becca B.R. Jablonski, of Colorado State University

Abstract

This report provides an overview of local and regional food systems across several dimensions. It details the latest economic information on local food producers, consumers, and policy, relying on findings from several national surveys and a synthesis of recent literature to assess the current size of and recent trends in local and regional food systems. Data are presented on producer characteristics, survival rates and growth, and prices. The local food literature on consumer willingness to pay, environmental impacts, food safety regulations, and local economic impacts is synthesized when nationally representative data are unavailable. Finally, this report provides an overview of Federal and selected State and regional policies designed to support local food systems and collaboration among market participants.

Keywords: local food systems, direct to consumer marketing, intermediated marketing, farm to school, food hubs, farmers’ markets, local food prices, Food Safety Modernization Act, Farm Bill, environmental issues, Census of Agriculture, Agricultural Resource Management Survey

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Trends in U.S. Local and Regional Food Systems: A Report to Congress

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What Is the Issue?

This is a congressionally mandated report, written at the request of the House Agriculture Committee as a part of the Fiscal Year 2014 Appropriations Bill, in January 2014. The Committee directed the Economic Research Service (ERS) to provide a report assessing the scope of and trends in local and regional food systems and to make it publicly available on the ERS website.

Local food has been the subject of Federal, State, and local government policy in recent years as consumer interest in and demand for local foods has grown. Because local foods have been linked to the full suite of USDA priorities—including enhancing the rural economy, the environment, food access and nutrition, informing consumer demand, and strengthening agricultural producers and markets—up-to-date information is critical for understanding the evolution and effects of local and regional food systems across the country.

What Did the Study Find?

Producer participation in local food systems is growing, and the value of local food sales, defined as the sale of food for human consumption through both direct-to-consumer (e.g., farmers' markets) and intermediated marketing channels (e.g., sales to institutions or regional distributors), appears to be increasing.

- In 2012, 163,675 farms (7.8 percent of U.S. farms) were marketing foods locally, defined as conducting either direct-to-consumer (DTC) or intermediated sales of food for human consumption, according to census of agriculture data. Of these farms, 70 percent used only DTC marketing channels, which include farmers' markets and community supported agriculture (CSA) arrangements. The other 30 percent used a combination of DTC and intermediated channels or only intermediated channels.
- The number of farms with DTC sales increased by 17 percent and sales increased by 32 percent between 2002 and 2007; however, between 2007 and 2012 the number of farms with DTC sales increased 5.5 percent, with no change in DTC sales. That DTC sales did not increase may be due to plateauing consumer interest or to growth in non-direct sales of local food (i.e., local food sold through intermediated marketing channels like grocery stores or institutions), the value of which is not measured by the census of agriculture.
- Agricultural Resource and Management Survey (ARMS) and census of agriculture data indicate that local food sales totaled an estimated \$6.1 billion in 2012. This is only an estimate because neither data source collects complete information on the value of intermediated sales.
- Farms with gross cash farm income below \$75,000 accounted for 85 percent of local food farms in 2012, according to census data. These farms are estimated to account for only 13

percent of local food sales. Local food farms with gross cash farm income above \$350,000 accounted for 5 percent of local food farms and 67 percent of sales.

- Farms selling local food through DTC marketing channels were more likely to remain in business over 2007-12 than all farms not using DTC marketing channels, according to census of agriculture data. Farms with DTC sales tended to experience smaller increases in sales than all other farms, however.
- It is difficult to draw conclusions about the local economic impact of local foods systems because the existing literature has narrow geographic and market scope, making comparing studies complicated. Data necessary to conduct economic impact analyses are costly to obtain, and researchers have yet to agree on a standard way of accounting for the opportunity costs involved when local foods are produced and purchased or on a standard set of economic modeling assumptions. Many questions surrounding the economic impact of local foods remain unanswered and could be addressed by future research (e.g., Are local food systems good for the rural economy? Might the economic benefits of expanding local food systems be unevenly distributed?)

The Food Safety Modernization Act (FSMA) calls for sweeping changes to the U.S. food safety system. Regulatory focus shifts from response (to contamination) to prevention in order to ensure that the U.S. food supply is safe. This will be the first time that the U.S. Food and Drug Administration (FDA) will have jurisdiction over onfarm activities, and FSMA will impose relative uniformity of standards across suppliers of fresh produce. Currently, food safety in produce is a hodgepodge of decisions by individuals, grower organizations, buyers, and governments that can vary by farm size, commodity, region, and country.

- Although FSMA was passed in 2011, the rulemaking process for FSMA is ongoing and will ultimately include numerous new rules (i.e., regulations) and guidance documents.
- Both the proposed Produce Safety Rule and the proposed Preventive Controls Rule may affect local food farmers; these rules build on prevailing voluntary food safety guidelines. DTC farms apply more manure than all non-DTC farms and thus could be disproportionately affected by any FSMA regulations on the application of biological soil amendments.

Understanding who buys local foods and why is valuable for targeting marketing efforts by producers, grocery stores, restaurants, and others needing information on consumer demand for local food. ERS analysis of the USDA Farm to School Census, 2011-2012, finds farm to school programs exist in more than 4 out of 10 school districts across the country.

ERS analysis of 2006 Nielsen Homescan data finds that selected produce prices at DTC outlets are generally lower, on average, than prices at retail stores in all seasons. Nonetheless, DTC food prices for some product/location combinations were higher than retail store prices.

We draw no conclusion on whether local food production has a different environmental impact but do present some information about environmental practices of farms with and without DTC sales and synthesize literature on the nexus between the environment and local/regional food systems.

Many States and localities are supporting local food system development. While this report does not inventory such activities, we highlight some programs going on at the regional level. Collaboration is a common theme. Communities appear to be leveraging both Federal and State programs, while also partnering with nonprofits, the private sector, and other government entities.

Federal policies related to local and regional food systems were greatly expanded by the Food, Conservation, and Energy Act of 2008, and are further expanded in the Agricultural Act of 2014, which strengthened support for inter-mediated marketing channels.

How Was the Study Conducted?

This report draws on USDA surveys, censuses, and statistical analyses as well as the available academic literature to provide the latest information on the economics of local and regional food systems. Specifically, this report uses the latest (2012) Census of Agriculture data to describe local food producer characteristics, geography, and farm business survival and growth rates. This report also uses the ERS/NASS Agricultural Resource Management Surveys from 2008 to 2011 to provide a larger sample of local food farms than previous research. The report also summarizes findings from the 2011-12 USDA Farm to School Census. We believe this report is also the first to present a nationally representative comparison of produce prices at direct and conventional retail outlets; for this analysis we use 2006 Nielsen Homescan data.

Trends in U.S. Local and Regional Food Systems

A Report to Congress

Introduction

Consumer, producer, and policymaker interest in local foods appears to be growing. Farm operations with direct-to-consumer (DTC) sales of food for human consumption increased from 116,733 to 144,530 between 2002 and 2012. Consumers have more opportunities to purchase food directly from producers, with 8,268 farmers' markets operating in 2014, up 180 percent since 2006. Martinez et al. (2010) offer a comprehensive overview of the concepts, impacts, and issues surrounding local food systems, noting that growing interest in local foods in the United States is the result of consumer interest in environmental and community concerns (where community concerns include supporting local farmers and the local economy but also increasing access to healthful foods). To complement these interests, Federal, State, regional, and local policy to support local food systems is growing. This report builds on the work of Martinez et al. (2010) by synthesizing research subsequent to its publication, and adding original analysis of data on local food producers, consumers, and prices.

What, exactly, do we mean by the term “local foods”? The definition of local food is complex, varying with purpose, geography, and data availability (Martinez et al., 2010). For some consumers, “localness” may not be based on distance, but rather on local ownership of the farm (Adams and Adams, 2011). For others, local food is associated with natural, organic, and other specialty foods marketed through DTC outlets, grocers and restaurants, and foodservice providers in institutions such as schools, universities, and hospitals.

“Local and regional food systems” refers to place-specific clusters of agricultural producers of all kinds—farmers, ranchers, fishers—along with consumers and institutions engaged in producing, processing, distributing, and selling foods. Since neither term is well defined, the distinction between local and regional food systems is unclear; hence, these terms are often used interchangeably, as in this report.

This report provides the latest economic information on local food systems with the goal of better informing producers, consumers, and policymakers about local and regional food systems. For example, understanding who buys local food and why they do so is not only valuable for producers hoping to market food locally, but also for grocery stores and restaurants.

Local and Regional Food Producers

In 2012, 7.8 percent of U.S. farms sold food through local food marketing channels, including direct-to-consumer (DTC) marketing channels (e.g., farmers' markets, roadside stands, u-pick) and intermediated marketing channels (e.g., direct to restaurants, institutions or to regional food aggregators). In addition to producing food, these farms must consider how they will market their output.

This section of the report focuses on what we know about producers marketing food locally and their economic impact on the local economy. We begin the chapter by discussing recent growth in marketing channels associated with local food systems; we find growth in the number of intermediated markets, but the value of these sales is difficult to estimate given a lack of data. Working with available data, we examine the size and scope of local food farms, their characteristics, and geography. Between 2007 and 2012, more farms participated in DTC marketing channels but there has been no corresponding change in the value of DTC sales. We then compare survival rates of DTC farms with similarly sized farms without DTC sales, finding that while DTC farms are more likely to remain in business, they are less likely to experience growing sales than farms not involved in DTC sales. The section concludes with an overview of recent literature on the local economic impact of local food systems although it cannot draw generalizable conclusions because existing studies are based on specific local contexts and requisite national-level data are unavailable.

Growth in Certain Local Food Marketing Channels

Several local food marketing channels have experienced growth since 2006-7.¹ As of 2014, there were 8,268 farmers' markets in the United States, having grown by 180 percent since 2006 (fig. 1). While the growth in farmers' markets signals increased consumer interest, for some local food farmers marketing food in multiple locations can increase marketing and transportation costs, reducing overall net farm income. Intermediated marketing channels (e.g., food hubs, direct sales to restaurants) may reduce marketing and transportation costs for participating producers.

Regional food hubs are enterprises that aggregate locally sourced food to meet wholesale, retail, institutional and even individual demand (see box, "Regional Food Hubs"). Since 2006-07, the number of food hubs has increased by 288 percent (fig. 1).

Farm to school programs have multiple objectives, ranging from nutrition education to serving locally sourced food in school meals. According to the USDA Farm to School Census, 4,322 school districts have farm to school programs, a 430-percent increase since 2006 (fig. 1).²

Geography and Characteristics of Farmers in Local and Regional Food Systems

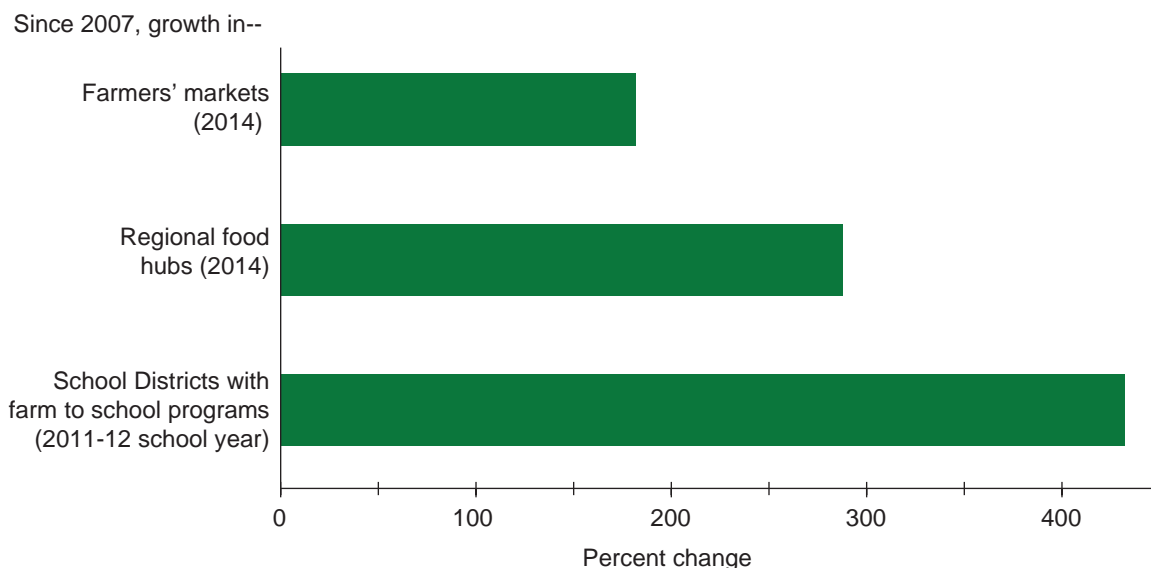
Since 1978, the census of agriculture has asked farmers to report the sales of food for human consumption marketed directly to consumers through various DTC outlets such as farmers' markets

¹Data on these three local food marketing channels provide only a partial picture of local and regional food systems. National data collected over time do not exist for many marketing channels, including farm-to-college/hospital/prison arrangements, nor for the extent to which farmers have sold commodities by using Internet portals such as Market Maker.

²More results from the USDA Farm to School Census are available on pages 39-42 of this report.

Figure 1

Increase in local & regional marketing channels



Sources: USDA, Agricultural Marketing Service, Food Nutrition Service; National Farm to School Network.

and farm stands.³ For the first time, the 2012 Census of Agriculture asked farmers to report if they sold any food for human consumption through outlets that in turn sell directly to consumers (including restaurants, grocery stores, schools, hospitals, or other businesses). Including these nondirect local food marketing channels brings the census closer to consumer notions of local foods, (e.g., locally produced, but purchased from the grocery store), and Matteson and Hunt's (2012) definition of retail agriculture. King et al. (2010) and Low and Vogel (2011) refer to these nondirect marketing channels as *intermediated marketing* channels. Farm use of local food marketing channels is often correlated with the size of the farm operation and whether livestock or crop commodities are being produced (see box, "Definition of Terms").

Using the Census of Agriculture To Examine Direct-to-Consumer Marketing

DTC sales averaged 0.4 percent of total agricultural sales over 2002-12 (table 2). Between 2002 and 2007, the number of DTC farmers increased by 17 percent, while the value of DTC sales increased by 32 percent, when measured in inflation-adjusted (constant) dollars. Between 2007 and 2012, the number of farmers using DTC channels increased by 5.5 percent, while the value of DTC sales actually declined by nearly 1 percent when measured in constant dollars. In 2012, counties with the highest DTC sales remained concentrated in the Northeast and the West Coast (fig. 2), as in 2007 (Martinez et al., 2010). Such geographic clustering does not exist for 2007-12 change in DTC sales, as measured in constant dollars (fig. 3). While much of the country had little change in DTC sales between 2007 and 2012, some counties had a decline while others exhibited an increase, predominantly counties in or near urban areas.⁴

³The U.S. Department of Commerce, Bureau of Census conducted the census of agriculture every 5 years through 1992, after which USDA's National Agricultural Statistics Service took over this task.

⁴We define no change as +/- \$123,000 because this value represents one standard deviation of the 2007 distribution.

Regional Food Hubs

Regional food hubs have emerged as collaborative enterprises for moving local foods into larger mainstream markets, providing scale-appropriate markets for mid-sized farmers and opportunities for small and beginning farmers to scale up without increasing time spent marketing food (Barham, et al., 2012). According to the 2013 National Food Hub Survey, conducted by scientists at Michigan State University, 76 percent of food hubs worked exclusively or mostly with farmers with sales under \$500,000, of which 26 percent were beginning farmers (those with less than 10 years' experience farming) (Fischer, 2013).

Food hubs work with farmers to preserve the source-identified characteristic of the food's origin and any special practices or circumstances under which the food was grown. By maintaining this information transparency throughout the local food supply chain, food hubs attempt to provide premium prices to farmers by selling differentiated products. Most food hubs do not necessarily require that farmers adopt specific production practices, but give preference to food grown meeting certain standards. According to the 2013 National Food Hub Survey, over 70 percent of food hubs expressed preferences for non-certified, but practicing organic farms and for commodities grown using integrated pest management, while over 60 percent expressed preferences for animal products raised free range/pasture and/or grass fed and for food meeting certified standards (e.g., USDA organic, humane, Fair Trade, or food safety practices) (Fischer et al., 2013).

Many food hubs also offer technical assistance to producers with the objective of maintaining a continuous supply and quality control standards demanded by retail and institutional consumers. According to the 2013 National Food Hub Survey, over 40 percent of the food hubs offered production and post-harvesting services, business management services, and food safety training. Over 60 percent provided product differentiation marketing strategies, and 80 percent offered marketing services to producers or helped them find new markets (Fischer, et al., 2013).

Food hubs have diverse business models. Of the 302 food hubs in the United States, 40 percent operate as private businesses, almost 30 percent as nonprofits, and 20 percent as cooperatives (table 1). While 40 percent of food hubs provide locally sourced food commodities to consumers, other food hubs are equally likely to cater exclusively to business and institutional buyers or operate as a hybrid, catering to both businesses/institutions and consumers. Business models and missions likely vary because food hubs are responding to the needs of local producers, consumers, and communities.

Table 1

Food hubs in the U.S. by legal status and food hub type

Legal status	Food hub clients:			Totals
	Farm to business/ institution	Farm to consumer	Hybrid: business/ institution and consumer	
Cooperative	18	25	18	61
Nonprofit	23	43	21	87
Privately held business	39	41	43	123
Other*	7	10	14	31
Total	87	119	96	302

*Incorporated, publicly and privately held corporations, and informally organized.

Source: USDA, Agricultural Marketing Service, List of Food Hubs, April 28, 2014.

Definition of Terms

In this report, *local food farms* collectively refer to farms and ranches earning income from selling food for human consumption through any local food marketing channel (referred to as *local food sales*). Local food marketing channels are classified into two types. In *direct-to-consumer* (DTC) marketing channels, producers engage consumers in face-to-face market transactions at roadside stands, farmers' markets, pick-your-own, onfarm stores, and community supported agricultural arrangements (CSAs). The majority of available data on local food marketing covers only these DTC marketing channels.

Intermediated marketing channels generally include all marketing opportunities in the local supply chain that are not farmer-to-consumer transactions, including farmers selling to grocers, restaurants, regional aggregators such as food hubs, and buying arrangements with the food service operations of schools, universities, hospitals, and other institutions. This definition of intermediated marketing channels is very broad. Data on specific intermediated marketing channels only recently began to be collected. For example, the 2011 USDA Agricultural Resource Management Survey (ARMS) asks farmers, for the first time, to explicitly report institutional sales. The 2012 Census of Agriculture does not include in its question on intermediated marketing channels any explicit intermediated channels, such as food hubs or institutional sales, nor does it ask about the value of sales through intermediated channels.

In this report, data on farmers' use of marketing channels are drawn from the 2008-11 ARMS and the 2002, 2007, and 2012 Censuses of Agriculture. Given the limitations of the ARMS and census of agriculture data, we categorize farmers' local food marketing options in three discrete categories: farms selling *exclusively* through DTC marketing channels, *exclusively* through intermediated channels, or through *both* DTC and intermediated marketing channels.

Table 2

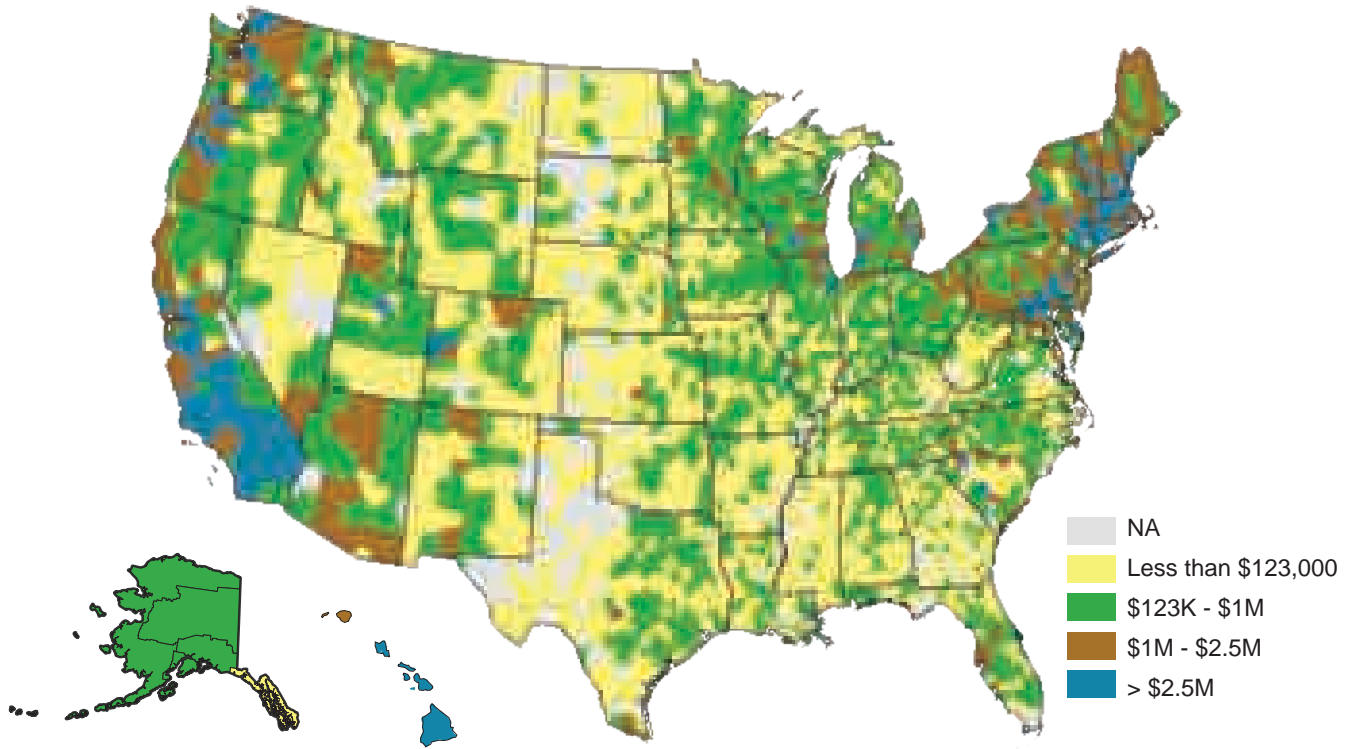
Number of direct-to-consumer farms and sales, 2002-12

Item	Census year:		
	2002	2007	2012
All farms reporting direct-to-consumer sales	116,733	136,817	144,530
Percent of all farms	5.5	6.2	6.9
Direct-to-consumer sales (million dollars)	812	1,211	1,310
Percent of all farm sales	0.4	0.4	0.3
Direct-to-consumer sales (millions of constant dollars: 2012 = 100)	1,002	1,322	1,310
Percent change from previous census	36.1	31.9	-0.9

Source: USDA, National Agricultural Statistics Service, Census of Agriculture data, various years; Council of Economic Advisors, *Economic Report of the President* (2014), Table B-3: Quantity and price indexes for gross domestic product, and percent changes, 1965–2013.

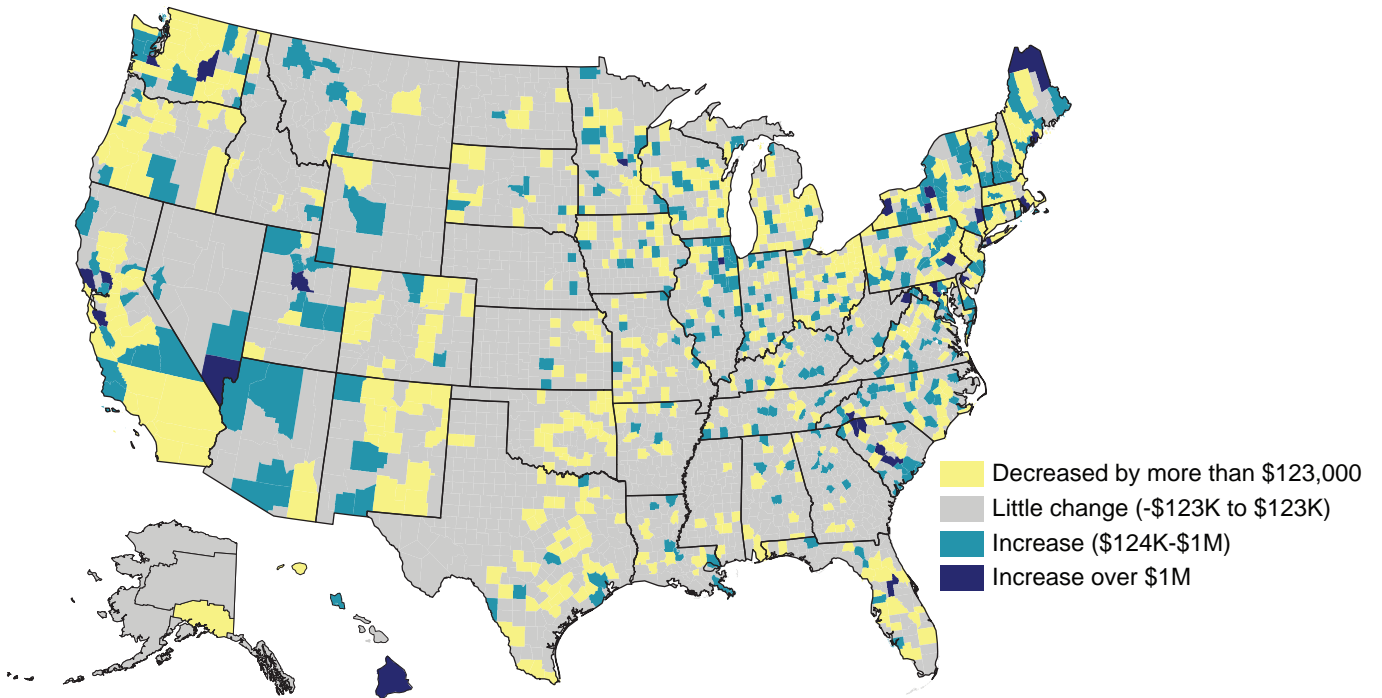
Two factors may have contributed to the lack of growth in DTC sales since 2007. First, consumer demand for local food purchased through DTC outlets may have plateaued, such that DTC outlets are competing for the same consumer dollar. Lohr et al. (2011) linked survey data on the distances that farmers and consumers are willing to travel to farmers' markets. In densely populated urban

Figure 2
Total direct-to-consumer sales, by county, 2012



Source: USDA Economic Research Service, data from Census of Agriculture, 2012.

Figure 3
Change in direct-to-consumer sales, 2007-12 using constant 2012 dollars



Source: USDA Economic Research Service, data from Census of Agriculture, 2012 and 2007.

areas, farmers' markets often compete with each other for vendors and consumers. In other areas, newer, more strategically located farmers' markets may lead to the decline of previously established markets.

Second, where local food systems have been thriving, farmers may have been able to increase sales through intermediated marketing channels. That is, growing consumer demand for local food may have been met by retailers rather than through DTC sales. Although a grocer-industry consultant reported that local sourcing of farm products was the top grocer trend in 2012, Guptill and Wilkins (2002) found a decade earlier that large grocers were beginning to market locally produced food in response to consumers frequenting farmers' markets and other DTC outlets. In a Mississippi case study, Morgan and Alipoe (2001) found that farmers' markets, farm stands, and pick-your-own arrangements did not compete with grocers in filling consumer demand for food but were complementary activities. Unfortunately, no national data are available to test this finding.

Food hubs may compete with other types of local food sales in certain regions. Existing research suggests that local food marketing outlets may be more competitive than complementary, but research on whether food hubs and farmers' markets are competitive or complementary outlets for local food is not available.

Most food hubs are found in metropolitan counties.⁵ Fifty-six percent of the food hubs are found in a broad northeastern quadrant stretching from Wisconsin to North Carolina, and 23 percent are on the West Coast, extending inland (fig. 4).⁶ Counties in which 100 or more farmers use intermediated marketing channels are concentrated in areas of the Northeast and Mid-Atlantic States, and on the West Coast (fig. 4), as are DTC farms (fig. 2).

Deficiencies in the Data: Developing Synthetic Estimates of Local Food Sales Value

Central to understanding the national scope of farmers' involvement in local and regional food systems is collecting the appropriate data at the farm gate. By including a question on farmers' use of intermediated marketing channels, the 2012 Census provides a national benchmark estimate of the total number of local food farms in the United States. In the 2012 Census questionnaire, however, farmers were not asked to report the value of their sales using intermediated marketing channels.

The ARMS, which queried farmers about use of intermediated marketing channels and the value of sales from these channels for 2008-11, generated estimates exhibiting substantial year-to-year variation. This variation stems from (1) the ARMS mission and survey design, which is not geared to collect data on small, niche agricultural sectors; and (2) the growth and innovation of local food marketing channels during this period, which changed faster than the ARMS questionnaires could be adapted.⁷

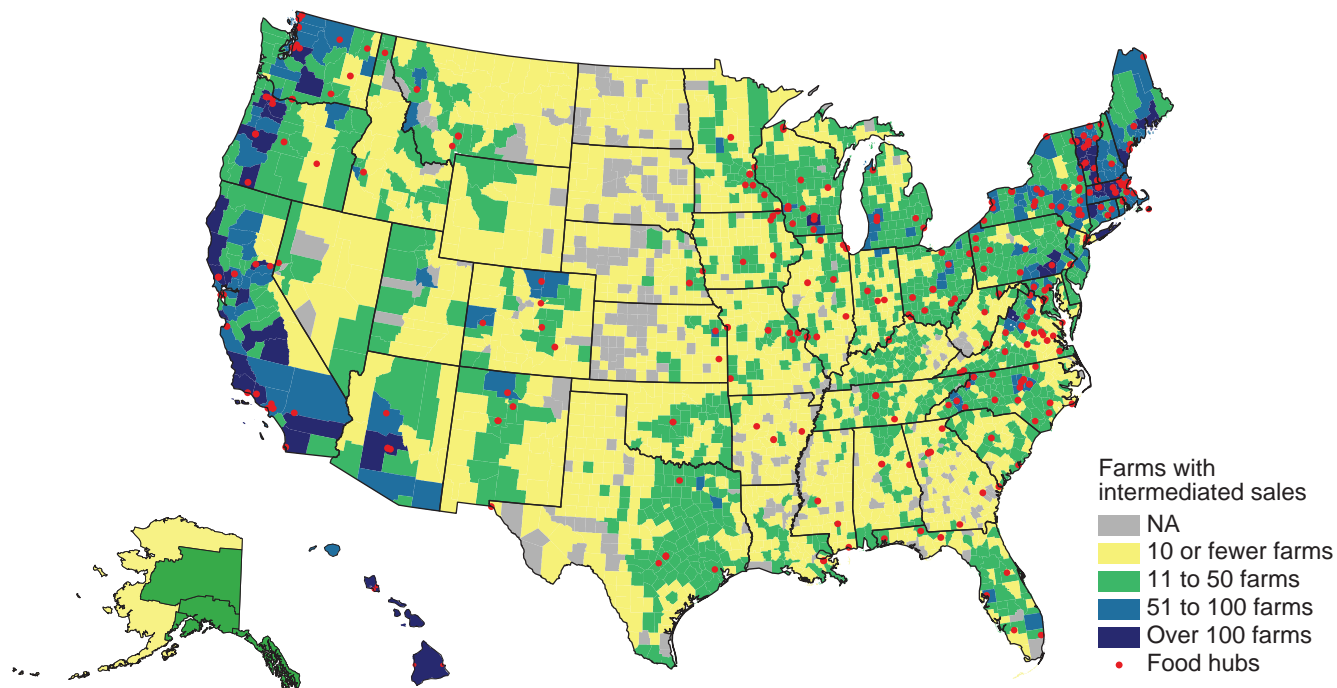
⁵Over 50 percent of the food hub's customers were within 50 miles of the food hub and 23 percent were between 50 and 100 miles of the food hub. Three-quarters of the food hubs were located in metropolitan counties, and 16 percent in adjacent nonmetropolitan counties (Fischer et al., 2013).

⁶The list of food hubs was provided by USDA's Agricultural Marketing Service (April, 28, 2014) (<http://www.ams.usda.gov/foodhubs>).

⁷See the appendix for a full discussion of the year-to-year variation in the ARMS data. The appendix also contains a procedure we used to derive synthetic estimates of total local food sales.

Figure 4

Farms with direct sales to retail or restaurants, 2012, and food hubs, 2014



Source: USDA Economic Research Service, data from Census of Agriculture, 2012; USDA Agricultural Marketing Service, 2014.

Table 3 presents 2008-11 ARMS estimates and 2012 Census counts of the number of local farms using the three marketing channel options: (i) exclusively using DTC outlets, (ii) using both DTC and intermediated marketing channels, or (iii) exclusively using intermediated marketing channels. The 2012 Census counts 163,675 farmers marketing local foods, of which 70 percent used only DTC channels and 30 percent used intermediated marketing channels only or both types of marketing channels. Averaged over 2008-2011, the smaller ARMS estimate (146,238 farmers) is 11 percent lower than the number of farmers using both marketing channels in the Census and 51 percent lower than the number of farmers in the Census exclusively using intermediated marketing channels. It may be that the ARMS underestimates the number of local food farms exclusively using intermediated marketing channels. It may be that the ARMS also underestimates the value of all local food sales in the United States since farmers using both types of marketing channels or only intermediated marketing channels generate higher sales per farm than farmers relying solely on DTC outlets (Low and Vogel, 2011).

Toward a Synthetic Estimate

Absent a census estimate of the total value of local food sales in the United States, we produce a synthetic estimate using the strengths of both the 2012 Census and pooled ARMS data. The census estimates on number of farms participating in DTC and intermediated marketing channels are comprehensive. The ARMS contain more detailed information on farm characteristics. Accepting the ARMS estimates of average sales per unit as given, a synthetic estimate of the value of local food sales can be obtained by multiplying the number of farms in the 2012 Census by ARMS esti-

mates of local food sales per farm (table 4).⁸ Using this approach, we estimate that total local food sales are \$6.1 billion. This estimate is 466 percent higher than the census value of total DTC sales (\$1.31 billion). The \$6.1 billion estimate is less than the 2013 grocer-industry consultant estimate of \$9.0 billion, but higher than the average annual ARMS estimate of \$4.0 billion (appendix table 1).

The 2012 Census data on the number of farms by farm size, marketing channel type, and production type (i.e., produce or livestock) allow us to compute estimates of local food sales tabulated by farm size and market channel type and by market channel and production type (see the appendix for a discussion on why we do not use ARMS, instead). Multiplying 2012 Census farm counts by the corresponding ARMS estimates of local food sales per farm means that each two-way comparison will introduce error in the two-way estimates. As such, the synthetic estimates of the totals are not equal.⁹ These two-way comparisons exploit detailed ARMS data on farm structure not available in

Table 3

Estimated number of local food farms by marketing channel options, ARMS and 2012 Census of Agriculture

Item	ARMS (2008-11 average)		2012 Census of Agriculture	
	Number of farms	Percent	Number of farms	Percent
Local food farms using:				
Direct-to-consumer channels only	114,001	78	115,304	70
Direct-to-consumer and intermediated marketing channels	21,201	14	25,756	16
Intermediated marketing channels only	11,036	8	22,615	14
All local food farms	146,238	100	163,675	100

Note: The ARMS estimates are annual averages computed by dividing by 4 the data pooled over the years 2008-11. The 2012 Census reports 144,530 direct-to-consumer farms in Table 1. The estimate of 141,060 (115,304 + 25,756) direct-to-consumer farms in this table excludes 3,740 farmers not answering the census question on intermediated marketing channel use.

Source: USDA, Economic Research Service/National Agricultural Statistics Service, Agricultural Resource Management Surveys (ARMS), 2008-2011; Economic Research Service analysis of USDA, National Agricultural Statistics Service, 2012 Census of Agriculture data.

Table 4

Synthetic estimate of local food sales

Item	2012 Census		2008-2011 ARMS average		Estimated 2012 local food sales <i>millions of dollars</i>
	<i>Number of farms</i>	<i>X</i>	<i>LF sales per farm</i>	<i>/ 10⁶ =</i>	
Local food farms using:					
Direct-to-consumer channels only	115,304		9,990		1,152
Direct-to-consumer and intermediated marketing channels	25,756		62,599		1,612
Intermediated marketing channels only	22,615		148,091		3,349
Total	163,675		—		6,113

Source: USDA, Economic Research Service/National Agricultural Statistics Service, Agricultural Resource Management Surveys (ARMS), 2008-2011; Economic Research Service analysis of USDA, National Agricultural Statistics Service, 2012 Census of Agriculture data.

⁸See appendix for a detailed discussion about the assumptions made to obtain this estimate.

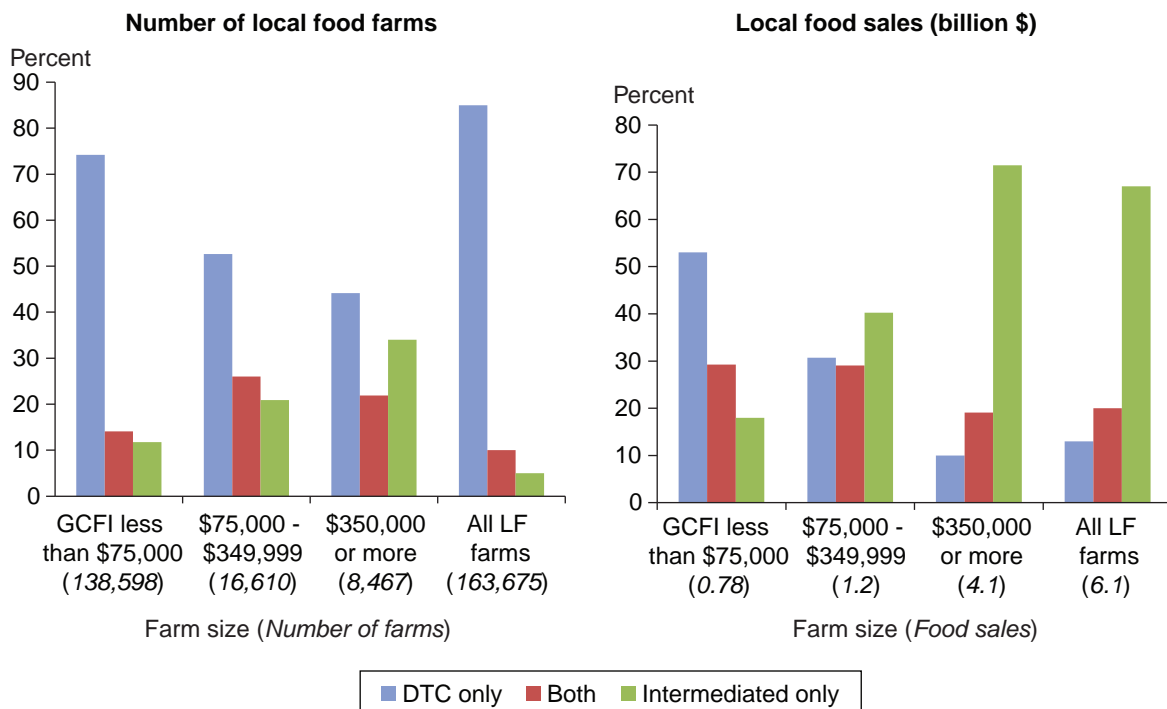
⁹The aggregate estimate of \$6.1 billion in local food sales is bounded by the two-way estimates of \$5.8 billion in sales summed across market channel use and production type and by the estimated \$6.6 billion summed across farm size classes and market channels used. See the appendix for the tables constructing the two-way synthetic estimates of local food sales and for more details on the motivation and construction of the synthetic estimate.

the 2012 Census. Despite unavoidable measurement error, the information on what size farm grows what commodities marketed through which marketing channel options is preserved as shares of all local food farms in figures 5 and 6. The aggregate estimate of \$6.1 billion is the control total for all local food farms in figures 5 and 6.

Farm Participation in Local Food Systems, Using Synthetic Estimates

Farmers' use of particular local food marketing channels is correlated with both the average size of farm operations, as measured by gross cash farm income (GCFI), and what they produce. Local food farms with less than \$75,000 in GCFI account for 85 percent of all local food farms (fig. 5). Local food farms with GCFI between \$75,000 and \$350,000 represent 10 percent of local food farms—half earning GCFI up to \$150,000 and half earning GCFI of \$150,000 up to \$350,000. Local food farms with CGFI under \$75,000 generate only 13 percent of all local food sales, while the 5 percent of local food farms that have \$350,000 or more in GCFI generated 67 percent of the value of total local food sales (fig. 5).

Figure 5
Local food farms and sales by farm size and market channel use



Note: The share of farms by farm size and marketing channel use are based on 2012 Census benchmark counts; the shares of total value of local food sales by farm size and marketing channel use are synthetic estimates.

DTC = direct-to-consumer; GCFI = Gross cash farm income.

Source: USDA, ERS/NASS, ARMS data, 2008-2011; USDA, NASS, 2012 Census of Agriculture.

Farm Sales Classes Defined

The recently updated ERS farm typology classifies U.S. family farms with gross cash farm income (GCFI) of less than \$350,000 as *small farms*, those with GCFI between \$350,000 and up to \$1 million as *midsized farms*, and those with GCFI of \$1 million or more as *large farms* (Hoppe and MacDonald, 2013). The recently updated ERS farm typology also defines a subcategory of small farms generating GCFI of less than \$150,000 as *low-sales family farms*.

The distribution of local food farms is concentrated at low levels of GCFI. To facilitate comparisons of similarly sized farms with and without DTC sales, we examine local food farms by farm size using three size categories, two of which comprise subcategories of small farms: local food farms having less than \$75,000 in GCFI, local food farms having GCFI of \$75,000 up to \$349,999, and the third category, local food farms having GCFI of \$350,000 or more. Adjusted for inflation, these categories correspond to those used in Low and Vogel (2011).

Produce farms—those producing fruit, vegetables, or nuts—represent 29 percent of all local food farms and account for 51 percent of all local food sales (fig. 6).¹⁰ In 2012, 34 percent of all U.S. produce farms sold food through local food marketing channels, whereas only 3 percent of all other crop farms and 8 percent of livestock and livestock product farms did so.

The extent to which farmers sell local food through intermediated marketing channels is correlated with farm size.¹¹ Even within farm size categories, however, those local food farmers marketing some food through intermediated marketing channels appear to earn disproportionately larger shares of local food sales generated by farms in each farm sales class.

In 2012, 74 percent of the 138,600 local food farms with GCFI less than \$75,000 used DTC marketing channels only (fig. 5). Farmers using only DTC marketing outlets accounted for 54 percent of the \$778 million in local food sales earned by local food farmers in this sales class.

Among the 16,600 local food farms with GCFI between \$75,000 and \$350,000, 53 percent used DTC outlets exclusively and earned only 31 percent of \$1.2 billion in local food sales generated by farmers in this farm sales class. We estimate that local food farmers with GCFI between \$75,000 and \$350,000 using intermediated marketing channels, either exclusively or in combination with DTC sales, earned a disproportionately large share of local food sales in this sales class, accounting for 69 percent of local food sales.

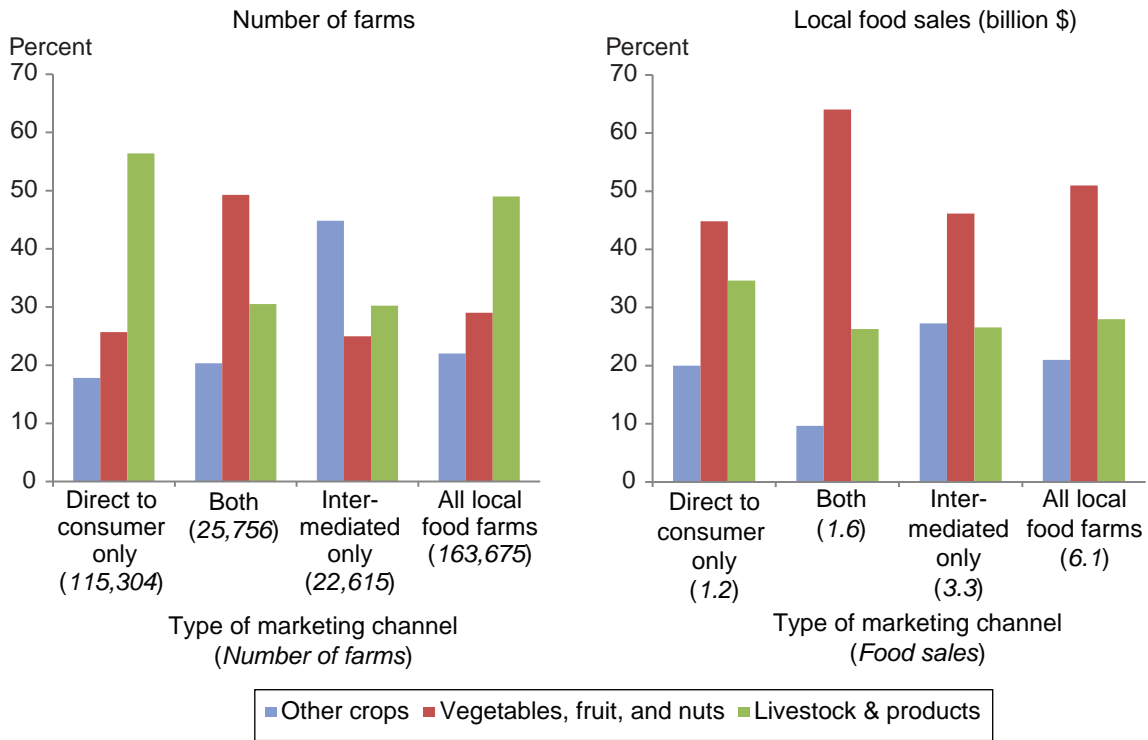
Local food farms with GCFI over \$350,000 that marketed exclusively through intermediated marketing outlets generated the largest average sales and accounted for 71 percent of local food sales

¹⁰ARMS and Census classify farms by production type according to the agricultural commodity that accounts for at least 50 percent of farm sales. Farm production classification of local food farms are aggregated into three basic categories: fruit/vegetable/nut farms (produce farms), all other crop farms, and farms producing livestock and livestock products. We assume that farms classified by production type sell commodities within that production type locally. It is possible, for example, that a livestock farm may sell vegetables grown on a small plot through local marketing channels. In census questionnaires, farmers were asked to identify what commodities were sold through DTC channels; however, producer responses were never intended to be coded, preventing us from exploring the extent to which this practice occurs.

¹¹In this section, data on the number of farms and shares of all local food farms by category are based on 2012 Census benchmark counts; the shares of total value of local food sales by category are synthetic estimates.

Figure 6

Local food farms and sales by market channel use and farm type



Note: The share of farms by marketing channel use and farm production type are based on 2012 Census benchmark counts; the shares of total value of local food sales by marketing channel use and farm production type are synthetic estimates. Source: USDA, ERS/NASS, ARMS data, 2008-2011; USDA, NASS, 2012 Census of Agriculture.

by farms reporting CGFI greater than \$350,000. In contrast, the other 66 percent of local food farms of this sales class accounted for the remaining 29 percent of local food sales.

Produce farms’ value of sales in local foods marketing channels stands out. Produce farms represent 26 percent of the 115,300 farmers using DTC sales exclusively; however, they generate 45 percent of the \$1.2 billion in exclusive DTC food sales (fig. 6). Almost half of all farms using both DTC and intermediated outlets are produce farms; they generate \$1.0 billion in local food sales (64 percent of \$1.6 billion total sales by local food farmers using both marketing channels). Although produce farms comprise only 25 percent of farmers using intermediated channels exclusively, they earn 46 percent of its sales, or \$1.5 billion.¹²

Farm Business Survival and Growth and Direct-to-Consumer Marketing

Operating a farm is a financially risky undertaking. Farm businesses operate in a competitive environment, with income that can vary substantially from year to year as product prices, input prices,

¹²With respect to marketing exclusively through intermediated channels, the produce farmers’ share of total local food sales in 2012 appears to have declined since 2008, when produce farmers generated 60 percent of local food sales exclusively marketed through intermediated channels (Low and Vogel, 2011). This decline may be indicative of the emergence of local meats and dairy (Johnson et al., 2013).

and yields vary. This section discusses farm business survival and growth rates of farms using DTC marketing channels and finds that these farms are more likely to remain in business than all other farms but less likely to increase in size (measured by sales) over time.

Farm Business Survival

In the United States, the farm business survival rate is low.¹³ According to census of agriculture data, only 55.7 percent of all farms having positive sales in 2007 also reported positive sales in 2012. Beginning farmers (those farming for no more than 10 years) are even less likely to report positive sales in consecutive census years. Only 48.1 percent of beginning farmers in 2007 reported positive sales 5 years later.

The census data also show that farmers who market food for human consumption directly to consumers have a greater chance of reporting positive sales in 2007 and 2012 than those who market through traditional channels.¹⁴ The first two columns in table 5 compare the survival rates (the share of farmers who reported positive sales in 2007 and 2012) for farms in four sales categories. In each category, farmers with DTC sales had a higher 2007-12 survival rate. The differences in survival rates were substantial, ranging from 10 percentage points for the smallest farms to about 6 percentage points for the largest. The 2007-12 survival and growth rates reported in tables 5 and 6 display similar patterns to the 2002-07 survival and growth rates (not reported here).¹⁵

Direct marketing was also associated with higher survival rates among beginning farmers (columns 3 and 4, table 5). On average, beginning farmers who marketed directly to consumers had a 54.3-percent survival rate, compared to 47.4 percent for those who marketed their goods through traditional channels.

What is it about DTC sales that seem to enhance farmers' chances of maintaining positive sales? One advantage might stem from the fact that, for a given level of sales, farmers with direct marketing purchased less machinery and land than did those with traditional marketing. According to the 2012 Census of Agriculture data, farmers who marketed directly owned \$20.82 worth of machinery per dollar of sales, compared to \$31.10 for those who marketed through conventional channels. Farmers selling directly to consumers also owned less land: \$240 worth of land per dollar of sales, compared to \$309 per dollar of sales for other farmers. Because they did not need to purchase as much machinery and land to achieve a certain level of sales, farmers with direct sales did not need to leverage as much of their wealth to obtain financing. This is confirmed by the census data, which show that farmers with direct sales had annual interest payments of only \$7.85 per \$1,000 of owned assets, compared to \$10.55 for those with no direct sales. A lower debt-to-asset ratio should indicate a better ability to repay loans and has been shown to reduce the risk of small business failure (Tveteras and Eide, 2000; Strotmann, 2007; Fotopoulos and Louri, 2000).

¹³In this section, a farm business is considered to have survived (not exited) if its operator reported positive sales in consecutive censuses. This understates actual survival rates since some operations may remain in business with no sales—e.g., if there were a total crop failure but the operator had sufficient crop insurance to continue operating.

¹⁴This section uses farms with DTC sales and does not cover farms with intermediated sales because the 2007 Census of Agriculture contained no information on whether farms participated in intermediated markets. The “old” ERS farm typology (with farms having sales in excess of \$250,000 considered “large”) is used because it was in place when the 2007 Census of Agriculture was conducted.

¹⁵The findings illustrated in tables 5 and 6 are robust to controls for operation and operator characteristics, including farm location, farm business organization, type of commodity produced, and the operators' age and education.

Table 5

Business survival rates 2007-12 by initial farm size and marketing arrangement

2007 sales category	All operations		Beginning farmer in 2007	
	No direct sales in 2007	Direct sales in 2007	No direct sales in 2007	Direct sales in 2007
\$1-9,999				
Survival rate, 2007-12	0.453	0.549***	0.416	0.507***
Observations	484,211	51,535	177,392	22,170
\$10,000-49,999				
Survival rate, 2007-12	0.581	0.667***	0.521	0.611***
Observations	268,758	23,729	68,053	7,647
\$50,000-249,999				
Survival rate, 2007-12	0.656	0.738***	0.593	0.649***
Observations	194,563	11,270	35,364	2,661
\$250,000+				
Survival rate, 2007-12	0.728	0.791***	0.66	0.704***
Observations	178,515	5,450	27,115	800
All				
Survival rate, 2007-12	0.553	0.609***	0.474	0.543***
Observations	1,126,047	91,984	307,924	33,278

Notes: Asterisks denote rejection of the null hypothesis that the difference in means is zero at the (*) 10%; (**) 1%; and (***) 0.1% statistical significance levels. Sample includes all operations with positive sales in 2007. The survival rate is defined as the share of 2007 Census respondents with positive sales who reported positive sales in the Census in 2012.

Source: USDA, NASS, Census of Agriculture, 2007, 2012.

Farm income risk is another factor that could explain some of the differences in survival rates. For farmers who do not sell directly to consumers, profits can fluctuate widely because of changes in input and output prices and yields. Farmers who market to consumers are also exposed to these risks; however, these farmers derive some of their income from their marketing activities and not just production. Income from marketing depends on the margin between the wholesale and retail price and the time spent marketing. Even when input and output prices vary, the markup between the wholesale and retail prices should remain relatively stable. Hence, the additional income that can be earned from selling directly to consumers versus to wholesalers should not vary substantially because of price fluctuations. Therefore, it is plausible that total farm income is less risky for DTC farmers, but future research is needed to answer this question.

Farm Business Growth

While farmers who directly market to consumers are more likely to continue farming than those who do not, their businesses expand at a slower rate. Table 6 compares the arc percent change in nominal total gross sales between 2007 and 2012 for surviving farms in different sales catego-

Table 6

Percent change in sales 2007-12 by initial farm size and marketing arrangement

2007 sales category	All operations		Beginning farmer in 2007	
	No direct sales in 2007	Direct sales in 2007	No direct sales in 2007	Direct sales in 2007
\$1-9,999				
Arc percent change, 2007-12	36.9	31.8***	41.5	35.4***
Observations	225,862	28,981	76,121	11,521
\$10,000-49,999				
Arc percent change, 2007-12	2.8	-12.1***	2.1	-16.7***
Observations	158,367	16,057	35,902	4,736
\$50,000-249,999				
Arc percent change, 2007-12	12.1	-3.3***	14.6	-6.5***
Observations	128,175	8,350	20,941	1,736
\$250,000+				
Arc percent change, 2007-12	12.3	3.9***	11.5	-9.8***
Observations	130,434	4,336	17,936	559
All				
Arc percent change, 2007-12	19.3	13.5***	25.6	17.9***
Observations	642,838	57,724	150,900	18,552

Notes: Asterisks denote rejection of the null hypothesis that the difference in means is zero at the (*) 10%; (**) 1%; and (***) 0.1% statistical significance levels. Sample includes all operations with positive sales in 2007. The percent change for farm i is defined: $100 \cdot (x_{it+1} - x_{it}) / 0.5 \cdot (x_{it+1} + x_{it})$.

Source: USDA, NASS, Census of Agriculture, 2007, 2012.

ries.¹⁶ Sales by farms using direct marketing grew less than those with no direct sales in every size category. On average, surviving farmers with direct sales in 2007 increased their total sales by 13.5 percent between 2007 and 2012, compared to 19.3 percent for farmers with no direct sales.

Among beginning farmers, direct sales were also associated with slower growth (columns 3 and 4 in table 6). On average, beginning farmers with direct sales increased sales by 17.9 percent between 2007 and 2012, compared to 25.6 percent for those without direct sales. For all but the smallest farm size category, the differences in growth rates between those with and without direct sales were larger for beginning farmers than for the full sample.

The difference in growth rates may stem from differences in labor requirements. Selling directly to consumers through farm stands, farmers' markets, or CSAs is labor-intensive. The 2012 Census data indicate that in every sales category, farmers with direct sales hire significantly more labor than farmers with no direct sales. Because farms that market through traditional channels require less labor, these farms can become larger before labor must be hired. In contrast, farms using direct

¹⁶The arc percent change for farm i is defined as: $100 \cdot (x_{it+1} - x_{it}) / 0.5 \cdot (x_{it+1} + x_{it})$. The arc percent change is preferable to the percent change because the arc percent change is: 1) symmetric regarding increases or decreases over time, 2) defined for zero values, and 3) bounded between -200 and 200. The third reason provides for more stable estimates when x has a skewed distribution with some observations having very large changes over time.

marketing would need to begin hiring labor at a smaller scale of production. Transaction costs associated with hiring labor could provide a disincentive for expansion.

The finding that farms with direct sales have both higher survival rates and slower growth might be explained by differences in off-farm opportunity costs. Gimeno et al. (1997) found evidence that small business survival depends not only on economic performance, but also on the entrepreneur's human capital and alternative employment opportunities. Farmers with limited off-farm income opportunities would be more inclined to remain in farming, despite lower farm profits and less ability to expand the business. We do not observe in the census data the time spent working on the farm so we cannot evaluate the returns to labor from farming.

We can compare off-farm income indirectly by examining total household income, however. The 2007 Census of Agriculture data indicate that only 48.9 percent of farmers with direct sales reported that their household income was greater than \$50,000 annually, which is statistically significantly less than the 51.2 percent of farmers with no direct sales.¹⁷ Additionally, 15.9 percent of farmers with direct sales reported less than \$20,000 in annual household income—statistically significantly more than the 14.0 percent of those with no direct sales. The lower total household income suggests that farmers with direct sales may have had less favorable off-farm income opportunities. If true, this could provide them with an incentive to remain in business even if they have less ability or opportunity to expand production.

Higher survival rates and slower growth for those with direct sales might also be explained by different attitudes toward farm versus nonfarm work. Researchers have found evidence that nonpecuniary benefits from self-employment explain why small business owners remain in business despite earning less income (Hamilton, 2000). There is also evidence that the non-pecuniary benefits to farming (e.g., greater autonomy, independence, and lifestyle factors) are substantial (Key and Roberts, 2009). It is possible that farmers who sell directly to consumers derive greater nonpecuniary benefits from their work—perhaps they enjoy interacting with their customers. This would provide a greater incentive for them to remain in business even with lower business expansion possibilities.

Local Food Systems and the Local Economy

Despite the recent growth in local food systems and markets, economic impact assessments of these activities are still nascent (Boys and Hughes, 2013; O'Hara and Pirog, 2013). Martinez et al. (2010) found empirical support for the notion that local economic benefits may accrue from greater local retention of the spent food dollar, from spillovers to nearby businesses, and from increased entrepreneurship. Subsequent research largely focusing on case studies adds to the evidence reviewed by Martinez et al. that some positive economic impacts can occur. These studies are based in specific local contexts, however, and lack requisite data for complete evaluation. Thus, it is difficult to draw generalizable conclusions about the contributions of local food systems to a region's economy and there are many important areas for future research.

Economic Impact Assessments of Local Food Systems

Most of the local food economic impact assessment studies that are peer-reviewed and have explicit, reliable methodologies focus on the economic impacts of marketing channels, including farm to

¹⁷The 2007 Census of Agriculture data are used because the 2012 Census did not ask about household income levels.

school programs (Gunter and Thilmany, 2012), food hubs (Schmit et al. 2013), agritourism (Brown et al., forthcoming; Mansury and Hara, 2007), and farmers' markets (Henneberry et al., 2009; Hughes et al., 2008; Sadler et al., 2013). Other studies assess the hypothetical local economic impacts resulting from increased local consumption of locally grown agricultural products (Conner et al., 2008), and look at the links between community-focused agriculture and regional economic growth (Brown et al., forthcoming).

As Martinez et al. (2010) note, the most direct way local food systems can affect local economies is through import substitution—consumers purchasing food produced locally (instead of importing food from a neighboring region, State, or country), which increases economic impacts when local workers and businesses spend additional income (multiplier effects) on inputs or other products locally (Swenson, 2009). (Of course, import substitution can be a “zero-sum game” for the national economy, as regions reducing imports of say, leafy greens, may hurt the region of California dependent upon exporting leafy greens.) The total economic impact is composed of direct effects (the value of new food production and the labor income generated), indirect effects (the value of locally supplied inputs and services), and induced effects (the value of earnings spent in the study region by workers in the direct and indirect supply sectors).

Economic impact assessments of farmers' markets feature most prominently in the literature principally because there is more data on farmers' markets than other marketing channels. Martinez et al. (2010) reviewed this literature, reporting job multiplier effects ranging from 1.41 to 1.78. In essence, each full-time equivalent (FTE) job created at farmers' markets supports approximately half (0.41 to 0.78) a FTE job in other sectors of the region's (in this case, State's) economy.¹⁸ These studies used a case study approach due to the effort required to obtain data and the heterogeneity of producers who sell through farmers' markets (Hardesty and Leff, 2010; LeRoux et al., 2010). Case studies are particularly useful when studying local food systems because policy, non-governmental organization contributions, and other circumstances that affect local food markets tend to vary across locales. Unfortunately, the case study approach makes generalizing research results difficult.

Schmit et al. (2013) conducted the first economic impact assessment of increased demand for food hub goods and services. They find output (dollar) multiplier impacts in New York State ranging from 1.82 to 1.63, which are higher than multiplier impacts from comparable industries such as wholesale trade and truck transportation.

Mansury and Hara (2007) examine a hypothetical agritourism promotion that increases demand for organic produce in a region of New York. They find that a successful campaign to promote organic agriculture increases production output and accrues most benefits to the smallest farm households in the region. Brown et al. (forthcoming) provide the first examination to include both DTC sales and agritourism income. They find no general association between growth in U.S. agricultural sales and growth in DTC and agritourism income, but they do find a positive relationship between the two in certain regions. Brown et al. conclude that DTC sales and agritourism income did not make significant contributions to national economic growth between 2002 and 2007, likely because local or regional impacts are to some extent a zero-sum game. They found that a \$1 increase in farm sales led to an annualized increase of \$0.04 in personal income in the county.

Swenson's (2011) study of small-scale meat processing in Iowa found that every \$1 million in meat processing output required 13.3 jobs that paid \$464,870 in labor income. When including the

¹⁸For a full discussion on interpreting multiplier effects, see Martinez et al. (2010, p. 44.)

multiplier impacts, \$1 million of output supports a total of 17.6 jobs, \$613,117 in labor income, and \$738,777 in Iowa gross domestic product.

The economic benefits of farmers' markets may also extend beyond multiplier effects, which measure short-term impacts. Lev et al. (2003), for example, found that businesses near farmers' markets reported higher sales on market days. Not only were these additional sales found to directly support the businesses themselves, but they also generated extra tax revenue for the communities in which the markets were located. Brown (2002) found some evidence that farmers' markets increase property values in the market district.

Additionally, farmers' markets can function as business incubators by providing the infrastructure necessary to build skills and gain business experience (Feenstra et al., 2003; Gillespie et al., 2007). Regular interactions can "generate and circulate knowledge that vendors might use to develop new products and creative ways of marketing them" (Hinrichs et al., 2004: 32-33). Feenstra et al. (2003), for example, explored New York, Iowa, and California farmers' market contributions to the development of vendors' capacity as entrepreneurs and found that 66 percent of vendors expanded an existing product line, 50 percent added a new product category, and 40 percent made new business contacts. Sales income may be less important than the skills and business experience developed through participation in farmers' markets (Brown et al., 2007).

Challenges With Local Food Economic Impact Assessments

It is difficult to draw overarching conclusions from the existing body of research because most studies have narrow geographic and market scope (O'Hara and Pirog, 2013). Also, there are many definitions of "local food," and clearly delineating what should and should not be included is necessary in order to quantify economic impacts. Gunter and Thilmann (2012) provide the only peer-reviewed research that provides "scenarios" for local food definitions, modeling a hyper-local impact (a two-county farm to school program) and a regional impact (five-county region). As expected, the larger the definition of local, the larger the resulting economic impact.

Low and Vogel (2011) find that most local food systems involve intermediary businesses (e.g., aggregators, distributors, wholesalers) to get the product from farm to market.

Acknowledging the myriad of actors involved in sustaining local food systems is critical to determining its overall economic impact. The varied ownership structures and business headquarter locations (to which profits frequently accrue) of input, distribution, and other businesses servicing the local food system make definitions of both the system and the region challenging.

Other problems plague the existing body of research on local economic impacts. First, most of the current research makes assumptions about local food participants' patterns of expenditure, which may not accurately reflect their interindustry linkages, and so may miscalculate local economic impact.

Second, opportunity costs—or what O'Hara and Pirog (2013) refer to as "interpretation challenges"—remain largely unconsidered (Boys and Hughes, 2013). O'Hara and Pirog (2013) point out that measuring opportunity cost is not straightforward, and requires information about the extent to which increased consumer purchases of locally grown food offset other types of purchases, change market prices and/or supply chain characteristics, or affect land use. For example, to what extent do farmers' markets divert purchases from another "local" outlet versus increase overall purchases? If local food systems in rural areas require public subsidy, what are the opportunity costs of that

subsidy? If acreage is converted from field crops to vegetables, by how much does the income from the vegetables offset the decreased income from field crops? Without accounting for opportunity cost, economic impacts are likely to be overstated, or at least not fully understood.

Only a handful of local food economic impact assessments explicitly acknowledge the need to consider opportunity cost (Conner et al., 2008; Hughes et al., 2008; Gunter and Thilmany, 2012; Tuck et al., 2010; Swenson, 2008, 2010). However, none of this body of research collects the data necessary to more fully understand the opportunity costs of increased local purchases. For example, Hughes et al. (2008) assume a loss in grocery store sales due to expenditures at farmers' markets. They find that the economic impact of farmers' markets was still significant, but reduced substantially when accounting for the opportunity cost of such spending.

Schmit et al. (2013) are the first study to collect primary data to assess the opportunity cost associated with policies that support food hubs. However, their data collection is limited to customers currently purchasing product from food hubs. Even with this limited sample, they find that 49 percent of customers reduce purchases from other sources due to the availability of food hub goods and services and that, on average, total purchases from the local wholesale trade sector are reduced by 11 percent. This reduces the overall multiplier impact of food hubs by 10 percent.

It is not clear how estimates of net economic benefits would be affected if the costs of public investments in local food markets are included. Gunter and Thilmany (2012), for example, write in reference to their economic impact assessment of a farm to school program in Colorado that "as with past studies, a positive economic impact on the local community was found from increased purchasing of locally produced foods. But the impact is quite small and may or may not justify the cost (private and/or public) of the new investments necessary to build needed infrastructure, particularly when the net rather than gross impacts are analyzed."

Another unexplored dimension of opportunity cost is how impacts from local food systems are distributed between urban and rural places. As one might expect, the demand for local food appears to be concentrated in urban areas (Lichter and Brown, 2011; Hinrichs and Charles, 2012; Jablonski, 2014; Jackson-Smith and Sharp, 2008; Low and Vogel, 2011).

Studies of rural farmers' markets point toward urban advantages. Malone and Whitacre (2012) found that the most rural counties were under-represented in DTC sales. Schmit and Gomez (2011) and Jablonski et al. (2011) reported limited overall vendor sales in their studies of rural markets across northern and central New York, respectively. Even in studies of rural communities demonstrating consumer willingness to pay a premium for locally grown produce, evidence shows that there are often not enough customers to offset the production and harvesting expenses (Biermacher et al., 2007).

Food Safety and Local Food Production, Processing, and Marketing

Recent foodborne illness outbreaks in the United States have increased efforts from both government and industry groups to ensure that the U.S. food supply is safe (Palma et al., 2010). This section first discusses the current food safety regulations and standards affecting farms marketing produce and meat locally and then discusses the Food Safety Modernization Act (FSMA) that was signed into law on January 4, 2011. FSMA calls for sweeping changes to the U.S. food safety system for produce as focus shifts from *ex post* control and reaction to food safety incidents to risk-based preventive action with a focus on public health.

Current Food Safety Standards Affecting the Local Marketing of Fresh Produce

Based on the 2012 Census of Agriculture and ERS calculations, 37 percent of farms selling produce are engaged in DTC or intermediated sales. Prior to the passage of FSMA, Federal statutory law did not regulate the safety of fresh produce, which is grown on 8.4 percent of U.S. farms. Instead, private food safety standards—either voluntary, imposed by buyers, or industry-led commodity-specific initiatives—are prevalent throughout fresh produce markets.

A public food safety education program for fresh produce growers and packers began in 1998 when the Food and Drug Administration (FDA) published its *Guide to Minimize Microbial Food Safety Hazards for Fresh Fruits and Vegetables*. All producers, including small producers of locally marketed fruit and vegetables, are encouraged to be Good Agricultural Practices (GAP) compliant. With partial support from FDA and USDA, a National GAPs Program was established to reduce microbial risks in fruits and vegetables by developing a comprehensive extension and education program for growers and packers (<http://www.gaps.cornell.edu/index.html>).

For more than a decade, USDA's Agricultural Marketing Service (AMS) has offered voluntary GAP and Good Handling Practices (GHP) audits of produce suppliers throughout the production and supply chain (USDA AMS, 2014). In 2012, the USDA Audit Program performed over 3,000 audits in 46 States, Canada, and Chile, covering over 90 commodities. Many produce buyers and food-service companies—including the USDA Commodity Procurement Program, Sysco, Subway, and Wal-Mart—recognize USDA's GAP and GHP certifications as an approved supplier audit (Wallace Center Winrock International, 2012).

Growers are motivated to become GAP certified in order to ensure customers of food safety, meet buyers' requirements, maintain market access, and manage their own business risk as an outbreak can damage a brand name or bankrupt a business (Becot et al., 2012; Calvin et al., 2004; Durham et al., 2011). Local food producers participating in farm to school programs may be compelled by schools or by the State to keep a record of their agricultural and manufacturing practices, and to observe quality control measures (Holcomb et al., 2013).

In response to small producer concerns regarding the cost and time needed for food safety verification, AMS crafted the **Group GAP Pilot Project** in 2010 (Wallace Center Winrock International, 2012). Small and midsize farms may be less likely to become certified under GAPs and GHP because of the perceived burden of recordkeeping and modifying farm infrastructure and equip-

ment (e.g., adding bathrooms, handwashing stations, and washing/rinsing systems for produce). The Group GAP Pilot Project is based on an international standard whereby a group of farms develop shared quality standards and operating procedures and are audited as one entity.¹⁹

Successfully transitioning USDA's Group GAP pilot project into a working, market-ready system will help alleviate some compliance challenges faced by small local producers of fruit and vegetables, providing much needed support to local and regional food systems. Following early pilot work with Good Natured Family Farms in the Kansas City region, AMS teamed up with the Wallace Center in 2013 to spearhead the selection of initial pilots (hubs or farmer groups), develop the first draft of a group GAP for use by the pilots, and raise funds to support development, outreach, and implementation of the program.

Private firms also provide independent third-party food safety audits for fresh produce. Buyers often require suppliers to abide by particular food safety requirements and compliance audits as they respond to increased consumer demand for food safety and assess their own liability risk. Produce farms, including small farms, wishing to market to big retailers must comply with their food safety requirements. Holcomb et al. (2013) indicate that many buyers now want a food safety audit that is recognized by the Global Food Safety Initiative (GFSI).²⁰ In 2008, Wal-Mart became the first nationwide U.S. grocery chain to require suppliers of its private label and other food products (i.e., produce, meat, fish, poultry and ready-to-eat foods) to have their factories certified against GFSI standards. For growers, a GFSI-compliant audit will often fulfill the needs of multiple buyers.

Holcomb et al. also cited Wal-Mart as recently embracing corporatewide efforts to make fresh produce suppliers adhere to the Produce Traceability Initiative requirements, without exemptions or exclusions for small farms or local produce. Increasingly, larger foodservice establishments (e.g., schools, hospitals, food retailers, and even farmers' markets) are requiring that their suppliers have food product liability insurance in order to mitigate the financial burden of foodborne illness outbreaks. In Boys' (2013) study, surveyed specialty crop farms in the Southeast were motivated to purchase liability insurance by traceability concerns, buyer requirements, and marketing strategy goals.

Some fresh-produce industry groups have developed their own commodity-specific food safety plans, often after a major foodborne illness linked to their industry.²¹ For example, in 2006 a major foodborne illness outbreak was linked to spinach from California contaminated with *E. coli* O157:H7. The outbreak involved 204 illnesses in 26 U.S. States and Canada, 104 hospitalizations, 31 cases of kidney failure, and 3 deaths. The following year, the California Leafy Greens Marketing Agreement (LGMA) was established. It is a *voluntary* marketing agreement that establishes food safety standards and a process for *mandatory* audits for participants, organized by the California Department of Food and Agriculture with assistance from USDA's Agricultural Marketing Service

¹⁹For more information, see <http://www.ngfn.org/resources/food-safety/introduction-to-globalgap-group-certification-option-2>.

²⁰GFSI was launched in 2000 as a non-profit organization focusing on a collaborative approach to the harmonization of food safety standards throughout the supply chain. Presently, the focus is to facilitate collaboration among international food safety experts for the continuous improvement of food safety management systems. Activities include harmonization of the definition of food safety requirements, development of a capacity building plan for small and/or less developed businesses to facilitate access to local markets, and a common consensus on the skills, knowledge and attributes for competency among food safety auditors (GFSI, 2014).

²¹Large, concentrated, homogenous industries often have an easier time organizing to develop a food safety program than smaller, more dispersed, or more heterogeneous groups of farmers (Avendaño and Calvin, 2006).

(Calvin, 2007). The food safety standards in the LGMA are much more specific than the FDA GAPs (which are generic for any commodity). For example, GAPs instruct growers to make sure that the water quality is adequate to carry out food safety protocols but do not specify acceptable water quality standards. LGMA membership stands at over 100 handlers²² representing 99 percent of the volume of California leafy greens production (LGMA, 2014). Other commodity-specific audit programs include the Arizona LGMA, Mushroom Good Agricultural Practices, and the Tomato Food Safety Audit Protocol.²³

Food Safety Regulations and Locally Marketed Meat

The number of livestock farms with DTC sales increased by 1,349 (1.2 percent) between the 2007 and 2012 Censuses of Agriculture, even as the number of livestock farms declined by 269,833 (18.6 percent); consequently, the share of livestock farms with DTC sales rose from 7.5 percent to 9.3 percent in 2012.²⁴ In 2012, livestock farms reported \$648 million in earnings from DTC sales, nearly half the value of all DTC sales.²⁵

Under the Federal Meat Inspection Act, all meat slaughter and production for interstate commerce must fall under inspection administered by USDA's Food Safety and Inspection Service (FSIS) or by cooperative state inspection programs.

There are some exemptions to inspection. For instance, an owner of a live animal may have that animal slaughtered at an establishment known as "custom-exempt." This exemption allows the processor to forgo daily State or Federal inspection, though the processing still must occur under basic sanitation. The resulting product must be labeled "not-for-sale." Custom-exempt processing cannot be used when a producer is marketing local meat, only when marketing live animals—e.g., selling a finished steer to a buyer who has it slaughtered for personal use (Johnson et al., 2012).

Studies show that food safety requirements for meat processors place a large burden on smaller processors—those most likely to serve producers marketing meat locally (Muth et al., 2007). The most common barrier affecting the smallest meat processors was that their average cost of compliance, as a share of revenue, was high relative to the industry average. USDA FSIS has a Small Plant Help Desk and prepares compliance guides to assist in dealing with regulatory matters. Moreover, the food safety requirements provide benefits to consumers, producers, and processors by greatly limiting the possibility that unsafe product enters commerce. Thus, the consumer is protected from illness, and the producer and processor are protected from product liability.

FSIS also has jurisdiction for poultry slaughter under the Poultry Products Inspection Act, although that law carries an exemption to daily inspection for producers who slaughter fewer than 20,000

²²A handler is any person or company that handles, processes, ships or distributes leafy green product for market whether as owner, agent, employee, broker, or otherwise; retailers are not considered handlers (LGMA 2011/12 Annual Report).

²³For more information on commodity audit programs see: <http://www.ams.usda.gov/AMSV1.0/CommodityAudit>.

²⁴Data on intermediated sales were not collected in the 2007 Census of Agriculture, so we focus on DTC sales, for which we can assess growth. In 2012, 119,620 livestock farms had intermediated or DTC sales whereas 109,955 had DTC sales.

²⁵This value includes DTC sales from livestock farms selling through only DTC channels and those selling through both DTC and intermediated channels.

birds per year.²⁶ Generally, poultry processed under this exemption can be marketed only directly to consumers, hotels and restaurants, or regional distributors like food hubs (USDA FSIS, 2006). The exemption prohibits producers/processors from selling their product to other processors for further processing (e.g., chicken sausage production). The exemption also prohibits interstate sales, although FSIS does have a cooperative program with qualified state inspection systems to allow the retail of state-inspected product out of state under limited circumstances.

Another opportunity for small producers is mobile slaughter. A mobile slaughter unit may travel from producer to producer to slaughter and process individual animals under Federal or State inspection.

Processing Locally Marketed Meats

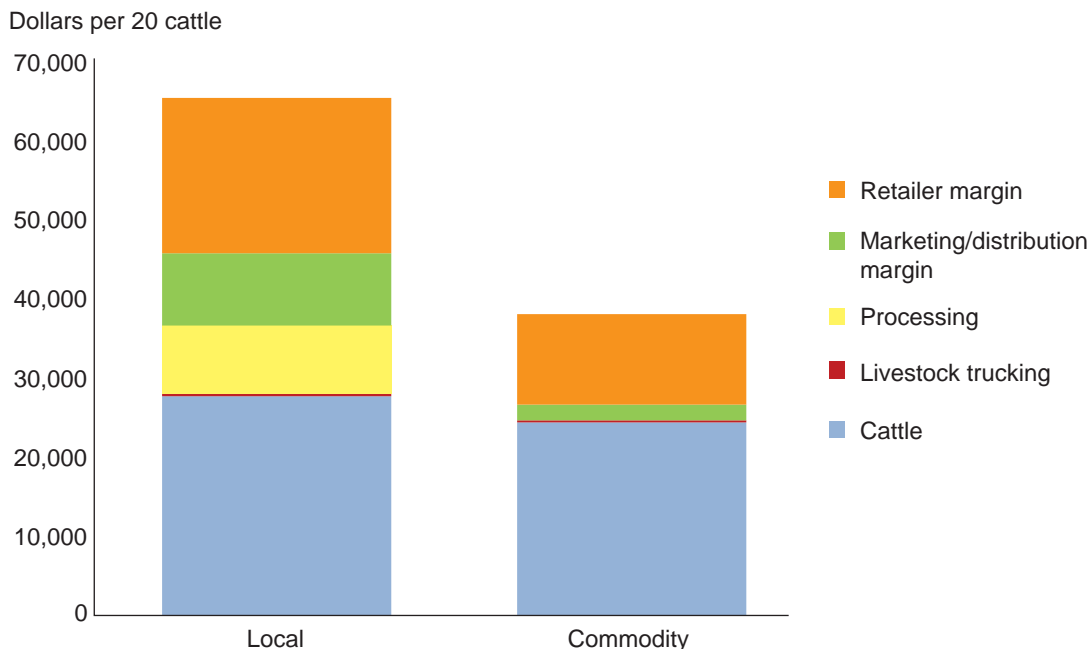
Access to meat processors with required inspection processes and the ability to customize orders is key to providing customers with locally produced meat products. While large processors typically produce standardized products, allowing for greater economies of scale, many small processors gain comparative advantage by providing customized products like special cuts, sausages, cured meats, and custom packaging/labeling. Difficulty aggregating animals of similar size and biosafety concerns limit the ability of large meat processors to serve small meat producers. Small producers and processors alike are faced with the need to manage costs without the benefit of economies of scale, requiring meat producers to identify small processors that can match their size and unique needs.

While demand for locally sourced animal products has increased (Woods, 2013), the number of small federally inspected cattle slaughter plants (those slaughtering under 10,000 head per year) has declined by 12 percent since 2001 to 554 in 2013, according to USDA NASS data. The majority of meat production in the United States takes place at large facilities built to process up to millions of animals annually. Ninety-four percent of cattle slaughtered in 2013 were processed in facilities that slaughtered at least 100,000 cattle during the year (USDA, NASS 2014). The scale of these operations is not suitable for customized orders, as evidenced by the overwhelming variation in processing, marketing, and distribution costs between locally marketed products and commodity products processed in large facilities (fig. 7).

Case studies have shown that producer/processor cooperation is crucial to satisfying the needs of local producers and processors. For example, Smucker's Meats in Mount Joy, Pennsylvania, has operated since 1965, but has expanded significantly in recent years after focusing on federally inspected processing for local customers on a fee-for-service basis (Gwin et al., 2013). Of Smucker's 150 regular customers, around 20-30 provide a steady amount of animals for processing on a weekly or monthly basis, thus guaranteeing a consistent revenue stream for the company. In return, Smucker's has provided producers with marketing assistance, delivery discounts, and help in finding markets for unwanted trim.

²⁶To put 20,000 birds in perspective, slaughtering 20,000 birds might gross a producer \$118,044 in 2013. This figure is estimated with the following assumptions: In the United States, 8.6 billion chickens were slaughtered in 2013 (USDA, NASS, 2014). The 2013 average live weight for young chickens (broilers) totaled 5.92 pounds. In 2013, the wholesale market price for broiler meat averaged 99.7 cents/lb (USDA, ERS, 2014). Thus, using the average weights and price as proxies, slaughtering 20,000 birds could gross a producer \$118,044 in 2013.

Figure 7
Illustrative costs for marketing local and commodity beef



Note: Assumes 20 USDA select 660-lb carcasses, 62-percent carcass-to-meat yield and conventional margins. Commodity beef processing costs are generally fully offset by sales of byproducts.
 Source: Gwin et al., 2013.

The Food Safety Modernization Act

Despite the mix of public and private standards in place, food safety incidents continue to occur. According to recent data from the Centers for Disease Control and Prevention, about 48 million people (1 in 6 Americans) get sick, 128,000 are hospitalized, and 3,000 die each year from food-borne diseases (<http://www.fda.gov/Food/GuidanceRegulation/FSMA/ucm239907.htm>). The 2011 Food Safety Modernization Act (FSMA) calls for sweeping changes to the U.S. food safety system for produce. Regulatory focus shifts from contamination containment to prevention. Language was included in FSMA legislation directing the FDA to implement the law in a way that is flexible, participative, consistent with Codex standards, and sympathetic to small business issues and industry's role in food safety with an overarching focus on public health. The rulemaking process for FSMA is ongoing and will ultimately include numerous new rules (i.e., regulations) and guidance documents. Five rules lay the cornerstone of the prevention-based, modern food safety system to be developed under FSMA.²⁷

Compliance with food safety regulations may pose special challenges for food producers marketing their products locally. These producers tend to be smaller than farms and firms selling their prod-

²⁷While FSMA will encompass multiple rules, FDA has identified Standards for Growing, Harvesting, Packing, and Holding of Produce for Human Consumption (The Produce Safety Rule), Current Good Manufacturing Practice and Hazard Analysis and Risk-Based Preventive Controls for Human Food (Preventative Controls Rule), Food Supplier Verification Programs (FSVP) for Importers of Food for Humans and Animals (Foreign Supplier Verification Program), Accreditation of Third-Party Auditors/Certification Bodies to Conduct Food Safety Audits and to Issue Certifications (Accredited Third-Party Certification), Current Good Manufacturing Practice and Hazard Analysis and Risk-Based Preventive Controls for Food for Animals (Animal Food) as the five cornerstone rules.

ucts on the national market. In addition, much of the food marketed locally is marketed directly to consumers and without any prevailing requirements for food safety practices or standards. The meat industry is almost entirely unaffected by FSMA, which increases the regulatory authority of FDA. USDA's Food Safety and Inspection Service (FSIS) has the authority to regulate the safety of meat and poultry products (and, under the 2014 Farm Bill, fish of the order Siluriformes, commonly known as catfish), while FDA regulates the safety of non-livestock products and other seafood.²⁸ For this reason, the remainder of this section focuses solely on the impact of FSMA on produce production, with an emphasis on fresh produce intended for local marketing.

Produce Safety and Preventive Controls Rules and Growers Marketing Locally

With the growing importance of produce in a healthy diet and recognition of several high-profile foodborne illness outbreaks associated with these foods, FSMA (Section 105) directs FDA to establish minimum science-based standards for the safe production and handling of fruits and vegetables. FDA's analysis of available foodborne illness outbreak data document 131 outbreaks associated with contaminated produce between 1996 and 2010, causing more than 14,000 illnesses and 34 deaths (FSMA Proposed Rule for Produce Safety <http://www.fda.gov/downloads/Food/GuidanceRegulation/FSMA/UCM359258.pdf>). Two draft rules focusing on fresh produce build on prevailing voluntary industry guidelines for food safety. These draft rules focus on setting enforceable standards that are reasonably necessary to prevent the introduction of known or reasonably foreseeable biological hazards and providing reasonable assurances that produce is not adulterated on account of these hazards. This will be the first time that FDA will have jurisdiction over onfarm activities, and FSMA will impose relative uniformity of standards across suppliers of fresh produce. Currently, food safety in produce is a mixture of decisions by individuals, grower organizations, buyers, and governments that can vary by farm size, commodity, region, and country.

Two proposed rules of particular interest to produce growers were initially released for public comment in January 2013. These are the Produce Safety Rule—*Standards for Growing, Harvesting, Packing, and Holding of Produce for Human Consumption*—and the Preventive Controls Rule—*Current Good Manufacturing Practice and Hazard Analysis and Risk-Based Preventive Controls for Human Food*. At the same time, a preliminary regulatory impact analysis was released, and FDA began soliciting stakeholder feedback through a series of public listening sessions, multiple site visits, and written comments.²⁹

While no final rule is yet in place, the draft Produce Safety Rule would establish science-based minimum standards for the safe growing, harvesting, packing, and holding of produce in its raw or natural (unprocessed) state on farms. Other than sprouts, where risks were determined to be particu-

²⁸FDA also has authority to regulate the safety of products with “relatively small proportions of livestock ingredients,” e.g., with 2 percent or less cooked meat or poultry ingredients, by weight (USDA, 2005: http://www.fsis.usda.gov/OP-PDE/larc/Policies/Labeling_Policy_Book_082005.pdf).

²⁹Feedback was extensive from consumers and producers (small and large growers and handlers). Based on input received, FDA announced in December 2013 it would revise sections of the Produce Safety Rule. The revised rule was released while this report was in the process of being cleared for publication (September 29, 2014), and comments on the revised provisions are being accepted for 75 days after the publication date. Although not necessarily an exclusive list, sections of the January 2013 draft rules specifically identified for updates include water quality and testing, standards for using raw manure and compost, some provisions for mixed-use facilities, and procedures to withdraw qualified exemption (Taylor, 2013 <http://www.fda.gov/Food/GuidanceRegulation/FSMA/ucm379397.htm>).

larly high, the focus is on identified routes of microbial contamination (agricultural water; manure, and other biological soil amendments of animal origin; worker health and hygiene; equipment tools, buildings, and sanitation; and domesticated and wild animals) rather than commodity-specific standards. The proposed Rule applies to raw agricultural commodities (RAC) and activities within the *farm* definition. (See box for FSMA product coverage.)³⁰

Several limitations on coverage will be particularly relevant for small and local fresh produce suppliers. Farms will be partially exempt from the proposed rule if their food sales average less than \$500,000 per year during the last 3 years and a majority of the value of food sales is sold directly to qualified end-users. Qualified end-users include the direct consumer of the food (i.e., consumers purchasing food at DTC outlets) or a restaurant or retail food establishment (e.g., a grocery store) located in the same State as the farm or not more than 275 miles away.³¹ These farms will need to label their products with the name and business address of the farm, visible at the point of sale, and the exemption can be withdrawn if the farm is directly linked to an outbreak or if FDA determines it is necessary to protect the public health.

Additional exemptions are included for small farms with less than \$25,000 in annual value of food sold during the previous 3-year period and for produce that is used for personal or onfarm consumption. While these qualified exemptions from FSMA food safety standards will apply to small produce farms, individual buyers will determine whether to require FSMA—or other food safety standards—from their suppliers. In addition to the exemptions based on farm size, commodities that FDA determines constitute the lowest risk with respect to biological hazards are excluded from regulation under the FSMA rule on produce safety. These are products that are rarely consumed raw (like artichoke or eggplant) or that are destined for further processing that includes a kill step.

The extent to which fruit and vegetable farms may be exempt is unclear. In 2012, 60 percent of U.S. farms growing fruit and vegetables had annual farm sales less than or equal to \$25,000 (U.S. Census of Agriculture, 2012).³² Although this number is not directly comparable to the FSMA exemption, which is for a 3-year average, this percentage suggests a large proportion of fruit and vegetable *farms* meet the first criterion for exemption under the proposed Produce Safety Rule. Farms with sales under \$25,000 in 2012 accounted for only 1.3 percent of U.S. fruit/vegetable farm sales, so most of the value of fruit/vegetable farm sales would be non-exempt. With regard to the qualified exemption, 35.3 percent of all fruit and vegetable farms had both DTC or intermediated sales and sales under \$500,000, the closest proxy for “qualified end users” available using census of agriculture data.³³

The Produce Safety Rule is proposed to become effective 60 days after FDA issues a final rule in the *Federal Register*, but producers will not be expected to comply immediately. At the time this report was written, the proposed rule stipulated that most farms would have 2 years to comply while

³⁰Under the January 2013 FSMA definition, a *farm* is characterized as a facility in one general location that grows and harvests crops or raises animals (plus seafood) or both. Included are facilities that pack or hold food provided that the food packed or held in storage is grown, raised, or consumed on the farm or another farm with the same owner. Facilities that manufacture or process food may also be considered a farm if all the food processed in that farm is consumed on the same farm or another farm with the same owner.

³¹Qualified end users do not include food hubs or regional food aggregators.

³²FDA's published estimates on number of farms that will be exempt and partially exempt from the proposed produce safety rule are different from these estimates; our estimates are based on 2012 Census of Agriculture data.

³³The Census of Agriculture does not report a value for intermediated sales, only a count of farms with intermediated sales and the value of direct-to-consumer sales.

smaller operations are granted a longer grace period. Farms with less than \$250,000 in average annual value of food sales over the previous 3 years will have 4 years to comply. Farms with \$250,000 to \$500,000 in average annual food sales would have 3 years to comply. For some water requirements, 2 extra years to comply will apply to all farms regardless of size.

Some of the proposed standards conflict with current production practices but may be changed as FDA prepares revisions to the Produce Safety Rule. For example, the January 2013 draft proposes standards for the use of biological soil amendments (manure and compost) that are more restrictive than USDA's requirement for organic production (NOP).³⁴ Under the proposed rule, when untreated manure is applied in a manner that does not contact covered produce and minimizes the potential for contact with covered produce after application, a 9-month waiting period is required between application and harvest.³⁵ The NOP, on the other hand, imposes a shorter interval between manure application and harvest (90- and 120-day intervals), depending on whether the edible portion of the crop comes in contact with the soil. Local food farms are more likely to use manure as a fertilizer and will thus be affected disproportionately, whether or not they are organic (see table 9 for share of DTC farms using manure as fertilizer versus non-DTC farms). Because of the longer wait time, local food farmers may choose to switch from manure to synthetic fertilizers (with associated costs). In the United States, 40 percent of organic farms market in DTC outlets.

Product scope under FSMA's proposed produce safety rule

The January 2013 draft produce rule applies to most fruit and vegetable commodities, including mushrooms, sprouts, peanuts, tree nuts, and herbs, in a raw or natural (unprocessed) state destined for human consumption. The draft rule does not apply to the following products:

- Produce that is rarely consumed raw;
- Produce that is not considered a raw agricultural commodity (RAC);
- Produce that is intended for commercial processing with a kill step such as canning, cooking, drying to create a distinct product like raisins, or pasteurizing (documentation is still required); and
- Produce used for personal or onfarm consumption.

FDA defines a RAC as “any food in its raw or natural state, including all fruits that are washed, colored, or otherwise treated in their unpeeled natural form prior to marketing.” For example, a head of field-packed lettuce for sale is considered a RAC, but a head of lettuce processed into a bagged salad is not a RAC (Calvin, 2013). Similarly, a bag of fresh apples is considered a RAC but fresh-sliced apples in individual-serving packages are not a RAC. Commodities not typically consumed raw are exempted and include arrowhead, arrowroot, artichokes, asparagus, beets, black-eyed peas, bok choy, brussel sprouts, chick peas, collard greens, cranapples, cranberries, eggplant, figs, ginger root, kale, kidney beans, lentils, lima beans, okra, parsnips, peanuts, pinto beans, plantains, potatoes, pumpkin, rhubarb, rutabaga, sugarbeet, sweet corn, sweet potatoes, taro, turnips, water chestnuts, winter squash (acorn and butternut squash), and yams.

³⁴While FDA published voluntary guidelines in 1998 for manure and compost use for all agricultural producers, USDA established mandatory requirements for organic producers as part of the national organic regulation published in 2000.

³⁵FDA's supplemental proposal will likely revise this to focus on developing a risk assessment and needed research prior to establishing the waiting period between application and harvest in the final rule.

The January 2013 draft Preventive Controls Rule focuses on reducing food safety risks in facilities that manufacture, process, pack, or hold human food, including farms participating in these activities. The 2012 Census of Agriculture reports that 7.5 percent of U.S. fruit/vegetable farms had packing facilities; of these farms, 85 percent engaged in DTC or intermediated sales. The Preventive Controls Rule proposes that each food facility registered with FDA have in place a written food safety plan that includes hazard analysis, risk-based preventive controls (to include a blueprint for recall in case of a foodborne crisis), monitoring procedures, corrective actions, verification, and recordkeeping. Activities within the definition of *farm* would not be subject to this proposed rule. If a farm manufactures, processes, packs, or holds food that is *not* grown, raised, or consumed on that farm or is from someone else's farm then, under the January 2013 draft, the Preventive Controls Rule applies. Additionally, if a farm manufactures or processes food (including food manufactured or processed from another farm they own) but the food is not consumed on any of the farms they own, then the Preventive Controls Rule applies.

FSMA and Small Produce Farms Marketing Locally

While benefits from FSMA are calculated in terms of reduced illness and improved public health outcomes, additional costs incurred by individual producers or businesses will vary depending on current practices, access to exemptions, and timing of implementation. Research on the potential economic impacts of FSMA for smaller producers—the vast majority of local food farms—and processors is limited. Some insights on the potential economic implications of FSMA on the local and regional food industry, however, can be gleaned from related studies examining the economic impact of food safety initiatives and programs on smaller fruit and vegetable producers. The Oregon Public Health Institute indicated that, among the small and midsized fresh fruit and vegetable farms surveyed in Oregon, limited net farm income constrained the financial capacity of some growers to make costly onfarm improvements to meet GAP and GHP requirements (Prenguber and Gilroy, 2013).

In implementing FSMA standards, larger producers may benefit from economies of scale (Becot et al., 2012; Bovay and Sumner, 2013; Parker et al., 2012; Paggi et al., 2010). A survey of California leafy greens growers found that small and midsized farms incurred higher average costs per acre than large farms for all LGMA-dictated *modifications* since many larger farmers already had the required practices in place (Hardesty and Kusunose, 2009). Implementation of food safety requirements across farms, even with some fixed cost, can provide new marketing windows from smaller production areas if supply patterns shift, however. Woods et al. (2012) found that adoption of GAPs by fresh strawberry growers nationally could open in-season marketing windows for smaller production areas.³⁶

Like all producers, small producers participating in local food systems may be unclear about how new food safety regulatory agendas will influence their cost structure, profitability, and market access (Martinez et al., 2010). A challenge is determining what they need to know and determining what they need to do, which must occur in conjunction with choosing their local food marketing channels.

Survey results of vegetable growers in Minnesota indicate that the greatest need in educational GAP training—particularly for small producers growing a diverse set of vegetable crops and marketing via DTC outlets—is in the areas of treating wash and processing water, taking measures to keep animals out of production fields, and sanitizing harvesting tools and containers on a scheduled basis

³⁶Firms were not explicitly modeled, so production area can only serve as a proxy for firm-size in this example.

(Hultberg et al., 2012). Many private consulting firms and programs offer assistance with regulatory awareness and compliance, but their services may be costly for small farms.

Several publicly available training and outreach efforts are available to assist all producers including those that are resource-limited. The Produce Safety Alliance (PSA) and the Food Safety Preventive Controls Alliance (FSPCA) were launched in 2011. The Sprout Safety Alliance (SSA) was launched in 2012. All three efforts are designed to serve as broad-based public-private forums consisting of key industry, academic, and government stakeholders whose mission is to support safe food production by developing a nationwide core curriculum, training, and outreach programs. PSA is a collaborative project between Cornell University, USDA, and FDA that aims to provide industry training and education opportunities on current best practices and to guide future regulatory requirements, with special emphasis on small and very small farms and packinghouses (Produce Safety Alliance, 2014).³⁷

³⁷FDA also provides support for FSPCA and SSA.

Who Buys Local and Regional Foods and Why?

Understanding who buys local foods and why are valuable for targeting marketing efforts by producers as well as grocery stores, restaurants, and other food sellers. This information can also be useful when shaping public policies and programs aimed to support the local and regional food systems. Studies of consumers' willingness to pay (WTP) a premium for local food provide insights into whether any higher prices for local foods will provide a sufficient incentive to sell food locally, either through a DTC outlet or through an intermediary such as a grocery store. Martinez et al. (2010) reviewed literature on consumer WTP for local food as well as demographic characteristics of consumers that purchased local food. This section updates the literature review in Martinez et al.

What Motivates Consumers to Shop for Local Food?

In the nationally representative U.S. Grocery Shopper Trends Survey, conducted by a supermarket industry association, over 80 percent of surveyed grocery store shoppers reported purchasing local foods occasionally, while 9 percent reported purchasing local foods whenever possible (Food Marketing Institute, 2011). The survey also asked consumers' top reasons for buying locally grown foods in grocery stores. Freshness was the most frequent reason (83 percent) cited, and taste was the number three reason (with 56 percent) for buying local food (Food Marketing Institute, 2011). An earlier national survey, collected in 2003, found an interest in healthy, safe, and fresh foods increased the likelihood of buying locally (Zepeda and Nie, 2012).

Local food shoppers in the 2011 Trends survey were also concerned about supporting the local economy, a reason cited by 68 percent of grocery store shoppers (the second most-cited reason for buying locally-grown foods in grocery stores). Regional studies find a similar pattern (Rainey et al., 2011; Bean and Sharp, 2011).

Several studies have found that the social desirability of buying local food plays a central role in influencing consumers to participate in the local food economy.³⁸ A national survey found consumers who bought directly from farmers were strongly influenced by others around them, and felt confident that their actions “make a difference” for public and private outcomes (Onozaka et al., 2010). In Michigan, local food consumer activists reported a feeling of empowerment that comes from sourcing their own food locally (Bingen et al., 2010, Bingen et al., 2011). In another Michigan study, the perceived social desirability of buying local food may have led consumers to exaggerate the level of shopping at farmers markets (Conner et al., 2010).

Interestingly, the Trends survey did not identify food safety as a top motivation for purchasing local food, although knowing the foods' source—cited by 40 percent—could reflect concern for food safety. Studies in the Southeast and Arkansas found food safety to be among the motivations of farmers' market shoppers, with respect to both general food safety concern (Maples et al., 2013) and conscious attempts to avoid synthetic chemicals in food (Crandall et al., 2011). It is hard to generalize from smaller scale studies such as these, and results may apply only to the studies' respective area or set of circumstances.

³⁸This literature review updates Martinez et al. (2010), which found that both national and regional studies found local food shoppers had certain attitudes in common, such as interest in cooking/gardening and supporting local businesses and producers.

The 2011 Trends survey found that 27 percent of respondents cited concern over the environmental impact of transporting food, but this was not one of the top motivations for buying local food in grocery stores. A 2003 national study found that concern for the environment increased the likelihood of buying locally (Zepeda and Nie, 2012).

How Much Do Demographic Characteristics Matter?

Studies found mixed results on the relationship between consumers' demographic factors and their likelihood of acquiring local food.³⁹ Some studies found that surveyed farmers' market patrons were predominantly female (Mayes, 2013) and that buying local produce was more likely among white families (Racine et al., 2013). In a study of Michigan consumers, Colasanti and colleagues (2010) cited the consensus of previous literature that farmers' markets tend to be patronized by narrow segments of society, especially White and middle to upper class. Still, among diverse study participants, interest in fresh, local products was widespread.

A national study found that consumer interest in local food varies regionally. Survey respondents who live in the Northeast were most likely to shop farm-to-consumer venues at least weekly (Blanck et al., 2011). Rural-urban differences have also been observed, but are not consistent in direction. Two separate studies in North Carolina found that local buying behavior was more likely in rural areas (Racine et al., 2013; McGuirt et al., 2014), partly due to price savings. In Albuquerque, New Mexico, consumers living in the most urbanized area had a stronger preference for "non-conventional"—local or organic—produce (Holmes and Yan, 2012).

Not surprisingly, distance to the local food outlet may be equally or more important than the metro status or region of consumers' location. In North Carolina and Texas, participants were increasingly willing to shop at the farmers' market when the market was incrementally closer to their residence (McGuirt et al., 2014, Abelló et al., 2014). In Albuquerque, consumers who travel the smallest distance for food shopping were most likely to buy "non-conventional" produce even in conventional grocery stores (Holmes and Yan, 2012), although this result could reflect correlation between distance traveled and other factors.

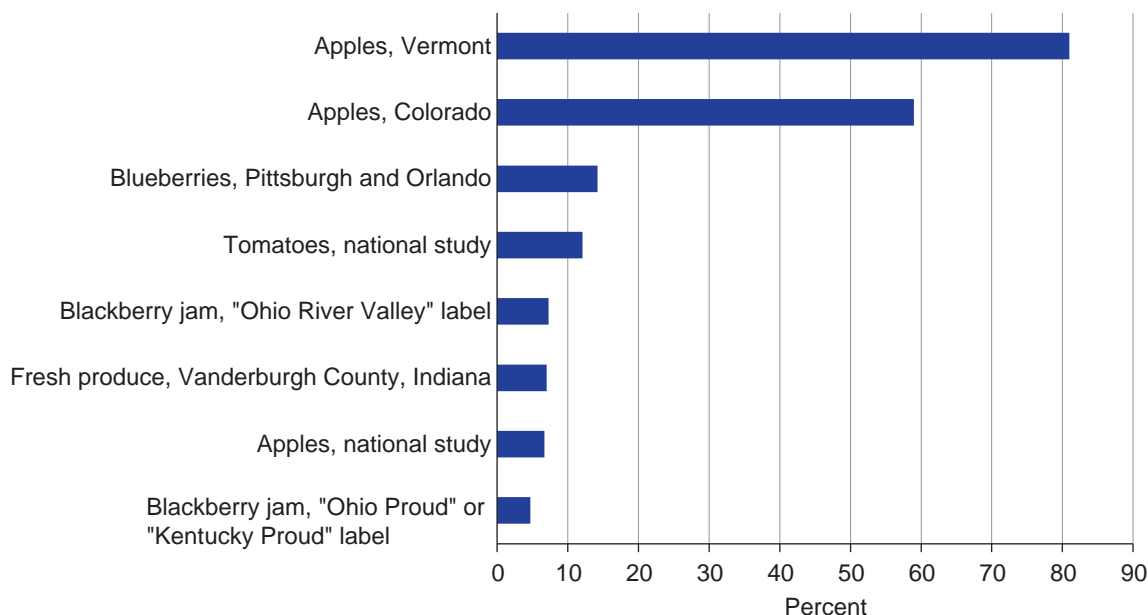
Recent literature has also identified differences in direct-market consumers according to venue type, which is of particular interest because many data sources do not differentiate between DTC marketing venues. Such differences could be related to the different levels of financial commitment required for CSA membership versus shopping at farmers' markets.

How Much Will Consumers Pay for Local Food?

Willingness to pay (WTP) studies use a variety of techniques to estimate the premium that consumers are willing to pay for a given attribute. Like the WTP studies reviewed by Martinez et al. (2010), more recent studies also show a large range in WTP among different locations and products (fig. 8). The studies also shed light on what is driving consumer WTP for local food, although comparisons are limited by differences in methodology and lack of generalizability of the

³⁹This literature review updates Martinez et al. (2010), which found that studies of consumer characteristics varied in their conclusions, with two national studies finding education and income unimportant but some State and regional studies finding that local food purchases were more likely among higher income and more educated consumers.

Figure 8
Willingness to pay for local food (percent premium)



Source: Willingness to pay as a percent of base price calculated from reported results from the following: Apples/Vermont from Wang et al., 2010, averaged over respondents that had and had not purchased organic food. Apples/Colorado from Costanigro et al., 2011. Blueberries from Shi et al., 2013. Tomatoes/national and Apples/national from Onozaka and Thilmany, 2012. Blackberry jam from Hu et al., 2012. Fresh produce/Vanderburgh County from Burnett et al., 2011.

studies. The following review focuses primarily on WTP studies published after the 2010 review by Martinez et al.⁴⁰

The relationship between WTP and distance is not consistent across studies, similar to results from studies of consumers who already purchase local food. One study focusing on the role of distance found that average WTP increased for labels claiming production closer to home (Burnett et al., 2011). Another study found WTP for blackberry jam labeled as having been produced in a specific area of the State was higher than for jam bearing a State label, but a broader regional label was apparently valued just as highly as substate claims (Hu et al., 2012).

More recent studies have further explored the role of attributes associated with local food as well as interactions among multiple “non-conventional” attributes. Onozaka and Thilmany-McFadden (2012) explored the interactions and substitutions among multiple attributes in a national survey focusing on apples and tomatoes. The study quantified WTP for different combinations of claims, including product origin (locally grown; imported from Chile, Canada, or Mexico), certified organic, certified fair trade, and carbon footprint. WTP for local was higher than for the other attributes.

⁴⁰Martinez et al. (2010) found that estimates of consumers’ WTP for local food ranged from a 9-percent premium for New England specialty products (syrup) and Colorado potatoes to a 50-percent premium for fresh Florida-grown produce. Consumers with higher WTP placed higher importance on quality, nutrition, the environment, and helping local farmers.

Costanigro and colleagues (2014) found that increased information can have different effects on WTP for different consumers. James et al. (2009) also studied the effect of information through background knowledge of agriculture, nutrition, and the environment and found that increased knowledge *decreased* WTP for local applesauce (James et al., 2009). The authors suggest that consumers with more knowledge about agriculture expect additional benefits for a higher price and feel they are able to judge these benefits.

Institutional Local Food Consumers

Restaurants also provide a channel for local food to reach consumers. In some cases, producers have organized cooperative efforts to market to restaurants, such as Colorado Crop to Cuisine (Thilmany, 2004). The type of restaurant was an important factor in the prevalence of local sourcing, with anecdotal evidence that smaller gourmet restaurants were more likely to purchase local food (Curtis and Cowee, 2009).

Recent surveys in Alabama, Nevada, and upstate New York have explored the prevalence of local sourcing in restaurants and barriers to sourcing locally. While survey response rates are low, ranging from 10 to 26 percent, the results provide some insights into perceived obstacles to local sourcing for restaurants. The studies found similar barriers, including inadequate availability, inconvenience, and lack of knowledge about where to purchase local food or what is available locally.

Availability of local ingredients through regular food distributors may be important. In Alabama, where 51 percent of respondents reported sourcing local ingredients, 70 percent of those that purchased locally obtained local food through their distributors, while about half bought from farmers' markets and 40 percent bought directly from farmers (Reynolds-Allie and Fields, 2012). Since the time required to buy local food was cited as an obstacle, increasing availability of local food through distributors could mitigate this barrier.

Other institutions such as hospitals, colleges, and universities have expressed interest in using locally produced food in foodservice. Huang et al. (2011) found that about 6 percent of hospitals surveyed nationally had started a local food buying program, among other practices to enhance sustainability. Some institutions have begun sourcing locally in response to encouragement from the American Dietetic Association's statement on sustainability. The nonprofit group Health Care Without Harm encourages hospitals to source food locally both for environmental reasons and to provide fresh and healthful food for patients and staff.

Farm to School

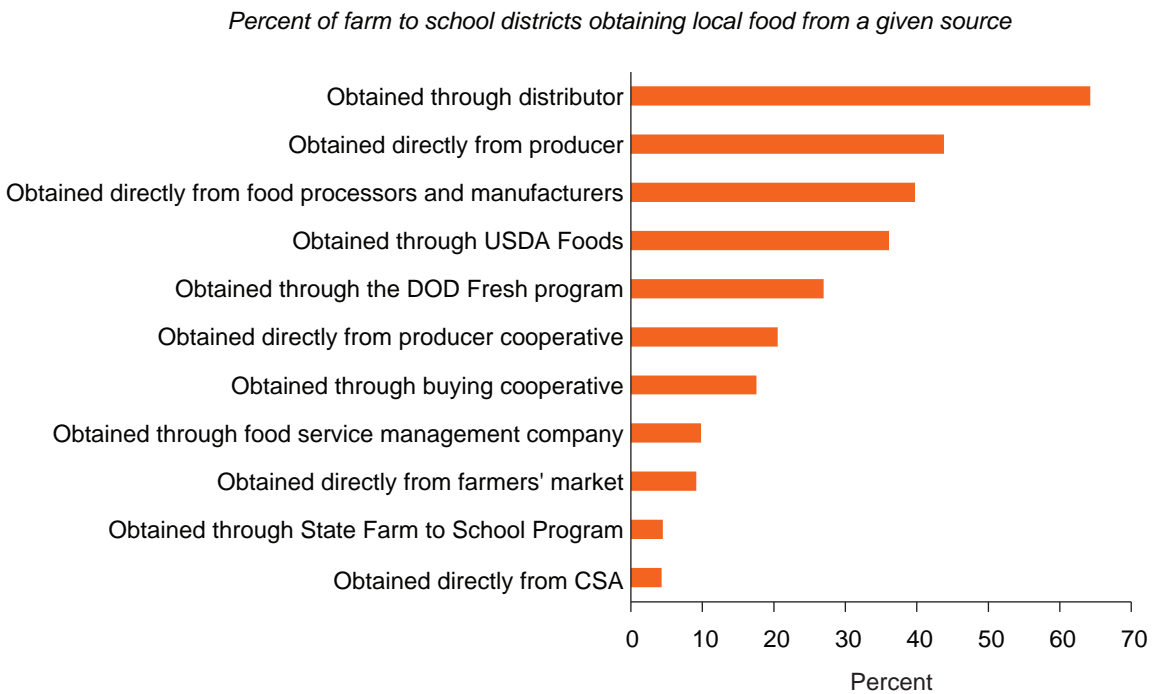
USDA encourages school districts to source locally produced food primarily through its Farm to School Program, established by the Healthy Hunger-Free Kids Act of 2010. To better understand participation, the USDA Farm to School Census was conducted by USDA's Farm to School Program in collaboration with ERS (USDA Food and Nutrition Service, 2014). All public school district School Food Authorities were invited to participate (for a total of 13,133), and 75 percent (9,887) completed a questionnaire that explored their involvement in farm to school activities.

More than 4 in 10 public school districts reported participating in farm to school activities during the 2011-2012 school year or starting during the 2012-13 school year.⁴¹ Participation rates among districts varied widely with participation rates of greater than 75 percent in the Northeastern States (Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont) as well as Delaware, Hawaii, Maryland, and North Carolina. Of school districts with farm to school activities, 83 percent served at least some local food in school meals in school year 2011-2012. Other farm to school activities included the promotion of local foods through themed or branded promotions such as Harvest of the Month (42 percent), taste tests of local foods (38 percent), edible school gardens (31 percent), and field trips to farms (30 percent). The top food categories sourced locally were fruits and vegetables, cited by over three quarters of farm to school districts. Milk (37 percent), baked goods (22 percent), and other types of dairy products (18 percent) were also among the top food categories sourced locally.

Nearly two-thirds of school districts that participate in farm to school activities purchase local foods through a distributor (fig. 9), indicating that distributors are increasingly able to make local foods available to districts interested in providing them in school meals. More than 4 in 10 districts that had farm to school activities (44 percent) obtained food directly from producers.

Figure 9

Local food procurement sources for school districts participating in farm to school activities



Source: Farm to School Census (USDA Food and Nutrition Service, 2014). N=9,887. Statistics are unweighted, from a universe survey of public school district School Food Authorities with a response rate of 75 percent. Percentages sum to over 100 percent because respondents could identify multiple sources. DOD = Department of Defense.

⁴¹Statistics are unweighted. Almost all public school district School Food Authorities contain a single public school district, so for simplicity we refer to all Farm to School Census respondents as school districts.

Other methods used by school districts to source local foods included direct from food processors and manufacturers (40 percent), which could include milk from dairy processors as well as locally baked goods such as bread; USDA Foods (36 percent); and the Department of Defense (DOD) Fresh program (27 percent). USDA Foods refers to the commodities donated by USDA to school districts for use in school meals. Some States, such as Texas, arrange to have State-produced fruits and vegetables included in USDA Foods, and school districts can receive this produce as part of their allotments of USDA Foods. The DOD Fresh Program allows districts to use the dollar value of their allotments for USDA Foods to procure fresh fruits and vegetables from the DOD procurement system, and districts can request that these items be sourced locally or regionally.

Expenditures on local food were calculated for districts that were able to report total food expenditures for food service and the share of expenditures that were sourced locally. Local food expenditures, while incomplete due to reporting gaps, totaled over \$385 million in the 2011-12 school year, and for the districts that were able to provide data, represented on average 13 percent of reported school district expenditures on food.⁴² The value of local food donated by USDA through the DOD Fresh program was an additional \$8 million.⁴³

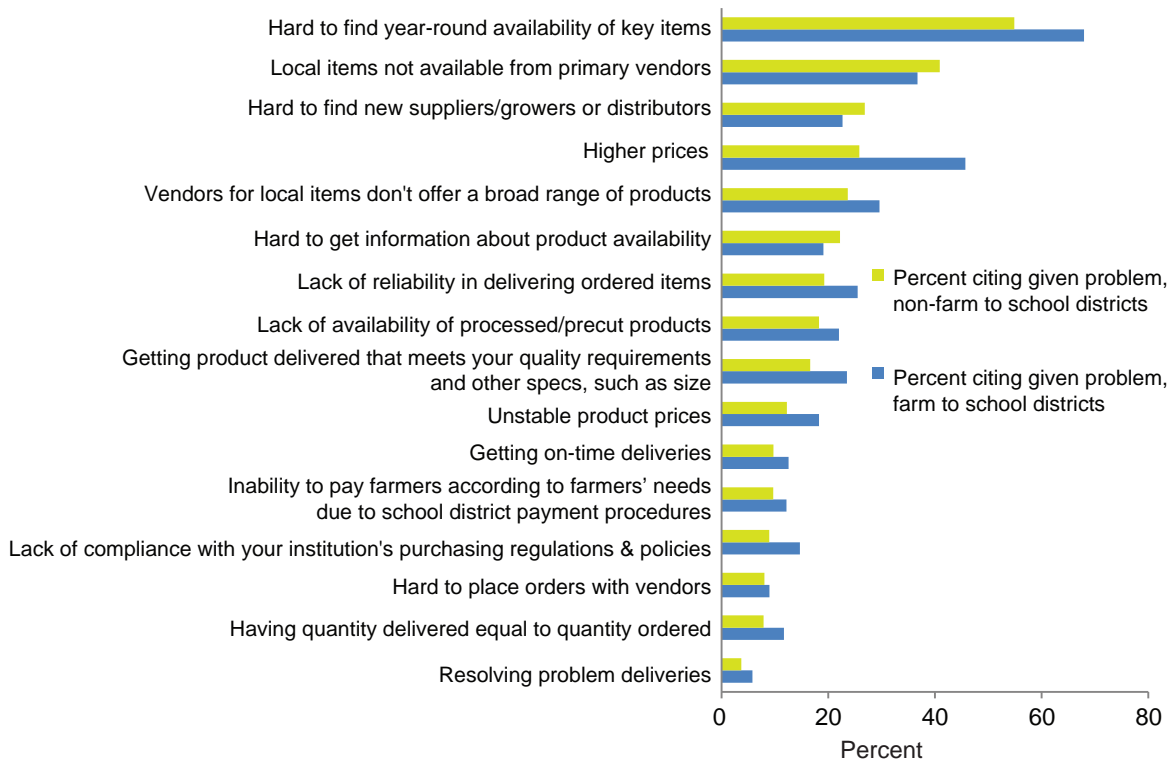
Respondents—from districts that had farm to school activities and those that did not—were also asked to indicate problems encountered in procuring locally produced food (fig. 10). The top problem cited by both groups was the lack of year-round availability of key items, cited by 68 percent of districts with farm to school activities and 55 percent of those with none. Other top difficulties for school districts with farm to school activities were high prices (46 percent) and unavailability of local foods from primary vendors (37 percent). High prices, while among the top difficulties cited, were cited by less than half of farm to school districts as problematic, consistent with results showing that prices for local foods are not necessarily higher than for conventionally marketed foods. For school districts *without* farm to school activities, other top difficulties in procurement were lack of availability from primary vendors (41 percent) and difficulty finding suppliers for local food (27 percent).

⁴²The \$385 million is not directly comparable to the total direct and intermediated sales reported in the first section of this report because it includes processed foods, e.g., direct from manufacturer.

⁴³Data on local sourcing through DOD Fresh provided by the DOD Fresh Program.

Figure 10

Problems with local procurement by farm to school participation status, school year 2011-12



Source: Farm to School Census (USDA Food and Nutrition Service, 2014). N = 9,887. Statistics are unweighted, from a universe survey of public school district School Food Authorities with a response rate of 75 percent. Percentages sum to over 100 percent because respondents could identify multiple problems.

Prices at Direct-to-Consumer Marketing Outlets Versus Competing Retailers

Perceptions about prices at DTC outlets versus retail stores vary widely. Higher prices at DTC outlets may discourage patronage of these venues (Claro, 2011; Chambers et al., 2007). Local food advocates suggest that farmers who market through DTC venues can receive higher returns than through conventional marketing channels (Anderson, 2007). After subtracting marketing costs, producers may receive higher per-unit revenue and retain a greater share of the retail price. This may be especially important to small producers, many of whom rely exclusively on DTC outlets (Low and Vogel, 2011). This section briefly examines the literature comparing prices at DTC outlets and more conventional outlets. Our own national analysis of Nielsen Homescan data finds that selected produce prices at DTC outlets are lower, on average, than prices at retail stores in all seasons.

Peer-reviewed case studies have found that consumers perceive items at farmers' markets to be lower or more reasonably priced, and of higher quality, than items at supermarkets (Brown, 2003; Wolf et al., 2005). Others have found that participants in Federal nutrition programs that promote DTC purchases (e.g., Senior Farmers' Market Nutrition Program) perceive quality of produce to be as good (or better) and/or prices to be lower at the farmers' market compared to their grocery store (McCormack et al., 2010). But media coverage reflects inconsistency in how farmers' market prices compare to supermarkets (Ruth-McSwain, 2012). Only a handful of studies have compared contemporaneous prices for comparable products at DTC venues versus nearby retail food stores.

Analyses of prices at DTC outlets are limited and have focused on specific geographic areas. Six case studies were conducted in California, North Carolina, Iowa, and Vermont during select months of a particular year rather than over a number of years. These studies typically compare farmers' market prices to prices collected at grocery stores located nearby. Sommer et al. (1980) found prices for fruits and vegetables, in the summer/fall of 1979, to be 39 percent and 37 percent lower, respectively, at farmers' markets.

Since 2009, as interest in locally produced foods has grown, a few additional studies have emerged. When market basket comparisons are made, farmers' market prices are often found to be lower. For example, McGuirt et al. (2011) compare summertime prices of 230 produce items in 12 North Carolina counties and find an average price savings of 18 percent at the farmers' markets. However, it is difficult to generalize results for individual items. Claro (2011), for instance, compares the price of 14 produce items during July and August in Vermont. The average price for six items at the farmers' markets was found to be statistically significantly higher than the average price at corresponding grocery stores, while the average price at farmers' markets was statistically significantly lower for only two items.⁴⁴

Comparison of DTC and Retail Prices Using Nielsen Homescan Data, 2006

To our knowledge, there are no studies using national data to analyze prices at DTC outlets across produce type, season, and geographic areas. The 2006 Nielsen Homescan panel data provide an

⁴⁴Given the dearth of studies that compare prices for different items at different locations and times of the year, it is difficult to generalize how relative prices might be changing over time.

opportunity to compare U.S. average produce prices at DTC outlets, grocery stores, and supercenters. The Nielsen Homescan panel is a nationwide survey of households and their retail food purchases (see box, “Nielsen Homescan Panel Data”). The data include quantities, expenditures, product attributes, marketing channel or retailer type (grocery stores, supercenters, warehouse clubs, drug stores, mass merchandisers, convenience stores, health food stores, and “all other” retailers), store name, and household demographic data.

Prices (net of promotional and sales discounts) of two fruit items (apples, grapes) and three vegetable items (tomatoes, potatoes, peppers) are computed by dividing total expenditure by quantity purchased (e.g., Huang and Lin, 2007; Lin et al., 2008). These produce items are chosen because they are the five most popular random-weight produce items purchased by Nielsen Homescan panelists in terms of both purchase frequency and expenditures.

Statistical tests (T-tests) are used to compare differences in the mean price between DTC outlets and other retail food stores, including grocery stores and supercenters.⁴⁵ Average produce prices are compared for different seasons of the year and across seven regions of the country.

Nielsen Homescan Panel Data

The Nielsen Homescan panel consists of representative U.S. households that provide weekly reports of food purchased for at-home consumption from various retail outlets in at least 10 months of the year. A panel household scans either the UPC or a designated code for non-UPC, random-weight products (e.g., fresh fruits and vegetables, bakery products produced and packaged in the store, meat products cut and packaged in the store) of all purchases. About 32,000 households record their UPC-labeled items, and 8,000 households (Fresh Foods panel) also record random-weight products.

In 2007, Nielsen replaced the Fresh Foods Panel with the Total Sample View, which no longer contains details on the random-weight items. Specifically, after 2006, item characteristics and the quantity purchased are no longer recorded.

Because purchases from DTC outlets would not have UPCs, they would likely be recorded only via the random-weight collection methodology. For this reason, our analysis includes only products purchased as random-weight items in 2006. According to Nielsen, panelists would likely use the store name “fruit stand,” which is included in the “all other” retailer type, to record purchases from DTC outlets including farmers’ markets, roadside fruit stands, onfarm sales, and other DTC outlets (Nielsen, 2009).

While we are able to identify sales from DTC outlets, we are unable to verify that the items sold at DTC outlets are actually local. For example, some fruit stands may carry both locally grown produce and imported produce, which is sold in order to provide their customers a one-stop shopping experience. Sales of non-local items at DTC outlets may be more prevalent in the winter months, especially for produce with a short storage period. In case studies, analysts are better able to distinguish between locally sourced versus non-local produce at direct marketing outlets. For example, Sommer et al. (1980) restricted their price comparisons to certified farmers’ markets only to provide some assurance that vendors were marketing their own produce. Also, unlike case studies, we compare prices at DTC outlets to those at retail food stores over a much broader geographic area rather than stores located near the DTC outlet.

Seasonal Differences in Relative Prices

The price for each produce item varies by retail outlet and also exhibits seasonal variation (table 7). Produce prices at DTC outlets are lower, on average, than prices at grocery stores in all seasons. The U.S. average price discount at DTC outlets as a share of the grocery store price is estimated to range from 8.4 percent for grapes in the winter to 38.4 percent for winter tomatoes. DTC price discounts compared to supercenter prices are smaller than those compared to grocery stores. Only tomatoes and apples exhibit statistically significant discounts in all seasons.

For tomatoes, percentage discounts in DTC prices compared to grocery store prices are estimated to be smallest in the summer (24.6 percent) when grocery store prices are lowest. The largest price discounts for apples occur in the summer (27.5 percent) when grocery store prices are highest. On the other hand, grapes at DTC outlets are estimated to be relatively cheapest in the spring (24.9 percent) when prices at DTC and retail stores are at their lowest. The largest discount relative to supercenters is for winter tomatoes (28.8 percent). DTC apple prices are 13- 14 percent lower than supercenter prices in each season. For peppers, there is no statistically significant difference between prices at DTC outlets and supercenters.

Regional Differences in Relative Prices

Average prices at direct sales outlets also exhibit regional price variation, which may account for differences in relative price comparisons (fig. 11). In most regions, produce at direct sales outlets generally sell at a discount compared to supercenters and grocery stores, and the discounts tend to be larger for direct sales compared to grocery stores (table 8). Price discounts range from 1.1 percent compared to supercenter grapes in the southeast to 48.4 percent relative to grocery store tomatoes in the Rocky Mountain region. Prices at direct marketing outlets tend to be lower in the Rocky Mountain region compared to other regions. Households are estimated to pay the highest price for tomatoes, potatoes, and grapes at direct marketing outlets located in the Far West region compared to the other regions.

Table 7

Average prices for produce by season and type of retail outlet, 2006 (dollars per pound)¹

Outlet type	Tomatoes	Potatoes	Peppers	Apples	Grapes
<i>Spring</i>					
Grocery store	\$1.60	\$0.81	\$1.49	\$1.19	\$1.48
Supercenter	\$1.34	\$0.70	\$1.06	\$1.07	\$1.28
DTC outlets	\$1.08	\$0.69	\$1.03	\$0.92	\$1.11
Percentage difference in direct sales price compared to:					
Supercenter	-19.1	-0.8 ³	-3.0 ³	-14.3	-13.6
Grocery store	-32.4	-14.5	-31	-22.6	-24.9
<i>Summer</i>					
Grocery store	\$1.47	\$0.85	\$1.48	\$1.39	\$1.63
Supercenter	\$1.34	\$0.76	\$1.05	\$1.18	\$1.53
DTC outlets	\$1.11	\$0.67	\$1.10	\$1.01	\$1.48
Percentage difference in direct sales price compared to:					
Supercenter	-17	-12.9	4.9 ³	-14.1	-3.3 ³
Grocery store	-24.6	-21.8	-25.5	-27.5	-9.3
<i>Fall</i>					
Grocery store	\$2.01	\$0.79	\$1.54	\$1.26	\$1.58
Supercenter	\$1.73	\$0.70	\$1.07	\$1.17	\$1.40
DTC outlets	\$1.33	\$0.66	\$1.12	\$1.02	\$1.42
Percentage difference in direct sales price compared to:					
Supercenter	-23.2	-6.3 ²	4.3 ³	-13.1	1.9 ³
Grocery store	-34	-16.9	-27.1	-19.1	-9.9
<i>Winter</i>					
Grocery store	\$1.97	\$0.80	\$1.63	\$1.22	\$1.68
Supercenter	\$1.70	\$0.68	\$1.11	\$1.08	\$1.57
DTC outlets	\$1.21	\$0.65	\$1.11	\$0.92	\$1.54
Percentage difference in direct sales price compared to:					
Supercenter	-28.8	-4.7 ³	0.1 ³	-14.4	-2.1 ³
Grocery store	-38.4	-18.5	-31.9	-24.3	-8.4

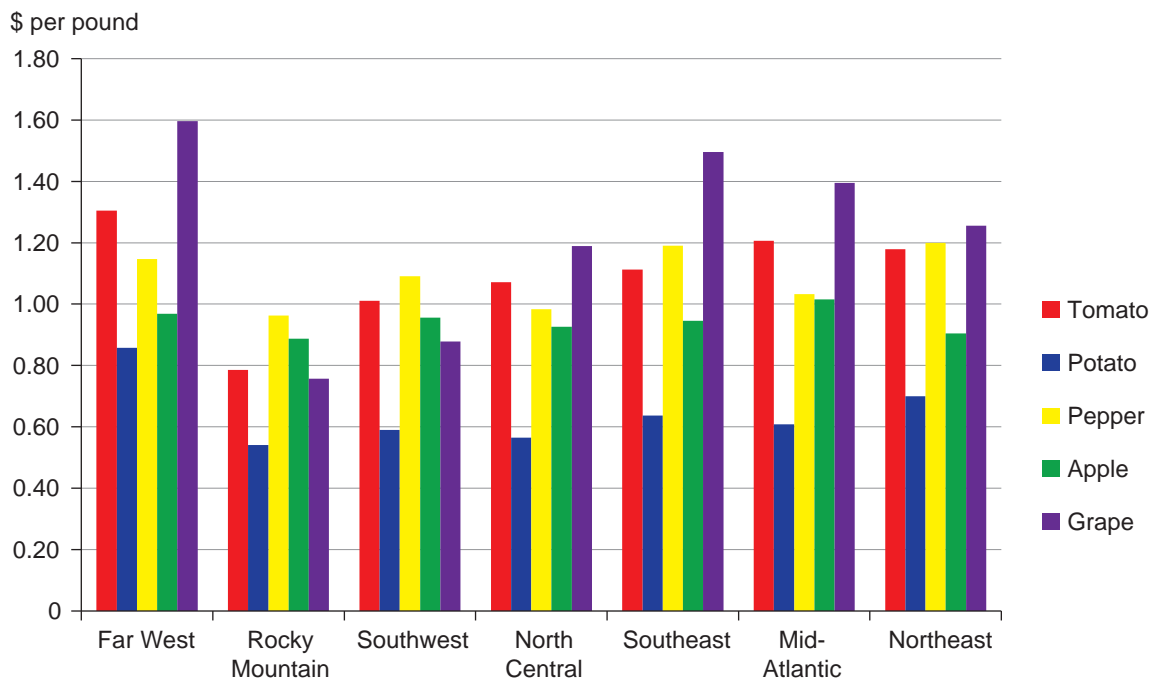
¹Winter months are December, January, and February; Spring months are March, April, and May; Summer months are June, July, and August; Fall months are September, October, and November (*Glossary of Meteorology*, 2nd edition, American Meteorological Society, 2012). All price differences between direct sales outlets and supercenters or grocery stores are statistically significantly different at the 1-percent significance level, unless otherwise noted.

²Statistically significant at the 10-percent significance level.

³Difference is not statistically significant. DTC = direct to consumer.

Source: Calculated by USDA, Economic Research Service based on Nielsen Homescan data.

Figure 11
Average price at direct sales outlets by region, 2006



Source: Calculated by USDA, Economic Research Service based on Nielsen Homescan data.

Table 8

Average prices for produce by region and type of retail outlet, 2006 (dollars per pound)¹

Outlet type	Tomatoes	Potatoes	Peppers	Apples	Grapes
<i>Far West</i>					
Grocery store	\$1.70	\$0.84	\$1.48	\$1.21	\$1.60
Supercenter	\$1.35	\$0.62	\$0.98	\$1.05	\$1.32
DTC outlets	\$1.30	\$0.86	\$1.15	\$0.97	\$1.60
Percentage difference in direct sales price compared to:					
Supercenter	-3.6 ⁴	37.9	17.1	-7.9 ³	21
Grocery store	-23.4	2.6 ⁴	-22.8	-19.8	-0.4 ⁴
<i>Rocky Mountain</i>					
Grocery store	\$1.52	\$0.83	\$1.17	\$1.10	\$1.40
Supercenter	\$1.39	\$0.70	\$1.10	\$1.04	\$1.36
DTC outlets	\$0.79	\$0.54	\$0.96	\$0.89	\$0.76
Percentage difference in direct sales price compared to:					
Supercenter	-43.5	-22.8 ²	-12.5 ²	-14.6 ⁴	-44.3
Grocery store	-48.4	-35	-17.7	-19.6 ⁴	-45.8
<i>Southwest</i>					
Grocery store	\$1.47	\$0.83	\$1.13	\$1.23	\$1.42
Supercenter	\$1.36	\$0.72	\$1.06	\$1.07	\$1.39
DTC outlets	\$1.01	\$0.59	\$1.09	\$0.96	\$0.88
Percentage difference in direct sales price compared to:					
Supercenter	-25.4	-18.2	2.9 ⁴	-10.4	-36.7
Grocery store	-31.4	-29.1	-3.5 ⁴	-22.4	-38.1
<i>North Central</i>					
Grocery store	\$1.61	\$0.71	\$1.44	\$1.18	\$1.42
Supercenter	\$1.66	\$0.68	\$1.11	\$1.14	\$1.41
DTC outlets	\$1.07	\$0.57	\$0.98	\$0.93	\$1.19
Percentage difference in direct sales price compared to:					
Supercenter	-35.3	-17.1	-11.7 ²	-19.1	-15.5
Grocery store	-33.6	-20.3	-31.6	-21.2	-16.4
<i>Southeast</i>					
Grocery store	\$1.75	\$0.79	\$1.59	\$1.41	\$1.74
Supercenter	\$1.60	\$0.73	\$1.05	\$1.18	\$1.51
DTC outlets	\$1.11	\$0.64	\$1.19	\$0.95	\$1.50
Percentage difference in direct sales price compared to:					
Supercenter	-30.6	-12.5	13.0 ²	-19.6	-1.1
Grocery store	-36.5	-19.5	-25.1	-32.7	-14.2

continued—

Table 8

Average prices for produce by region and type of retail outlet, 2006 (dollars per pound)¹—continued

Outlet type	Tomatoes	Potatoes	Peppers	Apples	Grapes
			<i>Mid-Atlantic</i>		
Grocery store	\$1.96	\$0.83	\$1.80	\$1.31	\$1.67
Supercenter	\$1.56	\$0.68	\$1.06	\$1.14	\$1.37
DTC outlets	\$1.21	\$0.61	\$1.03	\$1.01	\$1.40
Percentage difference in direct sales price compared to:					
Supercenter	-22.5	-11	-3.1 ⁴	-10.9	1.8 ⁴
Grocery store	-38.6	-26.9	-42.7	-22.6	-16.7
			<i>Northeast</i>		
Grocery store	\$1.86	\$0.83	\$1.73	\$1.27	\$1.65
Supercenter	\$1.79	\$0.66	\$1.30	\$1.14	\$1.42
DTC outlets	\$1.18	\$0.70	\$1.20	\$0.90	\$1.26
Percentage difference in direct sales price compared to:					
Supercenter	-34.3	6.1 ⁴	-7.5 ⁴	-20.9	-11.9 ³
Grocery store	-36.5	-16.1	-30.9	-28.6	-23.8

¹Far West = Alaska, California, Hawaii, Nevada, Oregon, Washington; Rocky Mountain = Arizona, Colorado, Idaho, New Mexico, Montana, Utah, Wyoming; Southwest = Arkansas, Louisiana, Oklahoma, Texas; North Central = Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin; Southeast = Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee; Mid-Atlantic = Delaware, Washington DC, Maryland, New Jersey, Pennsylvania, Virginia, West Virginia; Northeast = Connecticut, Maine, Massachusetts, New Hampshire, New York, Rhode Island, Vermont.

All price differences between direct sales outlets and supercenters or grocery stores are statistically significant at the 1-percent significance level, unless otherwise noted.

²Statistically significant at the 5-percent significance level.

³Statistically significant at the 10-percent significance level.

⁴Difference is not statistically significant.

DTC = direct to consumer.

Source: Calculated by USDA, Economic Research Service based on Nielsen Homescan data.

Environmental Issues Related to Local and Regional Foods

In popular culture, there are many terms used to express the purported environmental benefits of the local food movement—natural, environmentally friendly, pesticide-free, sustainable, and more. Academic and marketing literature often cites environmental benefits of purchasing local foods that include reduced transportation, less processing and packaging, and farmland preservation (Grubinger, 2010; Klavinski, 2013; University of Florida IFAS Extension, 2014). This chapter explores the environmental practices of local and regional food producers in the United States, and finds a much more nuanced story.

Using data from the 2007 and 2012 Censuses of Agriculture and focusing on producers conducting DTC sales⁴⁶, we find that conventional producers spend more, on average, for chemical inputs and fertilizers, while DTC farms are more likely to use manure. Between 2007 and 2012, the share of U.S. farms using chemical fertilizers fell, with the biggest changes occurring on fruit/nut and berry farms. The biggest declines occurred on non-DTC farms. In the same time span, the share of farms using chemicals to control weeds increased across the board, with smaller increases occurring on DTC farms in most cases.

Contrary to some perceptions, the literature also suggests that the provision of local foods may actually result in a larger transportation “footprint,” in terms of greenhouse gas emissions and energy consumption, than foods marketed through commercial outlets due to transportation inefficiencies. The link between local foods and food waste is even more unclear; an inverse relationship may exist between the amount of food waste and packaging waste.

Onfarm Environmental Effects for Farms With Direct-to-Consumer Sales

Farm production practices can affect soil, water, and air quality, as well as biodiversity. Crop and livestock production can also contribute to climate change through emissions of greenhouse gases (GHG). Conversely, farmers can help mitigate climate change by reducing their GHG emissions and by sequestering carbon in soils and biomass. Weber and Matthews (2008) found that GHG emissions from the production phase account for over 80 percent of the average U.S. household’s carbon footprint from food consumption. Onfarm production inputs contributing to GHG emissions include machinery, fertilizers, fuel, and electricity. The use of these inputs, as well as pesticides and other chemicals, may affect soil, water, and air quality, as well as wildlife health and habitat. The U.S. Geological Survey (2007) finds that U.S. agricultural production is associated with the reduction and alteration of wildlife habitats as a result of changes in land use as well as elevated levels of nutrients (Dubrovsky et al., 2010). If nutrients are not properly managed, livestock production can contribute to excess bacteria and pathogens in streams and ground water. Intensive agriculture can hasten soil erosion and the removal of rich organic matter, plant nutrients, and soil particles from surface soils.

⁴⁶The 2012 Census of Agriculture contains certain information about production, marketing, and conservation practices of farmers participating in DTC sales, as well as the number of farms participating in intermediated sales. Because the 2007 Census did not include intermediated sales, we limit our comparisons to those farms with DTC sales. Due to a small sample of DTC farm operator responses in the Agricultural Resource Management Survey (ARMS), we opt for 2012 Census responses.

To explore consumer notions that local foods are grown in a more environmentally “friendly” way, we examine the differences in onfarm input use and conservation practices between DTC and conventional producers. The 2012 Census of Agriculture allows us to compare input use—such as fertilizers, chemicals, irrigation, machinery, equipment, utilities, and fuel—between DTC and non-DTC producers during the 2012 calendar year.

For operations engaged in greenhouse, fruit/nut, and berry production, higher shares of DTC than non-DTC producers apply chemical fertilizers (table 9). At the same time, a higher share of DTC producers apply animal manure across all crop types. DTC producers were less likely to apply pesticides and herbicides to control weeds and insects than were conventional producers, with the exception of chemicals to control insects and weeds in fruit/nut and berry crops.

Comparison of Onfarm Conservation Practices

The land-use impacts of growth in local food systems are largely unknown. That is, if more land goes into production due to increased demand for local food, will things like natural habitats suffer? Despite total agricultural land remaining essentially steady between 1964 and 2007, productive cropland often transitions among idle cropland, pastureland, and forestland (Nickerson et al., 2011).

Table 9

Use of manure and chemicals in crop production, by crop production and marketing types, 2012

	Field crops		Greenhouse		Veg & melons		Fruit & nuts		Berries	
	DTC	Non-DTC	DTC	Non-DTC	DTC	Non-DTC	DTC	Non-DTC	DTC	Non-DTC
Number of farms	14,320	488,368	1,303	1,606	25,409	26,486	16,848	79,906	16,835	13,701
<i>Dollars</i>										
Average value of chemicals purchased	9,711	23,247	2,887	12,176	4,828	59,511	6,081	24,261	5,256	23,629
Average value of fertilizer purchased	22,564	45,019	12,943	67,163	7,899	82,223	4,706	17,096	5,870	19,591
<i>Percent</i>										
Farms using:										
Chemical fertilizers	87	88	41	37	74	73	57	53	71	61
Animal manure	63	24	20	11	31	18	17	8	30	14
Chemicals to control insects	33	40	29	31	63	67	50	42	60	52
Chemicals to control weeds	83	88	24	29	63	69	51	51	61	57
Change from 2007										
Farms using:										
Chemical fertilizers	-2	-3	-7	-8	-4	-7	-16	-28	-6	-19
Animal manure	-1	-5	0	2	0	0	0	0	0	0
Chemicals to control insects	1	1	3	-1	15	13	-5	-16	9	4
Chemicals to control weeds	8	13	2	6	19	24	3	0	12	15

DTC = Source: USDA NASS, 2012 Census of Agriculture.

In 2012, USDA offered several land conservation programs—such as the Conservation Reserve Program (CRP) and Wetlands Reserve Program (WRP)⁴⁷—that allow eligible agricultural land owners can participate in environmental conservation and provide ecosystem services. CRP, for example, provides an annual rental payment to farmers for removing environmentally sensitive land from agricultural production and planting vegetation that will improve environmental quality. These conservation programs have increased wildlife populations and reduced soil erosion (Allen and Vandever, 2003; Feather et al., 1999; USDA Farm Services Agency, 2013).

A smaller share of DTC than non-DTC producers were enrolled in government-sponsored land retirement programs in 2012 (table 10). This may be because DTC producers tend to operate on fewer acres and may not have marginal acres to spare for conservation programs.

Producers can also enhance environmental quality by adopting conservation practices such as low-till or no-till practices, filter strips, and the production of renewable energy. A higher share of conventional producers than DTC producers used no-till or conservation tillage in 2012. However, higher shares of DTC producers generated onfarm energy and harvested biomass for bioenergy (table 10).

USDA does provide financial and technical assistance to eligible farmers for adopting conservation practices on working farmland through the Environmental Quality Incentives Program (EQIP). In addition, beginning and limited-resource farmers are eligible for an increased payment rate.

One relatively new aspect of EQIP that may be of particular interest to local foods farmers is its Seasonal High Tunnel Initiative (see box, “Greenhouses and High Tunnels”). While census data do not distinguish between greenhouses and high tunnels—and so no clear link can be made to the High Tunnel Initiative—one particularly striking result is the dramatic increase in the number of DTC farmers using high tunnels or greenhouses to produce tomatoes, vegetables, and herbs between 2007 and 2012. Moreover, both the absolute number and proportionate changes are largest for DTC farmers with less than \$75,000 in sales.

Table 10

Participation in conservation practices by marketing type, 2012

	DTC	Non-DTC
Number of farms	144,530	1,964,773
	<i>Percent</i>	
Participants in CRP, WRP, FWP, or CREP	3.9	14.6
Farms with conservation easements	4.0	3.4
Farms using no-till	9.4	12.9
Farms using conservation tillage	6.6	9.2
Farms producing alternative energy	6.9	2.4
Farms harvesting biomass for bioenergy	1.0	0.5

Alternative energy is defined as the generation of energy or electricity on the farm using wind or solar technology, methane digesters, etc. CRP = Conservation Reserve Program; WRP = Wetlands Reserve Program; FWP = Farmable Wetlands Program; CREP = Conservation Reserve Enhancement Program.

Source: USDA NASS, 2012 Census of Agriculture.

⁴⁷The 2014 Farm Bill incorporated WRP into the Agricultural Conservation Easement Program (ACEP).

Greenhouses and High Tunnels

Greenhouses and high tunnels are an important production strategy for some U.S. producers, particularly those who market produce directly to consumers. Greenhouses (or glasshouses) are structures used for growing plants and flowers that allow for greater control of the growing environment. Greenhouses can be made of either plastic or glass, with paved floors and raised beds, and often involve equipment for heating, cooling, and lighting. High tunnels (or hoop houses)—typically a single layer of plastic or woven fabric that can be used raised or lowered as needed—are simpler, less expensive versions of plastic greenhouses. High tunnels most often protect crops grown directly in the soil and do not usually require electricity or fuel to achieve heating and cooling, but take advantage of adjustable sides to change the temperature inside the tunnel (Gu, 2009). On occasion, small space heaters are used in extremely low temperatures to protect crops in high tunnels.

In 2010, USDA’s Natural Resources Conservation Service, under the Environmental Quality Incentives Program, began offering financial assistance to farmers for the installation of high tunnels up to 2,178 square feet (NRCS, 2014). According to NRCS, the goal of the initiative is to assist producers to extend the growing season for high-value crops in an environmentally safe manner. (<http://www.nrcs.usda.gov/wps/portal/nrcs/detailfull/national/programs/?cid=stelprdb1046250>)

ERS analysis of census data indicates that crop producers who use greenhouses or high tunnels (and thus have “protected” crops) consume more energy than producers growing unprotected crops.¹ Among greenhouse and high tunnel users, DTC producers used less utilities and fuel than did conventional producers, however (see

Greenhouse/high tunnel crop producers and energy use by marketing type and size, 2012

				Percent change from 2007	
		DTC	Non-DTC	DTC	Non-DTC
Operations with < \$75,000 in total sales					
Number of farms	Tomatoes	3,377	1,172	155	107
	Vegetables & herbs	3,168	1,044	246	108
	Fruits & berries	364	136	247	92
	Mushrooms	378	127	129	31
\$/acre	Average utilities	28.25	33.51	6	-7
	Average fuel	31.99	44.10	-19	-18
Operations with > \$75,000 in total sales					
Number of farms	Tomatoes	1,271	503	75	64
	Vegetables & herbs	699	357	124	18
	Fruits & berries	110	63	206	70
	Mushrooms	68	139	113	-17
\$/acre	Average utilities	85.53	544.31	11	2
	Average fuel	106.68	505.57	-4	-18

Source: USDA NASS, 2012 Census of Agriculture.

¹In the census analysis, we define greenhouse crops as all food crops, including tomatoes, vegetables, fresh-cut herbs, fruits, berries, and mushrooms, grown under any type of protection. The 2012 Census does not distinguish between the type of crop protection, whether nursery, greenhouse, cave, or high tunnel.

figure). There is a statistically significant difference in utility and fuel consumption between larger (above \$75,000 in annual sales) DTC and non-DTC greenhouse operations as well; conventional producers consumed approximately six times the value of utilities and five times the value of fuel, per acre, compared to DTC producers. Among the smallest farms (with annual sales less than \$75,000), DTC producers spent less per acre on fuel and utilities than non-DTC farms, though the magnitude of the difference was smaller. However, the 2012 Census of Agriculture did not distinguish between the use of greenhouses and high tunnels in farmers' responses, so these (scale) differences in energy consumption may be attributed to the differences in energy use of high-input greenhouses versus low-input high tunnels.

One group of farms that is often associated with environmentally friendly farming practices are those certified as organic. Unlike local foods, organic production is well defined and strictly regulated in the United States. Organic production involves agricultural conservation practices that, according to USDA's Agricultural Marketing Service (2000), integrate cultural, biological, and mechanical practices that foster cycling of resources, promote ecological balance, and conserve biodiversity (e.g., the elimination of synthetic pesticide use and reduction of nonsynthetic pesticide use).

If considerable overlap exists between local and organic producers, we might assume that local food is grown differently from conventionally marketed food. But based on 2012 Census data, while some local food is produced organically, certified organic producers do not comprise a large share of DTC producers. In fact, the overlap between local (DTC or intermediated) food farmers and certified and certification-exempt organic farmers is relatively small (7,556 farms, see fig. 12). Only about 5 percent of local foods farms are organic farms, though nearly half of certified organic farms market in local foods outlets. Approximately the same share of farms with DTC sales are certified organic (6,468 farms). Among certified organic or organic-exempt farms marketing locally in 2012, 39 percent participated in DTC outlets, while another 7 percent sold only through intermediated channels.

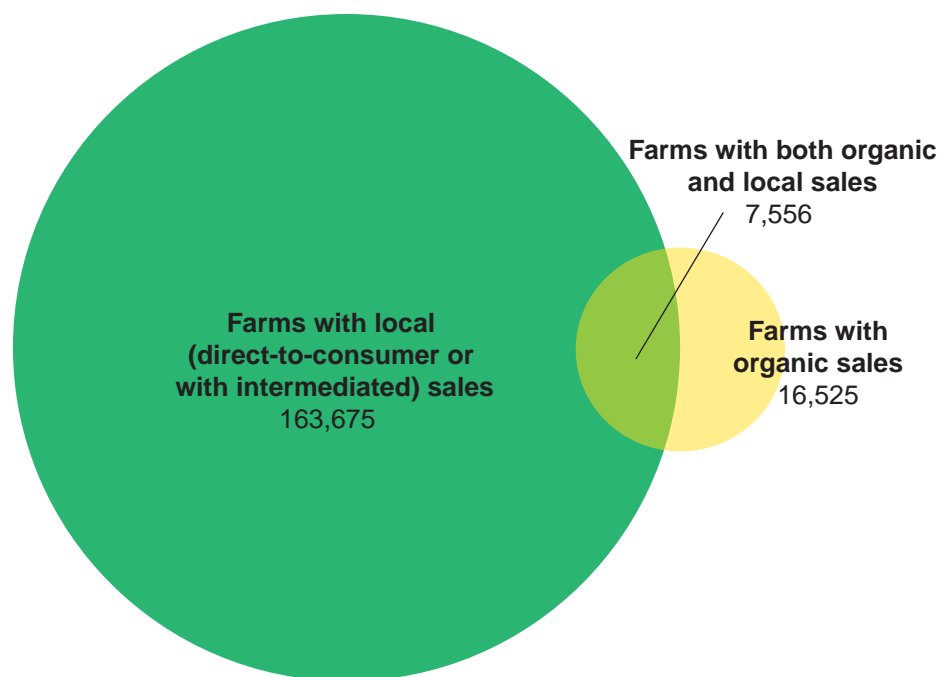
Research has noted that the low supply of and demand for organic produce at farmers' markets was due to a limited number of organic farmers, limited awareness about organic production, and negative perceptions about organic product pricing (Kremen et al., 2004). On the other hand, focusing on intermediated sales, Dimtri and Oberholtzer (2009) find that nearly half (48 percent) of organic fruits and vegetables were sold in local or regional marketing channels in 2007.

While the numbers are small, DTC producers are more likely than non-DTC producers to use the environmentally friendly management practices ascribed to organic production.⁴⁸ Indeed, among farms that are exempt from organic certification requirements (most likely due to having less than \$5,000 in sales for 2012), many more DTC farms than non-DTC farms claim to be producing according to USDA National Organic Program standards (table 11).

In addition to typical conservation practices in agricultural production, farms may offer opportunities for recreation and natural amenities. Onfarm recreation and agritourism includes hunting, fishing, horseback riding, Christmas tree sales, pick-your-own produce, and petting zoos. In the

⁴⁸The 2012 Census of Agriculture asked if the operation had: (1) production of organic products according to the USDA's National Organic Program (NOP) standards or acres transitioning into USDA NOP production, (2) USDA NOP certified organic production, (3) USDA NOP organic production exempt from certification (typically less than \$5,000 in sales), (4) acres transitioning into USDA NOP production, and (5) production according to USDA NOP standards but neither certified nor exempt. USDA considers only farm operations that are certified (2) or exempt (3) to be organic operations.

Figure 12
Intersection between 2012 local and organic production



Note: Local defined as farms with DTC or intermediated sales. Organic defined as certified organic or organic-exempt farms.
 Source: USDA Economic Research Service using data from USDA, National Agricultural Statistics Service, 2012 Census of Agriculture.

Table 11
Characteristics of organic producers, by marketing type, 2012

	DTC	Non-DTC
Number of certified organic producers	4,107	8,664
Number of certification-exempt organic producers	2,361	1,393
Percent of farms certified or certification-exempt organic	4.5	0.5
Number of transitioning organic producers	1,236	2,004

Note: Organic producers are defined as farm operations that indicated a positive total value of crop, livestock, and livestock products (including eggs and milk) sold as USDA NOP certified or certification-exempt organic.

Source: USDA NASS, 2012 Census of Agriculture.

context of local foods production, Low and Vogel (2011) found that DTC farms are often near densely populated urban areas, particularly in the Northeast and West Coast regions. As of 2013, the preservation of farmland by State programs totaled 2.4 million acres at a cumulative cost of over \$3.6 billion (http://www.farmlandinfo.org/sites/default/files/FIC_State_PACE%2009-2013_0.pdf). Many of these acres are in or near urban areas (where farmland is most vulnerable to development pressures). Their protection may complement local foods programs:

- Local foods outlets in urban areas require nearby farms, and the preservation of farmland helps secure the existence of such farms.

- Demand for local foods can enhance the markets available to local farms, possibly increasing their financial viability.

In addition, farmland preservation programs do more than encourage food production—they can also provide rural amenities such as open space, agrarian cultural heritage, and recreational opportunities. Brown and Reeder (2007) note that onfarm recreation and agritourism can benefit both farmers and surrounding communities by offering urban and suburban residents the opportunity to experience preserved agricultural land and related natural amenities, such as forests, streams, and wildlife

That said, the relationship between rural amenities and farmland preservation is not straightforward. The public's notions about what rural amenities farmland protection should provide, and what farmland protection programs actually focus on, are not always in sync. For example, an increased interest in local foods may reduce the provision of other rural amenities provided by “farmland” (Hellerstein et al., 2002).

Environmental Effects from the Farm to the Fork... and to the Landfill

Once produce is harvested or livestock is slaughtered, it is usually stored, transported, and distributed before reaching consumers. Each of these activities uses energy to some degree and may affect other environmental indicators.

Transportation

The premise of local food is minimizing the distance between agricultural producers and food consumers. As a result, many researchers have focused on the environmental effects of “farm to fork” transportation. Claims about reductions in fuel use and GHG emissions during transportation of local food are numerous, but more recent research finds that transportation accounts for a small portion (11 percent) of lifecycle GHG emissions from conventional agricultural production. Additionally, the *mode* of transportation and other energy used along the supply chain may be more important environmentally than transportation distance (Avetisyan et al., 2013; Weber and Matthews, 2008). By weight, inland water and rail transportation are associated with fewer GHG emissions than truck transportation.

Various efficiencies are achieved from economies of scale in food transportation. King et al. (2010) find that transportation fuel use is more affected by the structure and size of the food supply chain than by distance traveled. They also find that fuel use per unit is often less in supermarket supply chains than in local supply chains due to larger, more efficient loads. In the United Kingdom, Coley et al. (2009) find that a supply chain in which consumers travel to the farm to purchase produce causes more GHG emissions than a supply chain of large food retailers. These findings suggest that local produce transportation may be more environmentally damaging than transportation for non-local produce.

Processing, Packaging, and Food Waste

According to Canning et al. (2010), processing, packaging, and selling food uses more than ten times as much energy as the transportation of food. Even as early as the 1970s, 75 percent of food grown on U.S. farms was processed in some way before it was consumed (Hendrickson, 2008). As

a result, food packaging has become increasingly energy intensive, especially with the popularity of individually wrapped, single-serving portions. Packaging for both food and non-food products represented one-third of U.S. municipal waste in the 1990s (Ackerman, 1996), and has likely grown since then. Ackerman cites an inverse relationship between the amount of food waste and packaging waste. If a household produces more waste from fresh foods by discarding inedible portions, it is most likely producing less waste from commercially prepared or packaged foods. Alternatively, food processing reduces total waste compared to fresh foods because inedible portions are often collected by processing plants and used for other purposes instead of being discarded by the household (Marsh and Bugusu, 2007).

An additional source of waste for both conventional and local foods is food loss and food waste. Many lifecycle assessments ignore disposal in landfills, which is an important stage in the lifecycle of food products in a “cradle to grave” analysis. According to U.S. EPA (2014), food waste is the largest source of municipal solid waste (MSW) and the largest source of biomass for MSW bioenergy. A reduction in the amount of food waste can have significant economic and environmental benefits, such as a reduction in the use of resources associated with agricultural production, in the release of methane from landfills, and in disposal costs. If claims that local foods use less processing and packaging are correct, then evidence shows that local foods would create more food waste from spoilage and less efficient home preparation. For more information on general postharvest food loss and waste at the retail and consumer levels, see Buzby et al. (2014).

Policies Supporting Local and Regional Food Systems

In recent years, Federal, State, and local policies have expanded to include programs supporting local and regional food systems. At the national level, these policies are set through overarching farm legislation, approximately every 5 years. The most recent, the Agricultural Act of 2014 (2014 Farm Bill, Pub.L. 113-79), was signed into law on February 7, 2014, and includes a number of policies and provisions related to local and regional food. Most notably, support for intermediated marketing channels is greatly increased. Policies and provisions enacted in the 2008 Farm Bill are generally continued or expanded. A number of States have recently passed legislation to address access to and expansion of farmers' markets and urban agriculture. At the regional and local levels, zoning and regulation, fiscal incentives, and institutions are used to strengthen local food systems. This growing investment across all levels of government may fuel continued collaboration, aiding the development of local and regional food systems.

New and Expanded Federal Policies for 2014

The 2014 Farm Bill provides support for several new and significantly revamped programs that promote the production and marketing of food locally and regionally, but also access to healthy foods.

Expanded Marketing Programs

The **Farmers' Market Promotion Program** (FMPP, Sec. 10003), created in 2002, has been renamed the Farmers' Market and Local Food Promotion Program and its scope expanded. While the FMPP supported marketing exclusively through DTC outlets (e.g., farmers' markets, CSAs), the new program includes intermediated channels such as farm-to-institution, food hubs, and other businesses that process, distribute, aggregate, or store locally or regionally marketed food products. This new component is implemented through the **Local Food Promotion Program** (LFPP, Sec. 10003), which offers planning and implementation grant funds to eligible entities with a 25-percent match (USDA ARS, 2014). The overall program receives a three-fold increase in mandatory funding, providing \$30 million per year for 2014-18, split equally between DTC and intermediated marketing, with an additional \$10 million in annual appropriations for 2014-18 (USDA ERS, 2014).

The scope and funding for the **Specialty Crop Block Grants** (SCBG, Sec. 10010) program also expanded in 2014. The 2014 Farm Bill authorizes multistate projects under this program for the first time. SCBG is administered through State departments of agriculture and regularly includes funding for projects related to locally and regionally marketed food (particularly fruit and vegetable production). Its flexible scope allows funding support for a variety of local food projects such as farm to school programs, food safety training, food hubs, and marketing research, thus providing a broad base of support for the development of local and regional food systems. Annual mandatory funding increased from \$55 million to \$72.5 million for 2014-17 and \$85 million per year thereafter.

Expanded Production Programs

The **Value-Added Producer Grant** program (Sec. 6203), which is designed to help farmers develop farm-based value-added products (e.g., cheese, jam, packaged meats, sausages), was reprioritized to better target small and mid-sized family farms as well as beginning, socially disadvantaged, and veteran farmers. Annual mandatory funding has increased from \$15 million to \$63 million for 2014-

18, with \$40 million in appropriations authorized annually. The program also sets aside funding for local and regional food supply networks.

Several improvements to rural development programs that may benefit local and regional food producers are also included in the 2014 Farm Bill. The Rural Business Opportunity Grant and the Rural Business Enterprise Grant programs are consolidated under the ***Rural Business Development Grants*** program (Sec. 6012), which is authorized for up to \$65 million in annual funding for 2014-18 (no mandatory funding has been provided). While these grants do not target local food producers, local food projects have historically taken advantage of these programs.

Outside of the 2014 Farm Bill, USDA recently expanded the ***Farm Storage Facility Loan*** program, which provides low-interest financing to food producers to purchase storage and processing equipment.⁴⁹ Under the enhanced program, 23 new categories of equipment for fruit and vegetable producers are now eligible for financing, including cold-storage facilities, sorting bins, wash stations, and other food safety-related equipment (USDA FSA, 2014).

SNAP and Local Foods

Several changes in the 2014 Farm Bill specifically address access to locally and regionally marketed food by SNAP participants. Based on the success of pilot programs, the new ***Food Insecurity Nutrition Incentive*** Grant program (Sec. 4208) offers grants to fund programs (e.g., coupons and vouchers) that incentivize increased consumption of fruits and vegetables among SNAP participants, with priority given to projects involving DTC marketing channels and other locally and regionally marketed food. According to a recent study by USDA's Food and Nutrition Service, low-income survey respondents who knew that some farmers' markets provided incentives for those using EBT were 40 times more likely to shop at farmers' markets (Karakus et al., 2014). Congress provided a total of \$100 million in mandatory funding over FYs 2014-18, and authorized an additional \$5 million to be allocated in annual appropriations.

Additionally, the 2014 Farm Bill addresses several issues that will enable SNAP benefits to be used in more DTC outlets. One measure exempts farmers' markets and other DTC outlets from having to pay all EBT equipment and implementation costs, which are often prohibitively expensive for small markets (National Sustainable Agriculture Coalition, 2014), although no explicit provisions regarding wireless EBT devices are included in the statute (Sec. 4011). SNAP benefits can now be used to participate in CSA ventures as well. The Farm Bill also authorizes a pilot project to test online and mobile technologies for use with EBT purchases, which could further reduce SNAP transaction costs for local retailers (Sec. 4011).

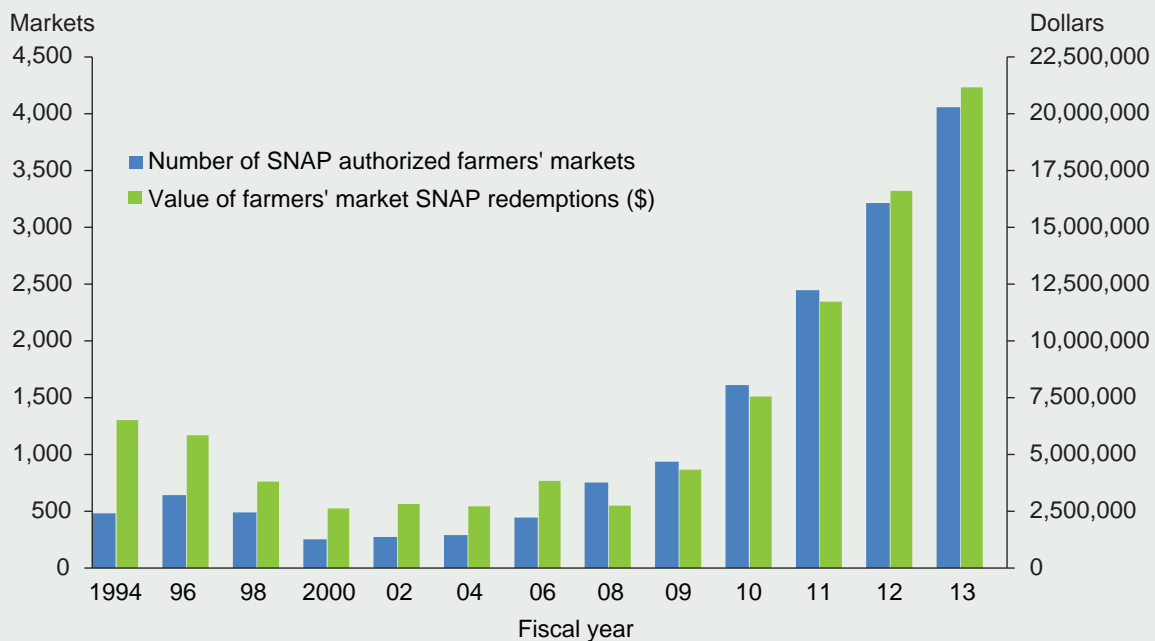
In a related provision, the Act authorizes USDA to establish ***Healthy Food Financing Initiative*** (HFFI, Sec. 4206) to provide grants and loans to retail food projects in underserved communities, expanding healthy food access. The program would prioritize funding for projects that support regional food systems and locally grown foods, among other goals. While HFFI did not receive any mandatory funding, it is authorized for up to \$125 million in appropriations, which would be available until expended, but to date, have not been appropriated.

⁴⁹For the final rule, see: http://www.fsa.usda.gov/Internet/FSA_Federal_Notices/fsflsecreq.pdf

SNAP Redemptions at Farmers' Markets

The 1996 Farm Bill required replacement of the SNAP paper coupon system (i.e., food stamps) with an electronic benefit transfer (EBT) debit card system. The change was rolled out State by State and completed in 2004. In 1996, SNAP participants redeemed \$5.8 million in food stamps at 643 farmers' markets. By the EBT conversion deadline in 2004, however, SNAP transactions at farmers' markets had declined to \$2.7 million, with only 289 markets nationwide accepting SNAP (see figure). USDA regulations currently require State agencies to provide free, hard-wired EBT terminals to markets that conduct \$100 or more in monthly SNAP transactions but, according to the Community Food Security Coalition, many markets lack the telephone line and electricity necessary to accommodate these devices (Briggs et al., 2010). Wireless EBT technology was still relatively new in the early 2000s, so wireless devices were often too expensive for small markets. State agencies may also use administrative program funds to provide wireless terminals to farmers' markets, but few States have elected to do so due to the higher cost of these devices. In recent years, however, SNAP redemption in farmers' markets has increased as more affordable wireless EBT machines have become available and States have passed legislation to provide funding for these devices at farmers' markets.

SNAP/EBT authorized farmers' markets and total annual value of redemptions, 2000-13



Sources: Briggs et al. (2010); USDA FNS (2014).

The *Community Food Projects* grant program (Sec. 4026), which supports community-based food projects in low-income communities, received a considerable increase in funding. The new act provides \$9 million in mandatory funding annually for FYs 2015-18, representing an 80-percent increase over annual funding in the 2008 Farm Bill.

Program Evaluation Legislation

The 2014 Farm Bill also includes provisions to establish a data infrastructure to facilitate analysis of local food systems. The act requires USDA (Sec. 5105) to develop crop valuation methods to further facilitate lending to producers marketing locally. USDA is also tasked with implementing a device for local producers to establish price history. The act also includes an initiative requiring USDA to collect data on local food production and marketing, to facilitate data sharing, and to monitor the effectiveness of programs designed to promote local food systems (Sec. 10016). No mandatory funding was authorized for this provision, so startup funding must be arranged through an annual appropriations act.

Reauthorized Federal Policies

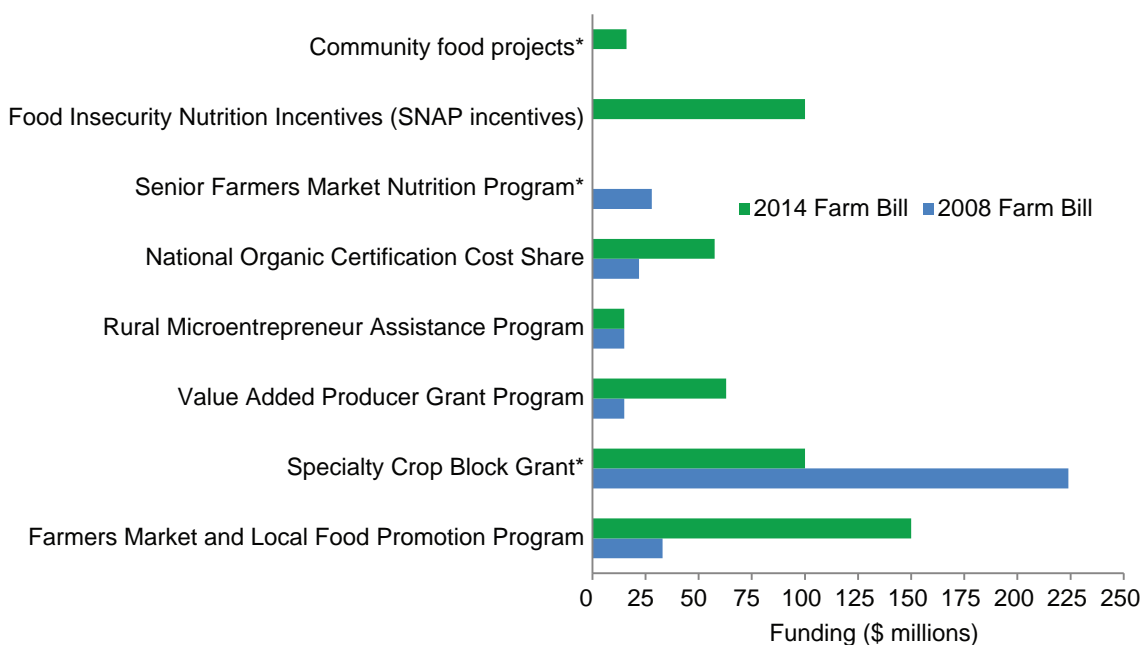
In addition to new and expanded Federal programs, the 2014 Farm Bill reauthorizes many programs from the previous Farm Bill that support local and regional food systems, with only minor modifications or changes to spending levels. Overall, the new Farm Bill represents an additional \$501.5 million investment over the next 5 years (fig. 13) in programs that may affect local and regional food systems. The reauthorized programs generally address issues of food access and food production.

Reauthorized Food Access Programs

The *Senior Farmers' Market Nutrition Program* (Sec. 4203) remains unchanged for 2014. This program provides low-income seniors with coupons and vouchers that can be used for eligible

Figure 13

Five-year total spending levels in the 2008 and 2014 Farm Bills for select programs related to locally and regionally marketed food



*Permanently funded programs. Figures represents increases over previous farm act levels only.
Source: National Sustainable Agriculture Coalition, 2014.

foods at farmers' markets, CSAs, and roadside stands. The program is permanently authorized and receives mandatory funding of \$20.6 million annually.

Similarly, the ***Fresh Fruit and Vegetable Program***, which provides fruit and vegetable snacks to school children throughout the day, is a permanently authorized and funded national program. The 2014 Farm Bill maintains the \$50-million annual minimum requirement for USDA fresh fruit and vegetable acquisitions for schools (Chite, 2014). While this provision does not explicitly prioritize locally and regionally produced food, an accompanying pilot program has been authorized to address this (Sec. 4214).

Reauthorized Food Production Programs

The ***National Organic Certification Cost-Share Program*** (Sec. 10014) helps organic farmers offset the cost of annual certification, which may benefit organic local and regional producers. In the 2014 Farm Bill, mandatory funding for this program increased to \$11.5 million annually for 2014-18—more than double the amount from the 2008 Act.

The ***Rural Microentrepreneur Assistance Program*** (RMAP), which was created by the 2008 Farm Bill, provides grants and direct loans to organizations that provide microloans, of up to \$50,000 each, to rural microenterprises for a variety of purposes. The 2014 Farm Bill maintains mandatory funding levels for RMAP at \$3 million annually as in the previous act (Sec. 6203). Similarly, support was renewed for the Farm Service Agency (FSA) ***Microloan*** program. This program, a modification of the FSA Operating Loan Program, is designed to serve farmers, particularly those who are smaller and less established; the program features streamlined loan applications and flexible eligibility requirements. The maximum loan amount is \$35,000, and the funds can be used for all approved operating expenses (Sec. 5106).

Also, in the 2008 Farm Bill, the Local and Regional Food Enterprise Loan account was established within the ***Business and Industry (B&I) Guaranteed Loan Program*** (reauthorized by the 2014 Farm Bill, Sec. 6010). The larger B&I program provides Federal guarantees of commercial loans to rural businesses. The purpose of this subprogram is to support development of local food system infrastructure (businesses that process, distribute, aggregate, store, and market foods produced either in-state or transported less than 400 miles from the origin of the product). The program also has the authority to fund projects in urban areas if they support farm and ranch income and expand healthy food access in underserved communities. The 2008 Act mandated that at least 5 percent of B&I funds be appropriated to local and regional food enterprises and the 2014 Farm Bill maintains this 5-percent floor. Overall funding for the B&I Loan program is set through the annual appropriations act, and in May 2014, USDA announced that \$48 million in loan guarantees is available for local food projects.

National Farm to School Program

School districts are encouraged to source locally produced food for school meals. The Healthy-Hunger Free Kids Act of 2010 (Pub.L. 111-296) created a Farm to School Program within USDA to increase access to local foods by schools. Operated by the Food and Nutrition Service (FNS), USDA's program includes grants, training/technical assistance, and research. The grant program provides up to \$5 million in annual funding to help school districts plan and implement farm to school programs to source locally and regionally produced food products for school meals.

Additionally, the USDA conducted the first-ever nationwide Farm to School Census, documenting farm to school activities in school year 2011-12 (results of this census are detailed in the consumer section of this report). Most recently, a new pilot project authorized in the 2014 Farm Bill will allow up to eight States additional flexibility for using USDA Foods entitlement dollars to purchase locally sourced, if desired, unprocessed fruits and vegetables using geographic preference. Furthermore, in the last decade, many States have passed legislation supporting to school programs (National Farm to School Network and Vermont Law School Center for Agriculture and Food Systems, 2014). Nonprofit organization like the National Farm to School Network also aid in the procurement of locally produced food for school meals.

Know Your Farmer, Know Your Food

Know Your Farmer, Know Your Food (KYF2) is a USDA-wide initiative to strengthen USDA's support for local and regional food systems. Since 2009, KYF2 has helped foster the connection between farmers and consumers and serves as a clearinghouse for information on USDA programs available to support local and regional food systems. The initiative is carried out through a task force of USDA employees representing all agencies in the Department, through which USDA integrates programs and policies to promote local and regional food systems. In 2012, the initiative launched a map of USDA investments in local and regional food systems called the *Compass*; projects supported by other federal Departments were added in 2013. Data on the *Compass* are pulled from over 30 grant and loan programs and updated annually. KYF2 also provides an online repository of tools and resources to help farmers, consumers, and other stakeholders take advantage of local and regional food systems at <http://www.usda.gov/knowyourfarmer>.

State and Substate Local Food Policies and Programs

At the State level, local and regional food policies are often tied to State actions to promote healthy communities and access to healthy food (Winterfeld et al., 2012). Recent legislation in many States has focused on expansion of food access and urban agriculture.

State Support for Increased Access to Local Food

Several States have adopted legislation to provide financial incentives for food retail outlets, some of which include local food retailers, to locate in areas with low access to healthy food with the goal of increased food access⁵⁰ (Winterfeld et al., 2012). For example, in 2011, the District of Columbia established the Healthy Food Retail Program to provide grants and loans to farmers' markets, corner stores, and other small food outlets that sell fresh produce. Participants are encouraged to accept SNAP benefits and must agree to retail produce for at least 3 years. California passed a law in 2011 that created the California Healthy Food Financing Initiative⁵¹ to expand access to healthy food in underserved communities, although the initiative is not limited to local and regional food.

⁵⁰For more information on how USDA measures food access, see the Food Access Research Atlas at <http://www.ers.usda.gov/data-products/food-access-research-atlas.aspx>.

⁵¹This program is separate from the Federal HFFI program included in the 2014 Farm Bill. Funding for California's program is provided through a public-private partnership.

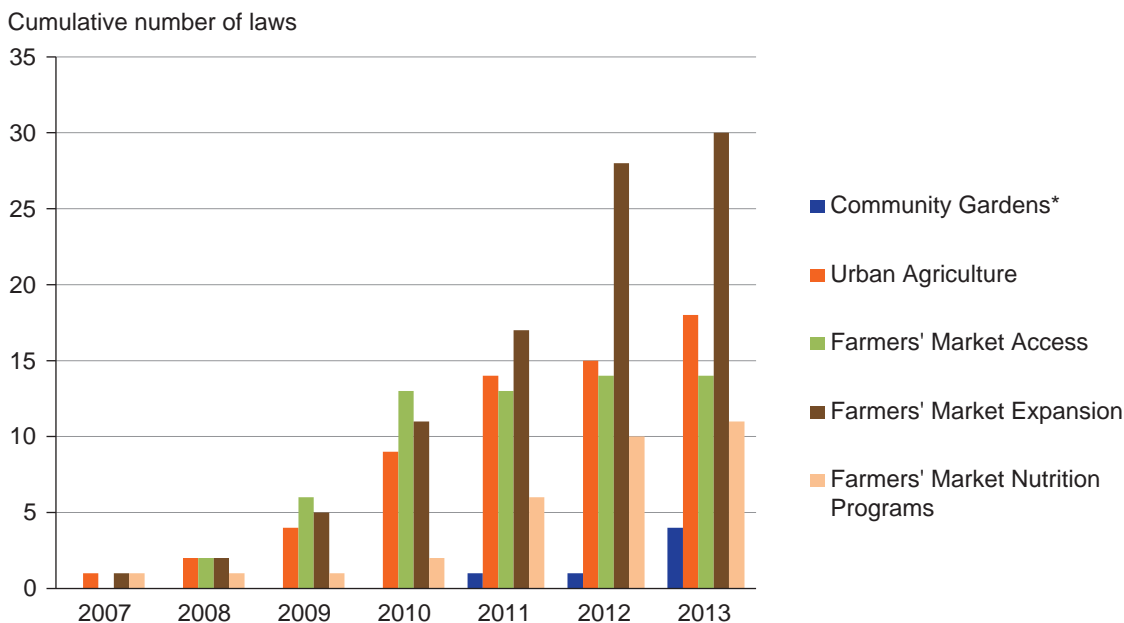
In recent years, farm to school programs have received considerable support at the State level, with the goal of increasing food access and awareness⁵² (Winterfeld et al., 2012). For example, in 2011, Oregon unanimously passed a law appropriating \$200,000 to establish a grant program that provides funding of up to 15 cents per lunch to schools to use Oregon-grown, processed or manufactured food in school meals and to provide education related to local agriculture. Missouri established the Farm to Table Advisory Board to investigate options to use locally grown food in schools and State institutions and to promote awareness of the connection between local food and healthy eating. New Jersey established the annual “Jersey Fresh Farm to School Week,” organized by the Department of Agriculture and Department of Education, which includes a variety of programs to encourage the use of locally marketed food products.

State Legislation on Farmers’ Markets

Farmers’ markets are another target for State legislation, including access, market expansion, and nutrition programs (fig. 14). According to the National Conference of State Legislatures (NCSL), between 2008 and 2012, 11 States passed legislation to help increase the use of EBT machines at farmers’ markets (NCSL, 2014a). Most of these programs also have specifically appropriated funds to help farmers’ markets purchase wireless EBT machines.

State legislatures have also prioritized expansion of farmers’ markets and, more generally, local food systems through various initiatives. According to the National Conference of State Legislatures, in 2012, Florida, Georgia, Mississippi, New York, North Carolina, and South Carolina each appropri-

Figure 14
Recently enacted State-level local food policy legislation by topic and year



*The figure for community gardens legislation does not include pre-existing statutes in six states.
 Source: National Conference of State Legislatures, 2014.

⁵²These examples represent a small portion of the State activities related to Farm to School. More information can be obtained from the Farm to School Network regional and State leads (<http://www.farmtoschool.org/our-network>).

ated funds ranging from \$50,000 to \$7 million for construction, repair, and maintenance of capital infrastructure for farmers' markets (NCSL, 2014a). Between 2008 and 2012, Colorado, Illinois, Louisiana, and Oklahoma each established a committee or task force to support farmers' markets, while Connecticut, Louisiana, and Rhode Island funded grant and marketing programs to promote local agriculture. Some States also provide tax relief for farmers' markets such as sales tax exemptions (Mississippi and Tennessee) and property tax exemptions (Washington).

Another area of State legislation that supports farmers' markets and local food systems is nutrition programs for low-income residents. State programs in this area are typically tied to the federally subsidized Farmers' Market Nutrition Program, Farmers' Market Coupon Program, and Seniors Farmers' Market Nutrition Program (NCSL, 2014a). In 2012, Illinois, Massachusetts, Mississippi, New Jersey, and West Virginia each appropriated State funds for one or more of these programs, ranging in amount from \$30,000 to \$1.5 million.

State Support for Local Food Infrastructure

Some States have also adopted legislation to support infrastructure for local food production and consumption. Connecticut was the first State to establish a State food policy council⁵³ in 1997, and by 2011, 12 additional States had done so (Hood et al., 2012). Building on this, Connecticut recently authorized municipalities to create local and regional councils as well to promote and support local agricultural systems. (Winterfeld et al., 2012). New York expanded the New York State Urban Development Corporation Act to allow funds to be used to finance distribution of State produce to institutions in underserved communities. Iowa and Vermont both implemented comprehensive local food programs to promote production, distribution, and marketing of local foods. Both initiatives also established a statewide local food coordinator position to manage the program.

Urban Agriculture and Community Gardens

State legislators have also targeted support to local and regional food systems through statutes and programs focusing on urban agriculture and community gardens. Since 2007, several States and the District of Columbia have passed laws that improve land access for urban agriculture (NCSL, 2014b). Programs provide tax incentives for urban land conversion to agricultural use and urban farming and gardening generally. Many more States have established committees to develop recommendations for expanding local food production.

A few States have specific statutes in their State code related to community gardens that benefit local food systems (NCSL, 2014c). For example, California is authorized to develop programs to support organizations that develop community gardens, lease State land for use as community gardens, provide grants to school districts for school gardens, and allow municipal bodies to dedicate land to community gardens. In the District of Columbia, the Food Production and Urban Gardens Program compiles a list of vacant lots in the city for use as urban and community gardens. In Illinois, community gardens are included in the nutrition programs funded by the State-administered Federal Community Services Block Grant program. Massachusetts State law authorizes the Bureau of

⁵³A food policy council is a public-private advisory council—typically comprised of food sector stakeholders, community leaders, and representatives from other public and private sector partners—that works with State, regional, and local government to develop policies and programs that support local and regional food systems.

Agriculture Land Use to obtain both private and public land to provide to groups and organizations for use as community gardens, with priority given to raising food crops.

Other Substate Policies and Programs

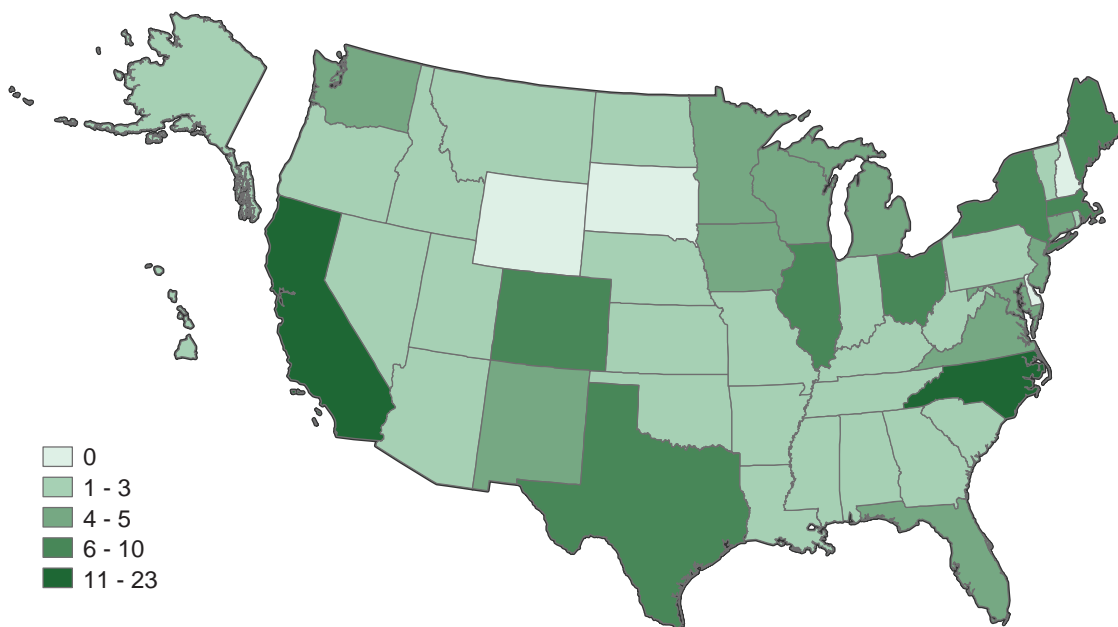
City, county, and regional governments have implemented innovative public policies to support local and regional food systems. Policy instruments employed include official plans, regulations, fiscal incentives, and government institutions and programs. Official government plans guide local investment and community development. According to a report by the Food Systems and Healthy Communities Lab at the University of Buffalo, some local governments have incorporated food systems into their comprehensive or environmental plans, while others have developed stand-alone food system plans (Neuner et al., 2011). Regulatory tools such as permitting, licensing, and monitoring can also help or hinder the development of local and regional food systems by regulating various aspects of production, processing, distribution, consumption, and disposal of food (Neuner et al., 2011). For example, local governments can modify zoning ordinances to permit urban agriculture in cities or to allow farmers' markets in certain districts.

Local governments are also providing fiscal incentives—including loans, grants, or reduced permit and license fees—to local food producers (e.g., urban farms or community gardens), retail stores, or farmers' markets (Neuner et al., 2011). Some cities also provide loans and grants to support mobile vending of fresh produce (e.g., the Green Cart Initiative in New York City). Local government institutions that support local and regional food systems were uncommon in the past, but recently these mechanisms have begun to play a larger role in local food policy. Institutional structures may exist directly within local government agencies, such as a department of planning. Private-public food policy councils have also emerged to address local and regional food policy. In these councils, local government officials and stakeholders work together to develop policies that support local food systems (Neuner et al., 2011). Today, over 150 local and regional food policy councils exist in the United States, in addition to State-level food policy councils established in over half the States (fig. 15).

Government and NGO Collaboration To Support Local Food at the State and Regional Levels

Aside from government legislation, a number of nongovernmental programs and organizations exist to support and promote local and regional food systems. State farmers' market associations typically provide member markets with technical assistance, marketing and promotion services, networking opportunities, assistance with insurance, and general advocacy, according to the Farmers Market Coalition (Wasserman, 2009). As of 2014, associations exist in 26 States. FoodRoutes Network, for example, is a Pennsylvania-based nonprofit organization that promotes local food systems and sustainable agriculture and manages the development of State and local Buy Fresh Buy Local® chapters. Buy Fresh Buy Local® chapters organize outreach events, local food guides, and educational materials to promote locally produced food and farmers. As of 2014, 65 State and regional/local Buy Fresh Buy Local® chapters have been established in 21 States.

Figure 15
State, regional, and/or local food policy councils, 2013



Note: Data exclude Native American tribal councils.
Source: Johns Hopkins Center for a Livable Future, 2014.

Glossary

Agricultural Resource Management Survey (ARMS): USDA’s primary source of information on the financial condition, production practices, and resource use of America’s farm businesses and the economic well-being of America’s farm households. ARMS is a nationally representative survey administered using several phases—sample screener, field-level, and farm-level phases—targeting about 5,000 fields and 30,000 farms each year.

Community Supported Agriculture (CSA): Marketing arrangement in which members purchase shares of a farmer’s expected yield before planting. Each week during the growing season the farmer delivers each member’s weekly share of food to predetermined locations or packs the share for members to pick up at the farm.

Department of Defense (DOD): U.S. government agency in charge of the three military branches. The DOD Fresh Fruit and Vegetable Program allow schools to use USDA Foods entitlement dollars to buy fresh produce. The program is operated by the Defense Logistics Agency at DOD.

Direct-to-Consumer (DTC) Marketing: Local food marketing arrangement in which producers sell agricultural products directly to the final consumers, such as sales to consumers through farmers’ markets, CSAs or farm stands.

Electronic Benefits Transfer (EBT): An electronic system that allows a recipient to authorize transfer of their government benefits from a Federal account to a retailer account to pay for products received. The 1996 Farm Bill required replacement of the SNAP paper coupon system (i.e. food stamps) by an EBT debit card system, which was rolled out on a State-by-State basis and completed in 2004.

Food hub: Regional enterprises that aggregate locally-sourced food to meet wholesale, retail, institutional, and even individuals’ demand. They have become key entities in local food systems’ infrastructure allowing small and mid-sized farmers to adapt to increases in demand by outsourcing marketing to them.

Food Safety Modernization Act (FSMA, Pub.L. 111-353): A federal law passed in 2011 calls for sweeping changes to the U.S. food safety system by shifting the focus of Federal regulators from outbreak response to prevention. Part of this legislation obliges FDA to develop science-based and risk-based mandatory microbial food safety practices. This will be the first time that produce growers come under mandatory FDA regulation.

Good Agricultural Practices (GAP): The public food safety education program for produce began in 1998 when the Food and Drug Administration (FDA) published its *Guide to Minimize Microbial Food Safety Hazards for Fresh Fruits and Vegetables*, voluntary guidelines popularly referred to as GAP.

Gross Cash Farm Income (GCFI): Monetary revenue actually received by the farm, including other farm income such as agritourism, custom work, and forest products, but excluding the value of farm production accruing to share landlords and contractors.

Good Handling Practices (GHP): Voluntary standards based on FDA's GAP guidance that outline best agricultural practices to verify that fruit and vegetables are packed, handled, and stored in the safest way, reducing microbial food safety risks associated with fresh produce.

Hazard Analysis and Critical Control Point (HACCP): Management system in which food safety is addressed through the analysis and control of biological, chemical, and physical hazards from raw material production, procurement and handling, to manufacturing, distribution and consumption of the finished product.

Intermediated sales: Sales through non-direct local food marketing channels that in turn sell directly to consumers, such as restaurants, grocery stores, schools, hospitals, or regional food aggregators.

National Organic Program (NOP): The NOP regulates all organic crops, livestock, and agricultural products certified to the USDA organic standards. Organic certification agencies inspect and verify that organic farmers, ranchers, distributors, processors, and traders are complying with the USDA organic regulations.

Supplemental Nutrition Assistance Program (SNAP): Federal program administered by USDA FNS that offers nutrition assistance to eligible, low-income individuals and families. FNS works with State agencies to ensure that those eligible for nutrition assistance can access benefits.

Special Supplemental Nutrition Program for Women, Infants, and Children (WIC): Federal program administered by USDA FNS that provides Federal grants to States for supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk.

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Appendix: Variability in the 2008-11 ARMS Data and Developing Synthetic Estimates of Total Local Food Sales

The problem in estimating the total value of local food sales in the U.S. is twofold. First, although ARMS has generated annual estimates of the value of total local food sales since 2008, the annual estimates exhibit significant year-to-year variation. The ARMS estimates of the number of farms selling local foods through intermediated marketing channels are lower than the Census counts. Second, the 2012 Census of Agriculture benchmarks the number of local food farms using DTC and intermediated marketing channels, but only the value of sales through DTC marketing channels and not the value of local food sales through intermediated marketing channels.

To address this problem, we develop a synthetic estimate of the total value of sales, drawing on the strengths of both ARMS and the Census. The 2012 Census data provide geographically representative benchmark counts of local food farms. The ARMS estimates provide more detail on the farm and farm operator, as well as the value of total local food sales.

This appendix is divided into two sections. The first section discusses sources of variation in the annual ARMS estimates and compares these estimates to the 2012 Census count of the number of local food farmers. The second section discusses the method for deriving our synthetic estimate and provides the synthetic estimates of total local food sales by farm size and marketing channel options, and by marketing channel options and farm production type.

Variation in the Annual ARMS Estimates, 2008-11

Beginning in 2008, the Agricultural Resource Management Survey (ARMS) has been surveying annually farmers who report producing and selling food commodities for human consumption through DTC and through intermediated marketing channels. For the 2008-11 period, ARMS estimated that, on average, 146,200 farmers marketed food locally, but annual estimates of local food farmers range from 107,200 (2008) to 231,900 (2010) (appendix table 1). Over this same period, annual sales of local foods were estimated to be almost \$4.0 billion, on average, but annual estimates of local food sales ranged from \$4.8 billion (2008) to \$2.8 billion (2011).

This variation is likely due to: (i) growth and innovation in local food marketing channels have moved faster than the lead-time needed to adapt the ARMS questionnaire; and (ii) its mission and sample design are not geared to collecting data on small, niche sectors. ARMS surveys used two different methods to estimate local food sales, one in 2008 and 2009 and another in 2010 and 2011. In the 2008 and 2009 ARMS questionnaire, farmers were asked to identify specific market channels they used, but report only total local food sales *as a share total gross farm sales*. Consequently, in 2008 and 2009, separate totals for DTC sales and intermediated sales could not be estimated, forcing us to report local food sales using the three discrete categories: sales through DTC channels *only*, through intermediated marketing channels *only*, or through *both* types of marketing channels. In the 2010 and 2011 ARMS, respondents were asked to report the value of local food sales linked to specific marketing channels. Differences between the 2008 and 2009 estimates and the 2010 and 2011 estimates suggest farmers may have overstated their local food sales when reporting sales as shares of total gross farm sales.

The mission of ARMS is to provide an annual national-level quantitative snapshot of the financial condition, production practices, and resource use of America's farm businesses and the economic well-being of America's farm households. Although the ARMS multiframe, stratified design is a geographically representative sample of about 30,000 farms, its scope requires it to oversample the larger farms and farms in the 15 core States.⁵⁴ Consequently, the sample may contain relatively few farms doing certain activities, and estimates of those activities may be subject to considerable error. Thus, if a region contains a large number of local food farms but ARMS obtains data only on a small number of them, then the estimate of the number of local food farms and local food sales could vary from the actual totals. A more refined survey targeting local food farms is the appropriate data collection instrument.

A recent marketing channel innovation illustrates the difficulty of using ARMS as a blunt instrument to collect farm level data on local foods. For the first time, the 2011 ARMS asked farmers to report separately food sales to institutions such as schools, hospitals, and universities. ARMS results show no locally marketed food sold through these marketing channels. Yet, the USDA Farm to School Census of public school district food authorities recorded \$385 million in farm to school sales for the 2011-12 school year (see pp. 39-42 for more results from the Farm to School Census).⁵⁵ This discrepancy may have arisen because, according to the Farm to School Census, 75 percent of farm to school sales occurred in the Northeastern States, a region from which the 2011 ARMS sampled very few farms.⁵⁶

Except for the 2008 ARMS, the estimates of marketing channels use by local food farmers in the ARMS estimates differ relative to the 2012 Census of Agriculture. The 2009-11 ARMS shares of local food farms using exclusively DTC marketing channels are 8-11 percentage points higher than the 70 percent share of these local food farms in the 2012 Census. The 2009-11 ARMS shares of local food farmers using intermediated marketing channels exclusively are 5-9 percentage points lower than the 14 percent share of these local food farms in the 2012 Census (appendix table 1). Since local food farms using DTC marketing channels exclusively have the lowest value of local food sales per farm relative to other marketing channels, the apparent over representation of these farmers and under representation of farmers using intermediated marketing channels imply that ARMS estimates of total local food sales may be too low.

Developing the Synthetic Estimates of Total Local Food Sales

We develop a synthetic estimate of the value of local food sales by accepting the 2012 Census local food farm counts and multiplying that number of farms by the ARMS estimates of local food sales

⁵⁴The core agricultural States sampled by ARMS are Arkansas, California, Florida, Georgia, Illinois, Indiana, Iowa, Kansas, Minnesota, Missouri, Nebraska, North Carolina, Texas, Washington, and Wisconsin. Each farm in the ARMS is given a calibrated weight based on farm size, production specialty, region, and other criteria. For a particular year, the sum of the number of ARMS farms times their population weights equals the total number of farms benchmarked by the National Agricultural Statistics Service (NASS). NASS benchmarks annual ARMS totals based on Census. The ARMS population weights are currently being recalibrated to the 2012 Census figures.

⁵⁵Note that this figure includes locally manufactured food and locally produced food marketed through conventional distributors, neither of which would have been captured by ARMS. But three quarters of farm to school districts reported buying local fruits and vegetables, and 4 in 10 reported buying directly from producers, suggesting that a different sampling design might have been more likely to capture some of these sales.

⁵⁶Beginning 2013, ARMS survey design was changed to increase sample coverage among very small farms and expand somewhat its geographic representativeness. Hence, it is anticipated that these improvements will reduce variation in future ARMS estimates of farmer participation in local and regional food systems. These data are not yet available.

per farm by marketing channel type, in which the sales per farm are averages of the pooled 2008-11 ARMS data (table 4). This approach relies on the assumption that ARMS estimates of farm structure expressed as shares or averages per unit are good estimates; that they do not exhibit the wide variation estimates of farm counts do. The synthetic estimates represent an alternative approximation of the value of the local foods sector, an alternative that is likely more accurate than ARMS estimates.⁵⁷ The synthetic estimates for each market channel option, when expressed as shares of total local food sales, are very close to the original shares of local food sales reported in Low and Vogel (2011), which used 2008 ARMS data (appendix table 1).

Census data on the number of farms by farm size, type of marketing channel employed, and production type allows us to generate two-way estimates of local food sales. The Hadamard product of the 2012 Census farm counts by farm size and marketing channel and the ARMS average estimates of local food sales per farm by farm size and market channel yields synthetic estimates of total local food sales for small, midsized, and large local food farmers using specific market channel options.⁵⁸ These estimates are converted to shares of total local food sales by farm size and used in figure 5 (appendix table 2). The Hadamard product of the 2012 Census farm counts by farm size and farm production type and the ARMS average estimates of local food sales per farm by farm size and farm production type yields synthetic estimates of local food sales by farm size and farm production type. These estimates are also converted to shares of total local food sales by farm size and used in figure 6 (appendix table 3).

More disaggregated synthetic estimates of local food sales introduce measurement error such that the sum total of local foods sales in one two-way disaggregation does not equal the other. Instead, these two estimated totals, \$5.8 billion in local food sales when disaggregated by market channel option and farm production type and \$6.6 billion when disaggregated by farm size and market channel option, bookend the initial 2012 estimate of \$6.1 billion in table 4 (appendix tables 3). Therefore, for the figures 5-6, the \$6.1 billion estimate is used to scale the disaggregated totals, while retaining the information on farm structure as expressed as shares of local food farmers by farm size, market channel option, and farm production type.

⁵⁷Developing trend measures of local and regional foods sales using data currently collected at the farm gate is still not possible.

⁵⁸The Hadamard product is the matrix multiplication analog of basic multiplication: $a \cdot b = c$. It is a binary operation that takes two matrices of the same dimensions, and produces another matrix where each element ij is the product of elements ij of the original two matrices: $(\mathbf{A} \circ \mathbf{B})_{i,j} = (\mathbf{A})_{i,j} \cdot (\mathbf{B})_{i,j} = \mathbf{C}_{i,j}$. The two-way disaggregation of the number of local food farms and the local food sales per farm are 3×3 matrices for which element by element multiplication equals total local food sales for each ij^{th} element in C in appendix tables 3 and 4.

Number of local food farms and value of direct sales by marketing channel type, 2008-2011 ARMS and 2012 Census of Agriculture

Item	Year				2008-11 average	2012 Census of Agriculture*
	2008	2009	2010	2011		
	<i>Number of farms</i>					
All farms reporting the value of their direct marketing sales	107,229	130,574	231,946	115,201	146,238	163,675
Direct to consumer sales only	71,248	104,150	186,915	93,691	114,001	115,304
Direct to consumer and intermediated market channel sales	22,603	14,707	34,003	13,490	21,201	25,756
Intermediated marketing channel sales only	13,378	11,717	11,028	8,020	11,036	22,615
	<i>Percent</i>					
All farms reporting the value of their direct sales	100	100	100	100	100	100
Direct to consumer sales only	66	80	81	81	78	70
Direct to consumer and intermediated market channel sales	21	11	15	12	14	16
Intermediated marketing channel sales only	12	9	5	7	8	14
	<i>\$ millions</i>					
Value of direct marketing sales:	4,806	4,448	3,744	2,819	3,954	6,113
Direct to consumer sales only	887	1,456	1,241	647	1,058	1,152
Direct to consumer and intermediated market channel sales	1,199	1,787	1,195	1,107	1,322	1,612
Intermediated marketing channel sales only	2,720	1,205	1,307	1,065	1,575	3,349
	<i>Percent</i>					
Value of direct marketing sales:	100	100	100	100	100	100
Direct to consumer sales only	18	33	33	23	27	19
Direct to consumer and intermediated market channel sales	25	40	32	39	33	26
Intermediated marketing channel sales only	57	27	35	38	40	55

*Synthetic 2012 estimates (italics) of the total value of local food sold through each marketing channel type (see calculations in Table 4).
Source: USDA, Economic Research Service/National Agricultural Statistics Service, Agricultural Resource Management Surveys (ARMS), 2008-2011; Economic Research Service analysis of USDA, National Agricultural Statistics Service, 2012 Census of Agriculture data.

Developing synthetic 2012 estimates of local food sales by market channel option and farm size

Item	Farm size class:			All
	GCFI under \$75,000	GCFI - \$75,000 to \$349,999	GCFI - \$350,000 or more	
2012 Census - local food farms using:	<i>Number of farms</i>			
Direct-to-consumer channels only	102,826	8,743	3,735	115,304
Direct-to-consumer and intermediated marketing channels	19,503	4,401	1,852	25,756
Intermediated marketing channels only	16,269	3,466	2,880	22,615
All local food farms	138,598	16,610	8,467	163,675
	<i>multiplied by</i>			<i>dollars</i>
2008-11 ARMS - local food sales per farm using:				
Direct-to-consumer channels only	4,338	45,635	112,661	—
Direct-to-consumer and intermediated marketing channels	12,542	85,831	456,965	—
Intermediated marketing channels only	8,979	150,857	1,100,977	—
	<i>/10⁶ =</i>			<i>millions of dollars</i>
Synthetic 2012 estimate of local food sales by market channel:				
Direct-to-consumer channels only	446	399	421	1,266
Direct-to-consumer and intermediated marketing channels	245	378	846	1,469
Intermediated marketing channels only	146	523	3,171	3,840
Total local food sales	837	1,300	4,438	6,574
<u>Share statistics for figure 5:</u>	<i>percent</i>			
All local food farms	84.7	10.1	5.2	100.0
Total local food sales	12.7	19.8	67.5	100.0
<u>Share statistics for figure 5:</u>	<i>percent</i>			
2012 Census - local food farms using:				
Direct-to-consumer channels only	74.2	52.6	44.1	—
Direct-to-consumer and intermediated marketing channels	14.1	26.5	21.9	—
Intermediated marketing channels only	11.7	20.9	34.0	—
All local food farms	100.0	100.0	100.0	
Synthetic 2012 estimate of local food sales by market channel:				
Direct-to-consumer channels only	53.3	30.7	9.5	—
Direct-to-consumer and intermediated marketing channels	29.2	29.1	19.1	—
Intermediated marketing channels only	17.5	40.2	71.4	—
Total local food sales	100.0	100.0	100.0	

GCFI = gross cash farm income.

Source: USDA, Economic Research Service/National Agricultural Statistics Service, Agricultural Resource Management Surveys (ARMS), 2008-2011; Economic Research Service analysis of USDA, National Agricultural Statistics Service, 2012 Census of Agriculture data.

Appendix table 3

Developing the synthetic estimates of local food sales by market channel option and farm production type

Item	Farm production type:			
	Field and other crops	Vegetables, fruit, & nuts	Livestock & livestock products	All
2012 Census - local food farms using:	<i>Number of farms</i>			
Direct-to-consumer channels only	20,536	29,611	65,157	115,304
Direct-to-consumer and intermediated marketing channels	5,231	12,685	7,826	25,742
Intermediated marketing channels only	10,135	5,645	6,835	22,615
All local food farms	35,902	47,941	79,818	163,661
	<i>multiplied by dollars</i>			
2008-11 ARMS - local food sales per farm using:				
Direct-to-consumer channels only	11,576	17,530	6,150	–
Direct-to-consumer and intermediated marketing channels				
	27,352	74,961	49,923	–
Intermediated marketing channels only	84,572	257,030	122,256	–
	<i>/10⁶ = millions of dollars</i>			
Synthetic 2012 estimate of local food sales by market channel:				
Direct-to-consumer channels only	238	519	401	1,158
Direct-to-consumer and intermediated marketing channels	143	951	391	1,485
Intermediated marketing channels only	857	1,451	836	3,144
Total local food sales	1,238	2,921	1,627	5,786
<u>Share statistics for figure 6:</u>	<i>percent</i>			
All local food farms	21.9	29.3	48.8	100.0
Total local food sales	21.4	50.5	28.1	100.0
<u>Share statistics for figure 6:</u>	<i>percent</i>			
2012 Census - local food farms using:				
Direct-to-consumer channels only	17.8	25.7	56.5	100.0
Direct-to-consumer and intermediated marketing channels	20.3	49.3	30.4	100.0
Intermediated marketing channels only	44.8	25.0	30.2	100.0
Synthetic 2012 estimate of local food sales by market channel:				
Direct-to-consumer channels only	20.5	44.8	34.6	100.0
Direct-to-consumer and intermediated marketing channels	9.6	64.0	26.3	100.0
Intermediated marketing channels only	27.3	46.2	26.6	100.0

GCFI = gross cash farm income.

Source: USDA, Economic Research Service/National Agricultural Statistics Service, Agricultural Resource Management Surveys (ARMS), 2008-2011; Economic Research Service analysis of USDA, National Agricultural Statistics Service, 2012 Census of Agriculture data.

Farm to School Act of 2015

Supporting healthy kids, healthy farms and healthy communities

Farm to school is a **common sense approach** to child nutrition that empowers children and their families to make informed food choices while strengthening the local economy and contributing to vibrant communities. Together with the **National Sustainable Agriculture Coalition** and our network of supporters across the country, we are calling on Congress to support continued farm to school success and innovation in the upcoming Child Nutrition Act Reauthorization.

In the **Healthy, Hunger-Free Kids Act of 2010**, Congress established mandatory funding of \$5 million annually for a farm to school competitive grant and technical assistance program. The **USDA Farm to School Grant Program** increases the use of and improves access to local foods in schools – thus boosting farm income and economic opportunities – while also fostering experiential food education for our nation’s children. However, demand for the program is **more than five times higher** than available funding, so we are excited to announce that the **Farm to School Act of 2015** has been introduced in Congress.



Bill basics

The **Farm to School Act of 2015** will continue and expand upon the successes of the USDA Farm to School Grant Program by:

- Fully including preschools, summer food service program sites and after school programs on the list of eligible entities;
- Increasing annual mandatory funding from \$5 million to \$15 million to better meet the **high demand and need** for this funding;
- Increasing access among tribal schools to farm-fresh and traditional foods, especially from tribal producers; and
- Improve program participation from beginning, veteran and socially disadvantaged farmers and ranchers.



Batavia Environmental Commission- To fulfill the role of environmental advisor, educator and motivator to City Government and the community at large. www.cityofbatavia.net

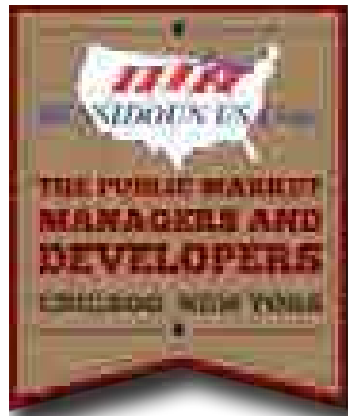


Bensenville Infrastructure and Environment Committee- No mission statement listed. <http://www.bensenville.il.us/index.aspx?NID=521>



Ben Lowe: National Spokesperson, Young Evangelicals for Climate Change

Action- To galvanize and strengthen the movement for Climate Action amongst Evangelical Christian Youth. www.BenLowe.net



Bensidoun USA- To develop the French Market in the United States and bring to it its expertise and resources, as well as touch of Parisian color. <http://www.bensidounusa.com/>



The Conservation Foundation- To preserve and restore natural areas and open space, protect rivers and watersheds, and promote stewardship of our environment. <http://www.theconservationfoundation.org/index.php>



Consortium of North Shore Environmental Groups (CONSEG)- to encourage and support the establishment of citizen's environmental groups in every community on the north shore, to share best practices among the groups and to collaborate on addressing environmental challenges that cross village boundaries. <http://www.gogreenwilmette.org/conseg/>



Downers Grove Environmental Concerns Commission- To develop, prepare and review plans for the prevention, abatement, or control of environmental pollution including but not limited to: Air, water, land, and noise as directed by the Council and Village Manager. <http://www.downers.us/govt/boards-commissions/environmental-concerns-commission>



The DuPage County Farm Bureau- To strengthen agriculture's role and influence as a vital part of a strong, prosperous economy in a free America. <http://www.dcfb.org/index.htm>



Dupage County Forest Preserve- To acquire, preserve, protect and restore the natural resources in DuPage County while providing opportunities for people to connect with

nature. <http://www.dupageforest.com/>



DuPage County Green Government Council- To effectively conserve natural resources, reduce regional environmental impacts, develop sustainability initiatives and promote economic opportunities for businesses, community organizations and residents. <http://www.dupageco.org/GreenGovCouncil/>



DuPage County Green Party- To create a world where Humans and the Environment both flourish. <http://dupagegreens.org/>



DuPage Federation on Human Services Reform- To identify ways a local community can address its human needs using its own resources and resourcefulness. <http://www.dupagefederation.org/>



LEAGUE OF WOMEN VOTERS®

DuPage League of Women Voters- To foster civic engagement and enhance access to the vote. <http://lwv.org/local-league/lwv-dupage-county>



DuPage River Salt Creek Workgroup- To better determine the stressors to our aquatic systems through a long term water quality monitoring program and to develop and implement viable remediation projects. <http://www.drscw.org/>



DuPage United- To form public relationships and to act together to improve the quality of life for individuals, families and communities. <http://www.dupageunited.org/>



DuPage Wild Ones- To promote Sustainable Landscaping. <http://dupage.wildones.org/>



Elmhurst Sustainability Task Force- To develop a community sustainability plan across areas of energy conservation, waste reduction, recycling, transportation and water. <https://www.elmhurst.org/index.aspx?NID=1313>



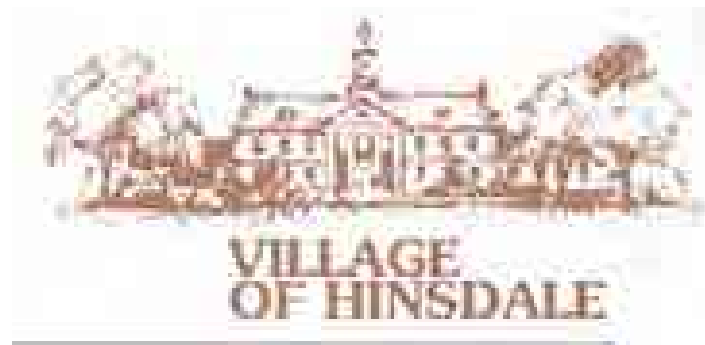
The GardenWorks Project- To relieve hunger in Chicago's west suburbs by providing families in need of food assistance with home vegetable gardens and coaching. <http://gardenworksproject.org/>



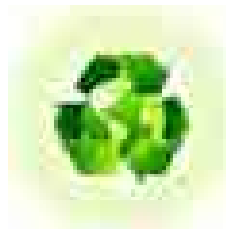
Glen Ellyn Sustainability Group- To advance Glen Ellyn's Sustainability Initiatives. <http://glenellyn-coolcities.blogspot.com/>



Hanover Park Environmental Committee- To provide residents of the Village with information and opportunities relating to environmentally-friendly practices. <http://www.hanoverparkillinois.org/Government/Committees-and-Commissions/Environmental-Committee.aspx>



Hinsdale Environment and Public Services Committee- To deal with issues and projects pertaining to the Public Services Department, including Public Works, Building & Code Enforcement, Building Maintenance, Engineering and Water & Sewer. <http://www.villageofhinsdale.org/comm/eps2014.php>



It's Our Earth, INC.- To create recycling programs, education, inspiration, green jobs, and most importantly choices for Earth Conscious Consumers. <http://www.itsourearth.com/Home>



Karen Vanek: Practitioner of Ecological Design- To propagate ecologically sound landscapes. <http://greenkaren.com/>



Lemont Environmental Advisory Committee- To keeps abreast of and advise the Village Board on Environmental Issues. <http://www.lemont.il.us/index.aspx?NID=71>



Loaves & Fishes- To provide food and leadership in the community by uniting and mobilizing resources to empower people to be self-sufficient. <http://www.loaves-fishes.org/>



Lombard Public Works and Environmental Concerns Committee- To consider and make recommendations to the Corporate Authorities regarding Public Works standards and ordinances, and matters concerning health, and environmental quality concerns in the Village; plus street lighting, drainage, sewers, streets and sidewalks, forestry, subdivisions flood control and water meters issues.



Mama Squash Market- To create a community owned, full service store providing nutritious , locally produced food, education, jobs and a nurturing environment to promote healthy lifestyles. <http://www.mamasquash.com/>



The Morton Arboretum- To collect and study trees, shrubs, and other plants from around the world. <http://www.mortonarb.org/>



Naperville for Clean Energy and Conservation- To educate Naperville residents about the connections between our personal actions and climate change, and to encourage individual and civic actions to address this issue. <http://ncec.us/>



People's Resource Center- To respond to basic human needs, promote dignity and justice, and create a future of hope and opportunity for the residents of DuPage County, Illinois through discovering and sharing personal and community resources. <http://www.peoplesrc.org/>



The Prairie Food Co-op- To strengthen our Economy and create a marketplace for transparently labeled, local, organic, and sustainable foods. <http://www.prairiefood.coop/>



The Resiliency Institute- To grow food security, build the local economy, increase biodiversity, and foster community. <http://www.theresiliencyinstitute.net/>



SCARCE- To inspire people, through education, to preserve & care for the Earth's natural resources, while working to build sustainable communities. <http://www.scarcecoed.org/>



Schaumburg Environmental Committee- To make recommendations to the Village Board on matters pertaining to the environmental and ecological welfare of the residents of Schaumburg and collect and distribute educational information relative to the environment through local media, schools and public events.



Schaumburg's Sustainable Future- To assess Schaumburg's past, present, and future Sustainability. <https://futureofschaumburg.wordpress.com/>



Sierra Club, River Prairie Group- To explore, enjoy, and protect the wild places of the earth; to practice and promote the responsible use of the earth's ecosystems and resources; to educate and enlist humanity to protect and restore the quality of the natural and human environment; and to use all lawful means to carry out these objectives. <http://illinois.sierraclub.org/rpg/>



Social Ecologies- To engage local residents, instigate ecological projects, and build regenerative systems. <http://socialecologies.net/>



Sustainable Aurora- To enhance, develop and create sustainable practices within the community. https://www.aurora-il.org/boards/sustainable_aurora.php



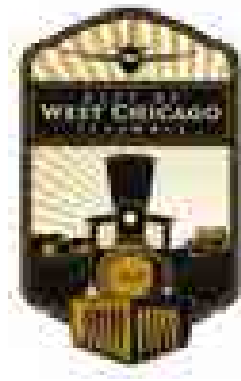
Villa Park Environmental Concerns Commission- To advise the president and board of trustees on matters relating to the preservation, protection and improvement of the environment, including the quality of land, air and water.



Warrenville Environmental Advisory Commission- To act as a resource and advocate to the City Council and the community at large, to help develop educational and informational programs and materials that promote environmental awareness and behavior, as well as to promote and coordinate the City's beautification efforts and to conduct an annual Arbor Day activity in Warrenville. <http://www.warrenville.il.us/index.aspx?NID=316>



Westmont Environmental Improvement Commission- To discuss environmental concerns and how we can implement "green" initiatives in our community. <http://www.westmont.illinois.gov/index.aspx?NID=444>



West Chicago Environmental Commission- To research, discuss and recommend to City Council various environmental programs and policies that would facilitate the protection and improvement of the environment, efficient management of natural resources, promote a sustainable community, and enhance the aesthetic appearance of the city. <http://westchicago.org/government/boards-commissions/environmental-commission/>



Wheaton Environmental Improvement Commission- To advise the City Council on environment-related subject matters and coordinate a variety of events each year, including a Recycling Extravaganza, Prairie Path Clean-up, Native Plant Sale and Arbor Day tree-planting ceremony. <https://www.wheaton.il.us/government/commissions/eic/default.aspx?id=1036>



Willowbrook Wildlife Center- To promote harmonious coexistence between the people and wildlife of DuPage County. <http://www.willowbrookwildlife.com/>



Wood Dale Clean Air Counts Committee- To clean the air. <http://www.wooddale.com/government/special-committees-and-commissions/clean-air-counts>



Workshop 88- To create a space that promotes community and learning. <http://workshop88.com/>

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Can Local, Urban Agriculture Scale? Chicago Hydroponics Farm Says ‘Yes’



109

 Email MoreSeptember 3, 2014 | [David Sands](#)

Sustainable growing methods are part of the very fiber of Urban Till's operations, but the Chicago-based hydroponics farm isn't an outgrowth of the organic food movement. In fact, it actually has roots in the traditional food industry.



Photo courtesy of Urban Till

Founder Brock Leach comes from a background in food distribution. Before starting [Urban Till](#) with his friend, hydroponics expert Todd Williamson, he worked as manager of continuous improvement over at [Martin Brower](#), a multinational company that provides supply chain management services to restaurant operators around the globe. Watching the increasing costs of moving edible goods along the supply line, he came to the conclusion that local production of food could be profitable, if it was done right.

“When I looked at the other people doing hydroponics, it was all

R&D hydroponics,” he tells Seedstock. “There was nobody really focused on cost control, and that’s why I thought it was a good business. That’s my background that’s where I’ve been successful in my career in the past.”

Housed in a former bread factory in Chicago’s SunGate industrial park, Urban Till grows herbs, greens and microgreens that are sold to the city’s high-end restaurants. Whereas some hydroponics companies specialize in one product and rely on the traditional supply chain to sell it over a wide geographic area, Leach’s business offers a range of products distributed to clients through his own local sales channels. To supplement its own inventory, the company also sells produce from other local farmers. It’s a strategy that eliminates the overhead costs associated with transporting food over long distances.

Urban Till started in Williamson’s basement in August 2011, with the two partners working out their own designs for systems that could be built cheaply and maximize space while minimizing grow time.

Back then, most practical hydroponics operations were engineered to grow marijuana. The two ended up developing a variety of different setups to accommodate different crops: an ebb-and-flow system for microgreens, vertically stacked NSP-lighted growing equipment for herbs and deepwater culture for lettuce.

During this initial stage, Urban Till’s crew consisted of Leach, his partner, a couple part-time workers and volunteers. Williamson left the company after about a year-and-a-half to pursue other work. The company’s workforce has expanded substantially since that time, and now numbers more than 20 employees.

Urban Till has grown in other ways as well. When it set up shop in SunGate Industrial Park back in January 2012, the hydroponic operations took up a scant 1,000 square feet, now it’s up to 30,000 square feet. Over the last year, its client base has ballooned too, from 15 customers to over 100, and includes ritzy restaurants like Grace and TRU as well as higher volume eateries like Revolution Brewery.

Leach wouldn’t disclose any numbers on annual harvests, citing the proprietary nature of that information. He was, however, happy to talk about the indoor farm’s ecological impact.

“A lot of environmental upside is just inherent in the process of hydroponics, and we put a few processes in place to make that even better,” he says. “The biggest sustainability piece in operations is being local and getting rid of that environmental footprint that comes with long distance distribution.”

Hydroponics also offers a great opportunity for an indoor farm to be water positive, according to Leach. During the summer water

from the A/C system is integrated with the facility's growing system, so there is zero water loss. Urban Till is looking to do the same in the winter for their dehumidification system. Although in Chicago that makes the water a little more expensive due to electrical costs, but it's more cost efficient in drier markets like Las Vegas that Urban Till has in its long-term sights.

Leach is confident that his business will expand, and hopes to one day have an Urban Till in every major market in the United States.

"Our main vision is to make local indoor growing cost-efficient enough so it becomes the most cost-efficient way to generate our food," he says.

Right now, the business is making the transition from research and development to its capitalization phase, developing the fiscal infrastructure and processes to transform it into a profit-making enterprise. To get to this point, Leach has gone through 36 different versions of his nursery operation. He says the biggest lesson he's learned from these multiple iterations is to embrace failure, learn from it and keep on pushing through.

"It's not easy, he says. "It's a lot harder than I even ever would have imagined, but most things that really change the world are harder than first imagined."



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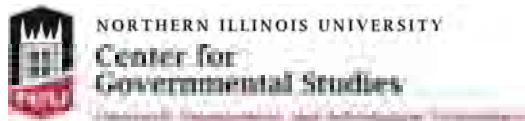
Report from the Suburban Cook County Food System Steering Committee

February 2012



Cook County Department
of Public Health

Made possible through funding from the Department of Health and Human Services: Communities Putting Prevention to Work (CPPW). CPPW is a joint project between the Cook County Department of Public Health and the Public Health Institute of Metropolitan Chicago.



The findings and conclusions presented in this report are those of the writers/report team alone and do not necessarily reflect the views, opinions, or policies of the officers and/or trustees of Northern Illinois University. For more information, please contact Patricia Inman, pinman@niu.edu or Katherine Davison kdavison@niu.edu.

REPORT TEAM

Members of the Cook County Food System Steering Committee

Lindsey Arenberg

Fresh from the Farm Manager, Seven Generations Ahead

Patsy Benveniste

Vice President of Community Education Programs, Chicago Botanic Garden

Daniel Block

Professor of Geography, Chicago State University
Director, Neighborhood Assistance Center

Jim Bloyd

Regional Health Officer, Cook County Department of Public Health

Martha Boyd

Program Director, Urban Initiative Angelic Organics Learning Center (Chicago)

Sheila Castillo

Associate Director, Midwest Latino Health Research Training and Policy Center, University of Illinois - Chicago
Principal Investigator, Center of Excellence in the Elimination of Disparities

Andre Garner

Project Director, Cook County Bureau of Economic Development

Bona Heinsohn

Cook County Farm Bureau

Lori Heringa

Chicago Metropolitan Agency for Planning

Thanks to the following for support on this project:

Jim Braun

Illinois Local Food, Farms, and Jobs Council

Mari Gallagher

Mari Gallagher Research

Ms. Ruth Zeldenrust

Cook County Farm Bureau

Debbie Hillman

Chairperson, Evanston Food Council

Darryl Holmes

Planner, Cook County Bureau of Economic Development

Kate Maehr

Chief Executive Director, Greater Chicago Food Depository

Nancy Pollard

Unit Educator, Horticulture, University of Illinois Extension

Bonnie Rateree

Director, Harvey Cultural Center, City of Harvey

Barbara Rose

Civic Participation Facilitator, Angelic Organics Learning Center

Sandra Streed

Director, Illinois Center for Food Safety

Tanya Triche

Senior Counsel, Illinois Retail Merchants Association

Staff

Lara Jaskiewicz

Program Manager, Suburban Cook County Communities Putting Prevention to Work (CPPW)
Public Health Institute of Metropolitan Chicago

Writers

Patricia Inman

Senior Research Associate, Center for Governmental Studies at Northern Illinois University

Katherine Davison

Research Associate, Center for Governmental Studies at Northern Illinois University

Reviewer

Melanie Megara

Assistant to the Vice President for Outreach, Engagement, and Information Technologies at Northern Illinois University

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EXECUTIVE SUMMARY

The suburban half of our nation's second-largest county is home to more than two-and-a-half million people, many of whom do not have access to healthy, fresh foods. The results are staggering: Over the past two decades, obesity rates in suburban Cook County have doubled for adults and tripled for children – and lack of fresh food has been cited as a major contributor to that trend.¹ In the poorest parts of suburban Cook County, food insecurity rates top those in the poorest sections of the city of Chicago. Yet aggregated data that portrays the entire suburban county area masks the severity of fresh food scarcity in these isolated areas.²

The complexity of a food system that hinders access is not always obvious. The American Dietetic Association, the American Nurses Association, the American Planning Association and the American Public Health Association have established consensus on the principal characteristics of a health-focused food system: health promoting, sustainable, resilient, diverse, fair, economically balanced, and transparent. An analysis of data related to these elements in suburban Cook County shows dramatic inconsistency between and among various communities. Food insecurity rates within the county range from the low single digits in wealthy areas such as Kenilworth and Burr Ridge to 45% – 55% in the municipalities of Ford Heights and Robbins.³ Not surprisingly, rates of unemployment and low income follow this same geographic pattern.

During an eight-month period, the writers worked closely with the Suburban Cook County Food System Steering Committee to strategize and develop this document. The perspective reflected is that of the steering committee, with public input obtained through a survey tool and a community-wide forum. In the interest of inclusivity, issues identified in the survey and at the forum are listed throughout the report and have driven much of the supporting data.

The ability to address inequality in access to fresh food is complicated by the complexity of the food system. Five main functions move food from farm to table: production, processing, distribution, access, and waste management. The interdependency of those functions creates a confusing and largely invisible web. Making food systems more visible allows regions to bring appropriate partners to the table for collaboration and helps government agencies make informed policy choices.

Comprehensive food policies can also have dramatic impact on local economies. Public input from both the survey and the public forum indicate that Illinois residents want more locally-grown food. However, only about four percent of what we eat is produced in this state. Illinoisans annually spend \$48 billion on food imported from other states, so policy changes that encourage more local production have strong economic development implications as well.⁴

The environmentalist mantra – “Think globally, act locally” – could well be applied to the challenge of achieving greater food equality and better health for the residents of suburban Cook County. With the largest number of municipalities of any state in the U.S. (and widespread commitment to ‘home rule’), meaningful change on any issue requires a focused, regional approach. For example, the metropolitan Chicago area is the truck and rail freight center of North America, yet fresh food shipments often pass through impoverished sections of suburban Cook County on their way to stores and restaurants in the city of Chicago. Food systems are not defined by municipal jurisdictions, yet without transparency and regional coordination, disenfranchised communities will remain ‘food poor.’

This report is a snapshot of the current food system in suburban Cook County and lays the groundwork for broader regional planning around local food. Discussion papers in the past have typically focused on the city of Chicago.⁵ Suburban Cook County has much in common with Cook County as a whole, yet the area offers unique assets and challenges in the development of a healthy food system. While this report focuses on suburban Cook County, its conclusions call for county-wide collaboration around creation of a food system that is health-promoting, sustainable, resilient, diverse, fair, economically balanced, and transparent. Recommendations for achieving this fall under three main areas.

1. RESOURCE ASSESSMENT

Increasing food production by utilizing available traditional and non-traditional land for production.

2. FOOD AS AN ECONOMIC DRIVER

Supporting the development of food-related businesses that increase fresh access and develop sustainable economies for low-income communities.

3. COORDINATION AND EDUCATION

Increasing transparency of local food systems to facilitate regional collaboration.

INTRODUCTION

While earlier initiatives have addressed food system needs in the city of Chicago, little attention has been paid to underserved populations in the remainder of Cook County. A superficial look at data from the suburban portion of Cook County would indicate adequate access to fresh food, yet closer analysis of specific communities, particularly in the south and southwest suburbs, tells a different story. This report provides background information to support the development of a coordinated health-focused food system, and includes a description of current issues and conditions of the *suburban* Cook County food system.

The Assessment Process

During an eight-month period, the authors worked closely with staff from the Communities Putting Prevention to Work initiative (CPPW), as well as with the Suburban Cook County Food System Steering Committee charged with developing this document. The process included:

- Review of written reports and policies from all government levels and multiple agencies that affect food systems.
- Review of reports from both academic institutions and food system advocates.
- Compilation of maps relevant to the food system principles and elements.
- Review of food policies, ordinances, and reports from other municipalities within the U.S. and Canada.
- In-person and phone interviews with staff from various county and municipal government agencies, as well as non-profit agencies serving suburban Cook County.
- Facilitation of six steering committee meetings during which members provided input and direction regarding the content of this report.
- Continued conversation through an on-line forum between meetings.
- A public on-line survey sent to various advocacy and municipal groups.
- Facilitation of a public forum on October 6, 2011 hosted by CPPW.
- Preparation of various drafts with comments submitted by the steering committee.

A methodology that incorporated stakeholder input was utilized. The steering committee members represented diverse community roles and served to define issues and guide data collection so that an accurate picture of the suburban Cook County food system emerged.

The process also relied heavily on guidance from food advocate and expert Mark Winne, director of the Food Policy Council of the National Community Food Security Coalition. His focus on the development of food policy councils throughout North America provides much of the organization for this report, particularly his emphasis on the need to look at projects, partners, and policy in the development of community food systems.⁶

This report also considers findings from the Chicago Metropolitan Agency for Planning (CMAP) document *GO TO 2040*, metropolitan Chicago's first comprehensive regional plan in more than 100 years.⁷ CMAP's Local Food Chapter Outline⁸ was particularly helpful in the organization of this report. The focus of both these documents is developing greater access to healthy, locally-sourced foods from the region.

This report is grounded by principles found in the Illinois Food, Farms, and Jobs Act of 2009. The act created a food-based economic development strategy to enrich Illinois families, businesses, and communities (as well as the state's treasury) by:

- Stimulating economic development by uniting our abundant resources: rich farmland, a temperate climate, a rich farming heritage, and a large, diverse customer population.
- Supplementing long-term public health strategies designed to curb childhood diabetes and obesity.
- Ensuring food supply preparedness in the event of a natural or man-made emergency.
- Providing strategies for sustainable economic growth based on the development of local food systems.

The Food Act strategy included progressive steps toward greater local food production, including:

- Directing state agencies to align their missions in support of this suggested economic development, public health, and emergency preparedness strategy.
- Mandating that state institutions source at least 20% of their food locally by 2020.
- Assembling a team to streamline rules and regulations governing local food production, processing, and marketing.
- Creating an Illinois Local Food, Farms, and Jobs Council to coordinate development of community-based farm and food networks statewide, pooling funds from federal agencies and private entities to build local farm and food networks.

Profile of Suburban Cook County

Cook County is the second most populous county in the United States. It is home to 5,194,675 people, or 40.5% of all Illinois residents. Nearly half (48%) of those residents live in the suburban portion of the county outside the city of Chicago. The racial composition of suburban Cook County is fairly homogeneous, with Whites making up 67% of the population, Blacks 16%, Asians 7%, and 8% reporting themselves as some other race. Hispanics or Latinos cross all racial categories and represent 19% of the total population. Suburban Cook County saw minimal change from 2000 to 2010 in any one racial subset and an average increase in Hispanics (see Figures 1 and 2).

Figure 1

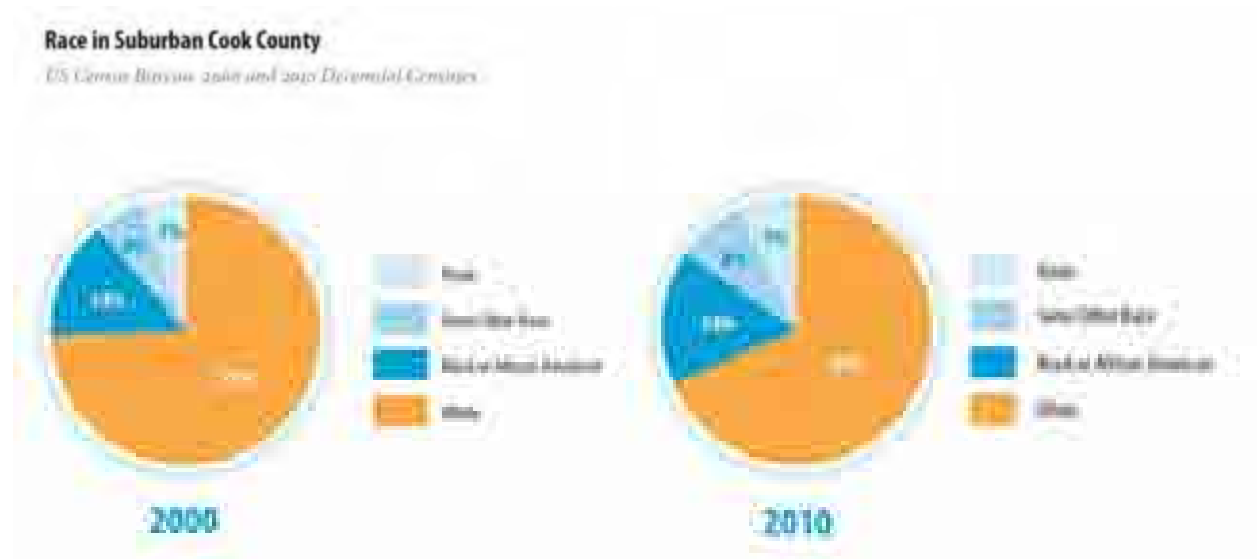
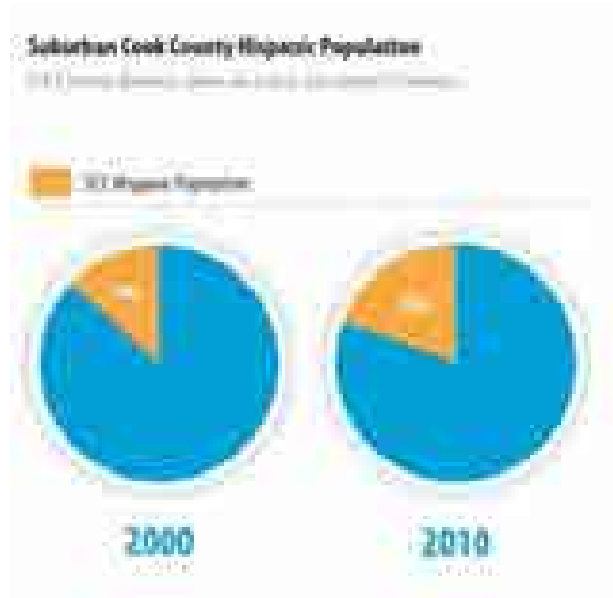


Figure 2



There are more than 130 incorporated municipalities in Cook County, the largest of which is the city of Chicago. Outside of the city limits, suburban Cook County is divided into 30 townships.⁹ Township government is unique to Midwestern and Northeastern states and most Canadian provinces. In Illinois, a township is a land parcel six miles by six miles. Townships and municipalities each have powers and responsibilities that are exclusive from one another.

A common theme of disparity in access to healthcare and fresh food emerged in a recent report released by the CCDPH titled: *WePlan 2015, Suburban Cook County Community Health Assessment and Plan*. One in six residents of suburban Cook County reports lack of access to healthy food. Problems purchasing fresh food doubled for survey respondents reporting income of less than \$60,000.00. Over half the adults in suburban Cook County are overweight or obese, as are roughly 40% of children. Three in four adults do not eat the recommended amount of fresh fruits, and a large majority are not physically active.¹⁰ Additionally, obesity and smoking (the leading causes of cardiovascular disease) are higher among the poor, less educated, and minorities. And pockets of poverty are growing. An increase in poverty in suburban Cook County is seen among white men and women who previously had high incomes. Finally, the report identified the need for improved systems and better coordination to address all of the aforementioned problems.¹¹

The Greater Chicago Food Depository has provided an even more detailed look at food insecurity in Cook County.¹² The organization released a study in September 2011 providing community-level data in Cook County of the number of individuals who are food insecure. USDA Economic Research Service defines food insecurity as a household-level economic and social condition of limited or uncertain access to adequate food.¹³ Data was gathered for all of Chicago's 77 community areas and 119 Cook County suburbs. The new findings point to strong links between unemployment and food insecurity, and to high concentrations of food insecurity in communities on the West and Southwest Sides of Chicago and in several Cook County suburbs. Among the key findings of that study:

- In the city of Chicago, the overall rate of food insecurity is 20.6%; in suburban Cook County, 15.4%.
- The highest rates of food insecurity in the city of Chicago were in Riverdale (40.8%), Washington Park (34.0%), Englewood and north Lawndale (both at 31.2%). In suburban Cook County, the worst rates were even more dramatic, with Ford Heights (55.5%), Robbins (45.0%) and Dixmoor (38.7%).

- In the whole of Cook County, 36% of those who are food insecure - 304,528 individuals - earn more than 185% of the poverty level (\$20,146 for a household of one) and are thus not eligible for most federal nutrition programs.

Residents of Cook County live in neighborhoods that are highly segregated by race and ethnicity. The Urban Institute found that of the 100 metropolitan areas in the United States, metro-Chicago ranked 91st out of 100 for Latino-White segregation and 98th out of 100 for African-American/White segregation, with a dissimilarity index of 56.3 and 75.2 respectively, reported by Brown University's US 2010 project, using 2010 Census data. The dissimilarity index ranges from 0 to 100, where 100 reflects complete separation between two groups.¹⁴

Racial residential segregation has significant detrimental effects on health. According to a 2011 study by Thomas A. LaVeist, et al., this is the case “not because (neighborhoods) are predominantly black or Hispanic, but rather due to higher rates of poverty. Even persons with middle and relatively higher incomes are at greater risk when more of their neighbors are poor.” The study notes that residential segregation “reduces access to the resources necessary to support healthy lifestyles, including nutrient rich food.”¹⁵

We Can Do Better: Defining a Sustainable Food System

The ubiquitous nature of food systems has rendered their workings largely invisible to the average citizen (and to most policymakers). Few Americans know where their food comes from, how it got to their grocery store, or why they have the selections they do in the produce aisle. To further complicate the matter, food policy is made at multiple levels with little-to-no coordination between jurisdictions.¹⁶ It is only recently that the American Planning Association has included food systems for consideration in their work.¹⁷ Making food systems transparent allows regions to bring appropriate partners to the table for collaboration and allows government agencies to make informed policy choices. When addressed in a coordinated manner at a regional level, food policy debate can organize discussion of multiple related issues including job creation, community building, hunger elimination, and improvement of the environment. To that end, the American Dietetic Association, American Nurses Association, American Planning Association, and American Public Health Association have established consensus on the following principal characteristics of a health-focused food system:

Health-Promoting

- Supporting the physical and mental health of all farmers, workers, and eaters.
- Accounting for the public health impacts across the entire lifecycle of how food is produced, processed, packaged, labeled, distributed, marketed, consumed, and disposed.

Sustainable

- Conserving, protecting, and regenerating natural resources, landscapes, and biodiversity.
- Meeting our current food and nutrition needs without compromising the ability of the system to meet the needs of future generations.

Resilient

- Thriving in the face of challenges.

Diverse

- Including a diverse range of food production, transformation, distribution, marketing, consumption, and disposable practices occurring at diverse scales: local, regional, national, and global.
- Considering geographic differences in natural resources, climate, customs and heritage.
- Appreciating and supporting a diversity of cultures, socio-demographics and lifestyles.

- Providing a variety of health-promoting food choices for all.

Fair

- Supporting fair and just communities and conditions for all farmers, workers, and eaters.
- Providing equitable physical access to affordable food that is health promoting and culturally appropriate.

Economically Balanced

- Providing economic opportunities that are balanced across geographic regions of the country and at different scales of activity, from local to global, for a diverse range of food system stakeholders.
- Affording farmers, workers, and eaters opportunities to actively participate in decision making in all sectors of the system.

Transparent

- Providing opportunities for farmers, workers, and eaters to gain knowledge necessary to understand how food is produced, transformed, distributed, marketed, consumed, and disposed.
- Empowering farmers, workers, and eaters to actively participate in decision-making in all sectors of the system.¹⁸

How Does Suburban Cook County Measure Up to Those Principles?

In addition to those indicators already referenced in the “Profile of Suburban Cook County” section, the following facts provide points of comparison with the principles of a health-focused food system. These indicators were identified by the steering committee and can be used as benchmarks for future assessment. As with other data sets that aggregate the experiences of a highly-diverse area, there are large contrasts between communities not reflected here. While the suburban Cook County assessment shows no glaring inequities, these same indicators could be used at a community level assessment and tell a vastly different story.

Health-Promoting

The relationship between lack of access to fresh food and communities presenting unhealthy profiles needs to be further explored and measured. Heart Disease, high blood pressure, high cholesterol, diabetes and issues related to mental health have emerged as problems in the U.S. as a whole and can be linked to food access issues. Clearly, suburban Cook County shows a similar profile.

Figure 3

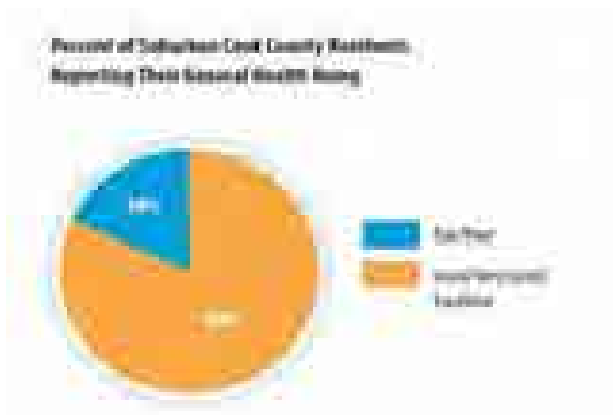


Figure 4

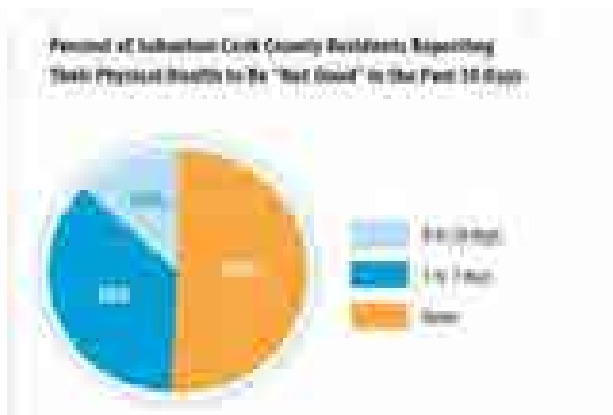


Figure 5

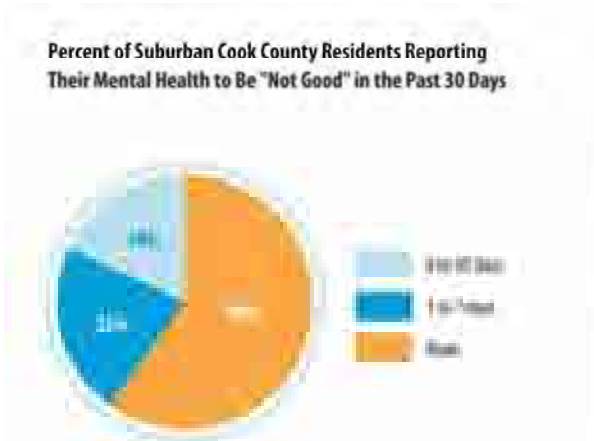


Figure 6

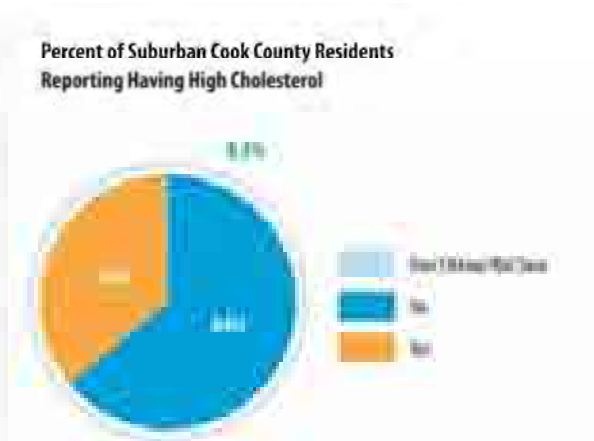


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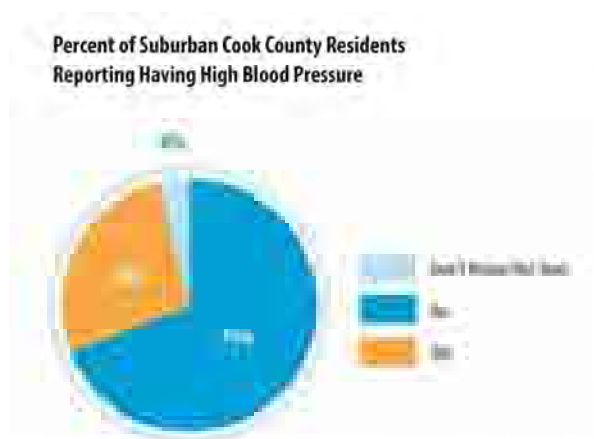


Figure 8

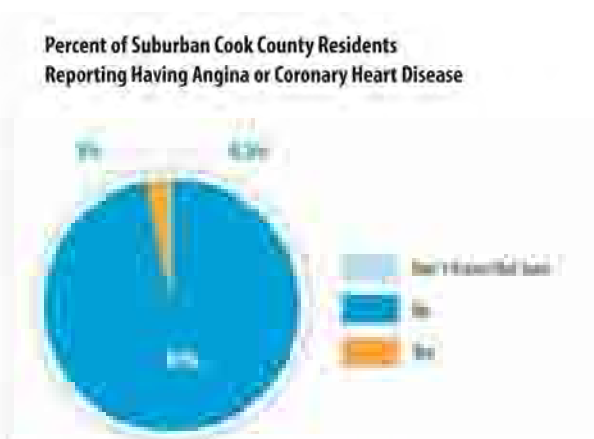


Figure 9

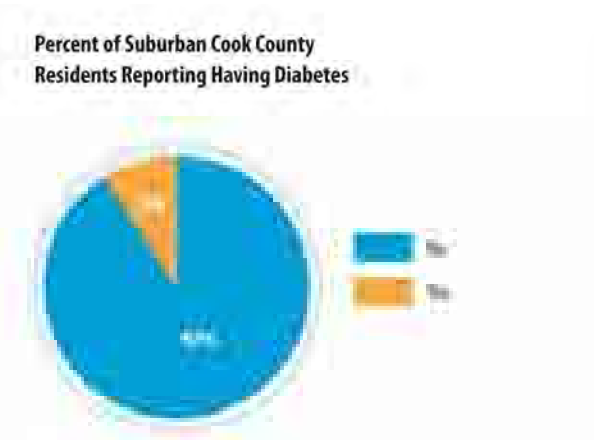
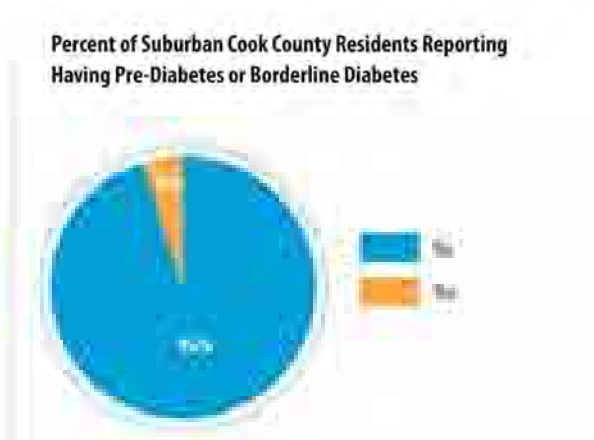


Figure 10

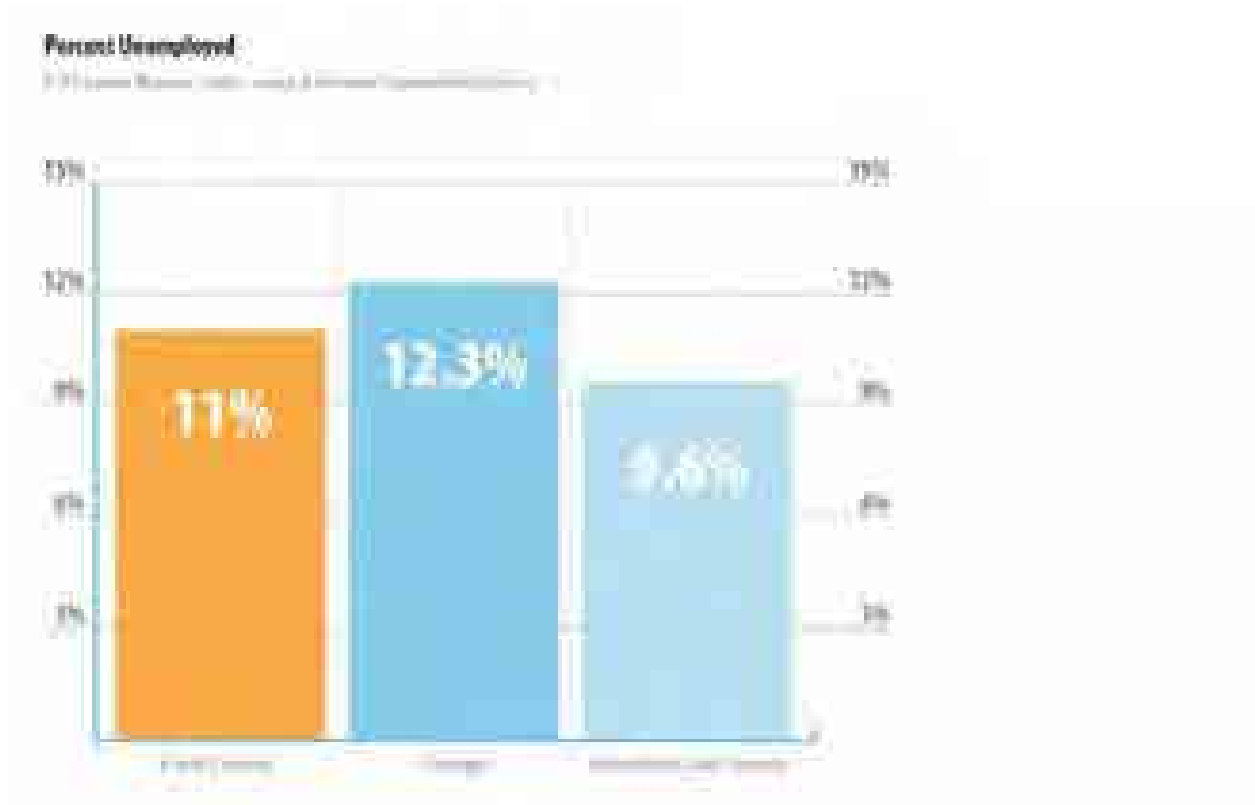


Source: Cook County Department of Public Health, Suburban Cook County Behavioral Risk Factor Surveillance System, 2012

Resilient

Resiliency allows communities the ability to thrive in the face of economic downturns. Data collected from the U.S. Census Current Population Survey (CPS) show that individuals with less education attainment experienced greater percentage-point increases in their unemployment rates than their more educated counterparts.¹⁹ Higher levels of education also offer greater options for changing career paths when necessary. As previously noted, unemployment and low income are closely linked with higher levels of food insecurity. It is also important to remember that suburban Cook County includes both wealthy and impoverished communities; thus the aggregated data presented below obscures the severity of crisis on the low end.

Figure 11

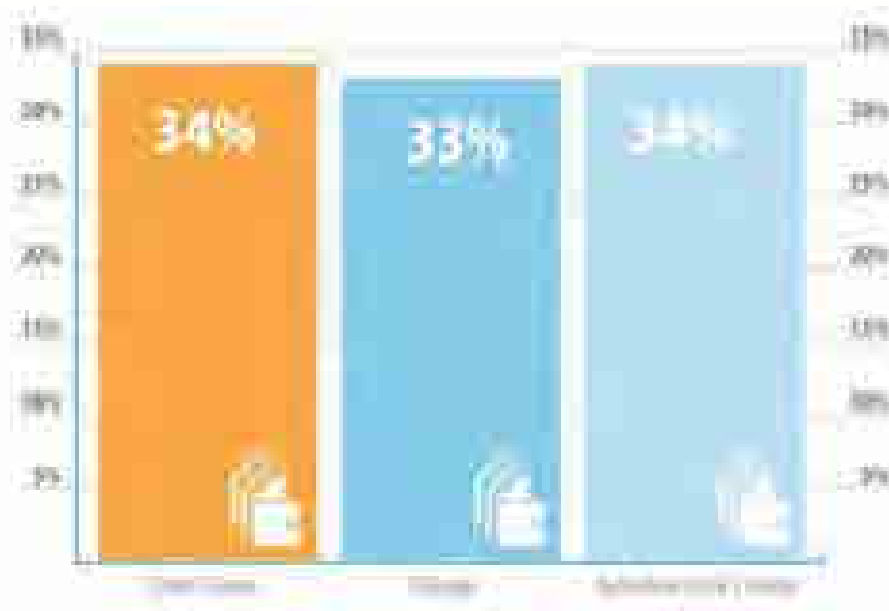


Resilient (cont.)

Figure 12

Percent with Bachelor's Degree or Higher

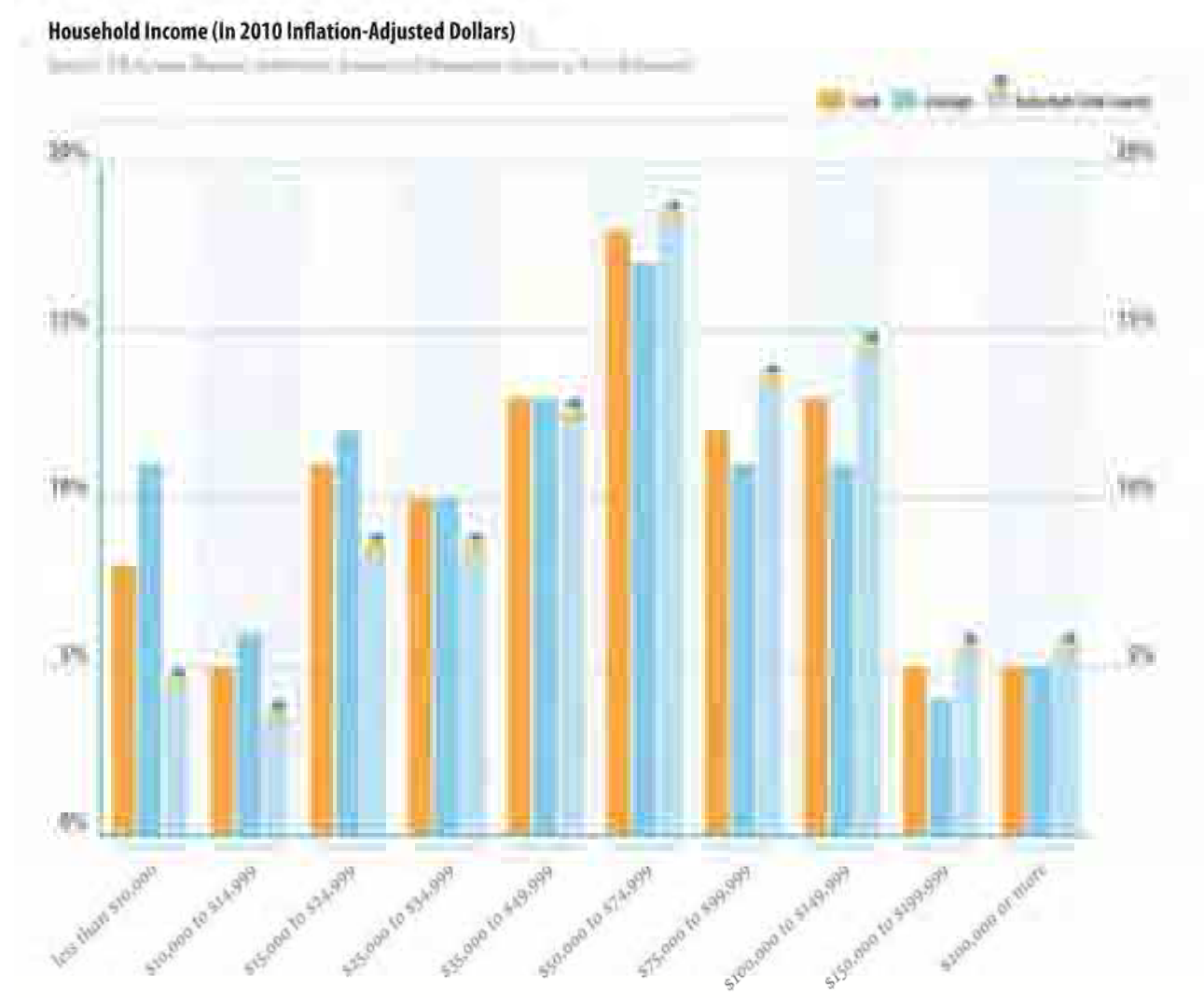
Source: US Census, American Community Survey 2008



Fair and Economically Balanced

As would be expected, income equity parallels that of employment levels. What are not obvious are the lack of employment opportunities that exist in suburban Cook County. The absence of small- and medium-sized businesses in the southern region is responsible for unemployment and poverty rates far higher than the averages depicted here. The absence of food-related businesses not only decreases access to fresh food but also minimizes a community's economic vibrancy and earning power.

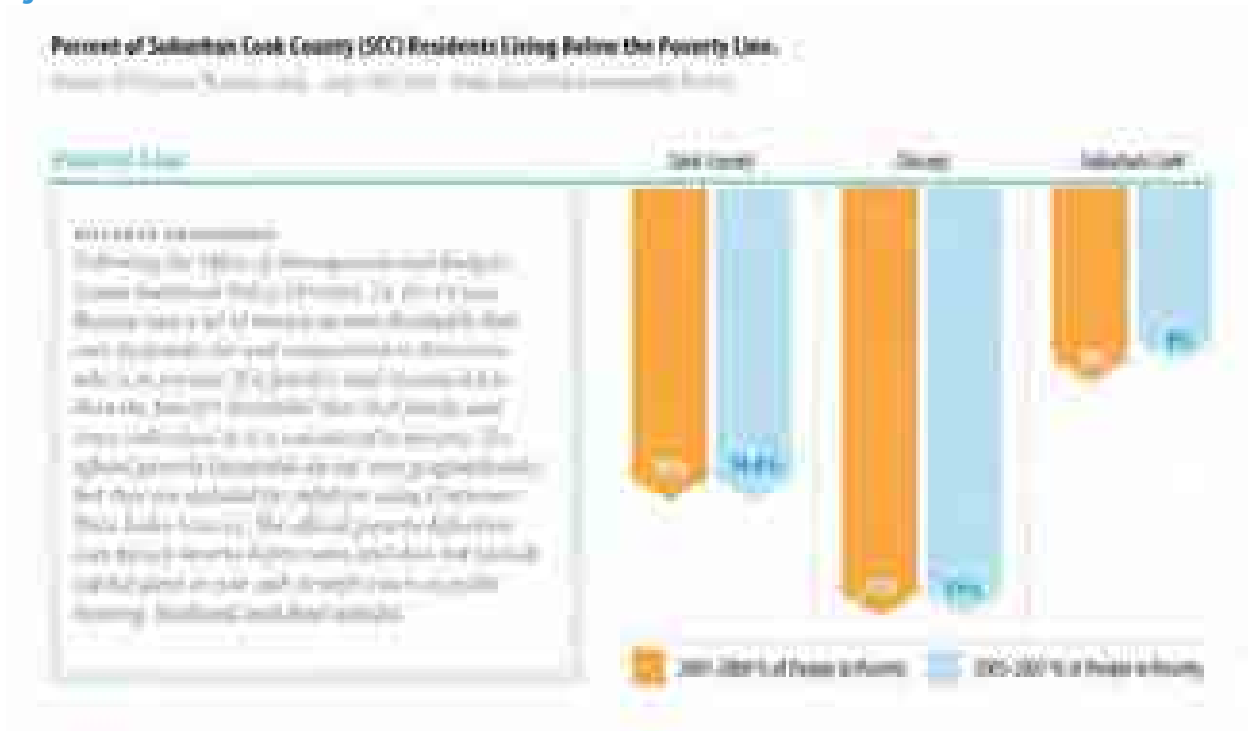
Figure 13



Transparent

Families living below the poverty line often live invisible lives. As is discussed in the section of the report dealing with Access, only 70% of eligible families take advantage of food support programs, compounding the challenge of poverty.

Figure 14



THE SUBURBAN COOK COUNTY FOOD SYSTEM

While nearly half of all Cook County residents live in the suburban portion of the county, previous discussion papers have almost exclusively focused on the city of Chicago.²⁰ Suburban Cook County has much in common with Cook County as a whole, but also presents unique assets and challenges in the development of a healthy and sustainable food system. This report endeavors to capture a snapshot of suburban Cook County from the context of its existing food system. Solutions addressing food system issues will require coordination with the city of Chicago and the broader region.

Food System Components

A food system is a set of economic activities that encompasses production, transformation (processing, packaging, labeling), distribution (wholesaling, storage, transportation), access (gardens, retail, institutional food service, emergency food programs), consumption, and waste management. Given its scope, a region's food system is a prime driver of the health of a region's economy, land use, environment, communities, and residents.²¹

Community members provided input on the issues facing the suburban Cook County food system through an online survey completed by 857 respondents and a public forum held on October 6, 2011 hosted by CPPW and attended by 43 participants. Survey respondents and forum participants represented stakeholders within suburban Cook County. Participants at the public forum were allowed to self-select from six discussion groups, five focusing on the impact areas and one group focusing on the food system as a whole. Understandably, the group focusing on the overall food system had issues that were the most extensive and complex. However, the broader system-wide issues also emerged in the individual component discussions.

- Lack of a coordinating body for Cook County's food system.
- Lack of understanding the cost of fresh food.
- Finite water sources.
- Complex policies for smaller farms.
- Land availability.
- Federal funding opportunities.
- Addressing issues identified by the Food, Farms, and Jobs Act.
- Lack of education regarding the health-related costs of not eating healthy food.

The following sections describe stakeholder input on the individual component areas of the food systems, discussion of the issues, and recommendations for addressing the issues.

PRODUCTION

STAKEHOLDERS WEIGH IN

Public Forum Issues

- Planning and zoning hurdles encountered by proponents of community gardens.
- Regulations at all governmental levels that constrain alternative food sales such as farmers' markets.
- Potential soil contamination in both urban and rural settings.
- Hurdles encountered by those attempting to start a new business.
- Limited outlets for extended-season produce sales such as winter farmers' markets.
- Lack of inventory of productive land within suburban Cook County.
- The need for education in innovative farming methods such as vertical farming, rooftop gardens, community gardens, and hydroponics.

Survey Issues

- Waste elimination.
- Absence of community stakeholders and residents 'at the table' in the agriculture policy and rulemaking process relating to production.
- Negative environmental impacts of farming methods.
- Federal agriculture policy not supportive of the growing and raising of foods needed for a healthy nation.
- Farmland purchased by foreign countries or non U.S. organizations.

Illinois, home to 76,000 farms and more than 950 food manufacturing companies, is a solidly agricultural state in the heart of America's bread basket. Fully 80 percent of the state is farmland. Yet only four percent of all the food eaten in Illinois is actually grown there. Most of the crops grown in Illinois are exported to other states and nations, while similarly vast quantities of fresh food are imported from other states to feed Illinois' 12.8 million residents. With annual food expenditures of \$48 billion, Illinois' current food system sends enormous amounts of money out of state, and leaves many of its residents without adequate access to healthy fruits and vegetables.²²

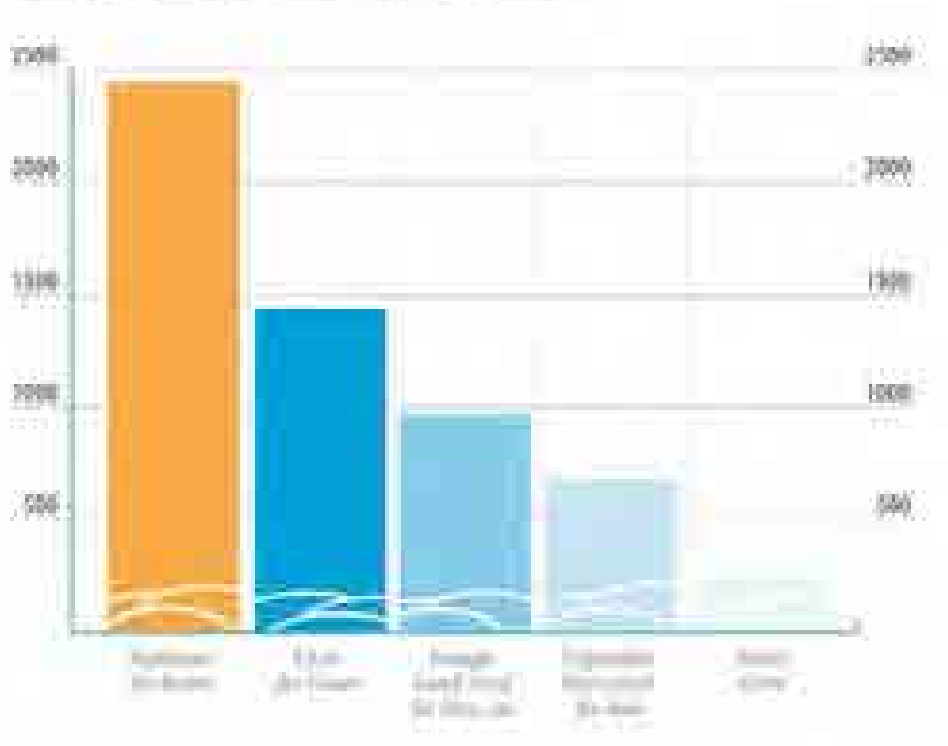
Much of Illinois' reliance on imported food is due to its vast swath of flat, fertile soil that makes cultivation with large machinery especially easy. "Row crop" farming in our state produces not consumable fresh food, but the commodity crops of corn and soy beans (see Figure 15).

These crops are most frequently used for animal feed or, more recently, the production of ethanol fuel. Federal farm bills have increasingly provided subsidies for such production. Originally intended to prevent family farm foreclosures, federal subsidies today reward large agribusinesses for expanded production that employs the use of chemicals and mono-crop production.²³ The past two rounds of the Farm Bill have provided greater support for the production of local specialty crops with the 2012 version currently being negotiated to provide increased support for an alternative food system that is equitable and sustainable.

Figure 15

Cook County Top Crop Items 2007, Acres

(Source: U.S. Department of Agriculture, and U.S. Census Bureau)



Increasingly, studies show that food production needs less space than previously considered. A particularly powerful scenario was prepared by the Leopold Center of Iowa State University. Author David Swenson notes: “One of the key assumptions in the study was that farmers in a region can grow enough of 28 kinds of fruit and vegetables to meet demand, based on population, during a typical growing season (about four months of the year) and longer for crops that could be stored, such as onions or garlic.” The land required for this production was equal to the cropland in a single Iowa county. Swenson continues:

Although relatively few acres would be required to significantly increase fruit and vegetable production in the region, the study also found that the job gains could be significant, compared to the number of jobs currently generated by the same amount of land under conventional agricultural production.

Another key assumption was that half of the increased production would be sold in producer-owned stores, resulting in additional impacts on regional economies. The six-state region would need about 1,405 establishments staffed by 9,652 people earning \$287.64 million in labor incomes.²⁴

Another study shows that Cleveland, Ohio, and other post-industrial U.S. cities can generate up to 100 percent of their current needs for fresh produce and other food items.²⁵ The implication is that when assessing possible sites for food production, one need no longer look only at large parcels of land that are zoned for agricultural production. Smaller pockets including land that can be cultivated for school and community gardens must be considered.

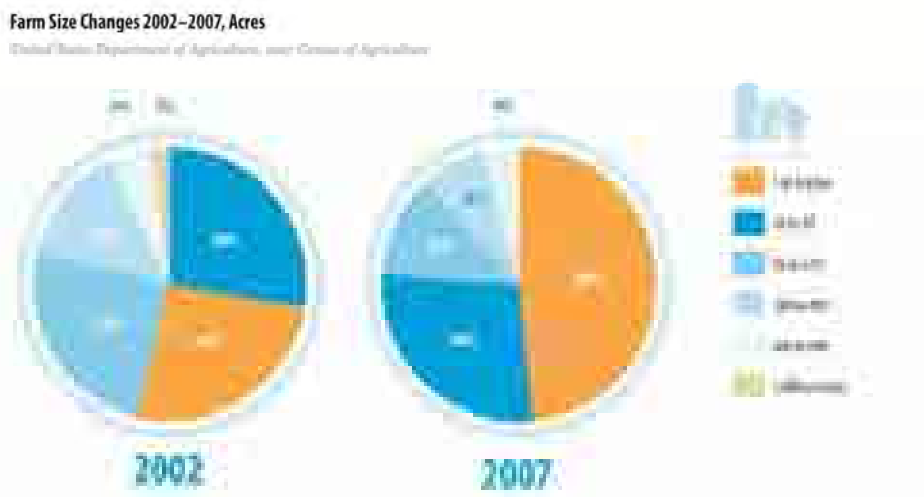
Criteria to be taken into account could include:

- Water accessibility.
- Soil contamination.
- Zoning, including options for public spaces.
- Composting opportunities.
- Accessibility.
- Alternative types of cultivation such as vertical gardening and hydroponic options.

With respect to zoning issues, as mentioned earlier, Illinois has the greatest number of municipalities of any U.S. state. This means that with its focus on home rule, interpretations of federal and state policy vary widely regarding options for food production. In order to provide consistency for food producers it has been suggested that we look to provide model language for zoning and other food policy regulations. Like natural resources, food does not respect political boundaries. Roger Dahlstrom, Assistant Director for Community and Economic Development with the Center for Governmental Studies at Northern Illinois University, suggests that we look to the language of storm water legislation that speaks in terms of “sheds” to provide policy and ordinance guidance. In this format, local ordinances defer to county guidelines.²⁶

The good news is that suburban Cook County reflects several of the trends supporting local food production. While farmland is decreasing, the number of small farms has increased by 23 percent from 2002 to 2007 (see Figure 16). Production of specialty crops is up, while production of commodity crops such as corn and soybeans has gone down.²⁷ While suburban Cook County is rarely thought of in terms of commodity cultivation, at one time it served as home to more rural communities.

Figure 16



Despite increased production and consumer interest, locally grown food accounts for a small segment of U.S. agriculture. For local foods production to continue to grow, marketing channels and supply chain infrastructure must deepen. A report by Sarah A. Low and Stephen Vogel for *Amber Waves* cited new information on farmers who market foods locally. The marketing channels they used could aid private- and public-sector efforts to support the local food production segment of the agricultural economy.²⁸ This report indicates:

- On a national level, marketing of locally produced foods, both direct-to-consumer and via intermediated channels, grossed \$4.8 billion in 2008—about four times higher than estimates based solely on direct-to-consumer sales.
- Farms marketing local foods exclusively through intermediated channels reported \$2.7 billion in local food sales in 2008—over three times the value of local foods marketed exclusively through direct-to-consumer channels and two times higher than the value of local foods marketed by farms using a combination of the two channels.
- Small farms (those with less than \$50,000 in gross annual sales) accounted for 81 percent of all farms reporting local food sales in 2008. They averaged \$7,800 in local food sales per farm and were more likely to rely exclusively on direct-to-consumer marketing channels, such as farmers’ markets and roadside stands.
- Medium-sized farms (those with gross annual sales between \$50,000 and \$250,000) accounted for 17 percent of all farms reporting local food sales in 2008. They averaged \$70,000 in local food sales per farm and were likely to use direct-to-consumer marketing channels alone or a mix of direct-to-consumer and intermediated marketing channels.
- Large farms (those with gross annual sales of \$250,000 or more) accounted for 5 percent of all farms reporting local food sales in 2008. They averaged \$770,000 in local food sales per farm and were equally likely to use direct-to-consumer channels exclusively, intermediated channels exclusively, or a mixture of the two.
- Large farms accounted for 92 percent of the value of local food sales marketed exclusively through intermediated channels.
- For small and medium-sized farms with local food sales, more operators identified their primary occupation as farming and devoted more time to their farm operation than operators of similarly sized farms without local sales. Vegetable, fruit, and nut farms dominated local food sales.
- Direct-to-consumer sales of food commodities were affected by climate and topography that favor fruit and vegetable production, proximity to farmers’ markets and neighboring local food farms, and access to transportation and information networks.²⁹

Collection of data on organic production is relatively new. The 2007 Census of Agriculture collected preliminary data and added an organic production survey in 2008. See Figure 17 for the initial 2007 assessment in Cook County.

Figure 17



Production Recommendations:

- Assess available traditional and non-traditional land for production.
- Coordinate the multi-jurisdictional food-related regulations.
- Extend access to fresh food through alternative sources.
- Increase support for new and small- to medium-sized farms.
- Address soil contamination in both urban and rural land.
- Establish a coordinating body bringing all stakeholders to the table to advance a healthy food system.

PROCESSING

STAKEHOLDERS WEIGH IN

Public Forum Issues

Contributors did not choose to participate in a discussion group focused on processing at the community forum.

Survey Issues

- Waste elimination.
- Complexity of licensing and inspections needed for various types of food processors.
- Complexity of zoning for agribusiness.
- Lack of training and education for the food processing work force community.
- Absence of stakeholders and residents 'at the table' in the agriculture policy and rulemaking process related to processing.

If readers are struck by the irony of an agricultural state having to import 96% of its food, they might have a similar reaction to the idea that the region lacks adequate facilities for processing locally grown fruits and vegetables. The region's geographic location and transportation system made it the center of America's food chain, including becoming the hub of the food industry with the creation of the Chicago Board of Trade.³⁰

Initially, grain milling was the region's most important food activity. By 1860 Illinois was the number one producer of corn and wheat in the United States.³¹ The Union Stock Yards gave rise to a thriving meatpacking industry from

the Civil War to the 1920s.³² According to the Chicago Historical Society's *Encyclopedia of Chicago*, the wide availability of milled grains by the late 1800s gave rise to mechanized bread factories that put small kitchens and bakeries out of business. Proximity to the dairy stronghold of Wisconsin helped Chicago become home to many dairy processors.³³ The development of the confectionary industry including the production of Wrigley's gum as well as Tootsie Rolls, Tootsie Pops, Junior Mints, Cracker Jacks, Milk Duds, and Brach's Candies, provided further innovation for the food sector of a growing metropolis.³⁴ The food service industry grew to accommodate hungry workers and those needing to eat away from home.³⁵ As a result, street foods flourished and Chicago saw a rise in their famous Chicago-style hot dog. In 1955, the famed McDonald's hamburger chain opened its first franchise in Des Plaines, Illinois.³⁶ Finally, Chicago's location as a hub of land and sea distribution routes brought a diversity of people – and foods – from all over the world. Germans, Irish, Polish, Italians, African Americans, Hispanics, and Swedes arrived first, followed in rapid succession by French, Greeks, East Indians, Japanese, Koreans, Scots, and Spanish immigrants.³⁷ Today, the largest number of food manufacturing establishments in the Chicago area are bakeries and tortilla manufacturers with 465 businesses. Fruit and vegetable preserving and specialty food manufacturing is the smallest sector with only 69 reported establishments in 2009 (see Figure 18).

Figure 18

Total Establishments, Food Manufacturing, Cook County

Source: US Census Bureau, *County Business Patterns, 2009*



The Polsky Center for Entrepreneurship at the University of Chicago Booth School of Business produced a white paper titled *From Farm to Fork: Innovations in the Chicago Food Industry*.³⁸ The report identifies five key trends that are affecting innovation in the food industry today. These include a challenging economy; shifting demographics that include the Baby Boom generation and a rising Hispanic presence; health concerns including a rise in such diseases as obesity, heart disease, and diabetes; food safety and traceability of food products; and the need for sustainable practices in all aspects of the food system. Each of these issues can be addressed through the development of local food systems as they support a sustainable economy.

The concern most often expressed in the course of the research was a need for small food processing centers or commercial kitchens in which value-added product can be produced. According to the U.S. Department of Agriculture (USDA) publication *Alternative Enterprises: Value-added Agriculture*, such processing has a strong economic benefit for all players in the food system:

Adding value to agricultural production contributes to the economic and environmental sustainability of both farm and community. Adding value to an agricultural product offers farmers the opportunity to receive a bigger share of the consumer's food dollar. Value-added products can open new markets, create recognition and appreciation for the farm, and extend the marketing season. Value-added products can dramatically increase a farmer's income. Value-added agriculture is very important to any local economic development strategy. Jobs usually are created in the local community which, in turn, supports additional jobs, yielding income that is spent locally.³⁹

Unfortunately, there are a limited number of commercial kitchens available for processing fresh product. Public kitchens often used for small batch processing at a certified site include church, school, or restaurant kitchens. However, availability of these facilities and of a licensed food handler is often limited. Several USDA funding sources are targeted at increasing food processing opportunities. Those aimed at developing community facilities, value-added products, specialty crop promotion, and community food security are particularly significant.

State and local health department regulations present another challenge. State guidelines have recently been modified to support the smaller producer. The Cottage Food Bill, for example, creates new opportunities for farmers to engage in value-added processing while making it easier for aspiring entrepreneurs to start new local food businesses by selling at any of Illinois 300-plus farmers' markets.

The Cottage Food Bill (Senate Bill 840) changes Illinois' food safety laws, allowing homemade non-potentially hazardous baked goods, jams and jellies, fruit butter, dried herbs, and dried tea blends to be sold at farmers' markets, provided they are properly labeled as homemade products. Additionally, annual gross receipts from such sales must not exceed \$25,000; the "cottage food operation" must be registered; and the person preparing and selling the food must have a valid Illinois Food Service Sanitation Manager Certificate. However, state policy is subject to local interpretation, and there is a daunting lack of consistency across municipalities, challenging those who sell at several farmers' markets across the region.

Processing Recommendations:

- Build on history in food processing.
- Support the development of small, regional food processing centers or food hubs.
- Coordinate the multi-jurisdictional food-related regulations.
- Identify gaps in training and education relating to the food processing workforce.
- Establish a coordinating body bringing all stakeholders to the table to advance a healthy food system.

DISTRIBUTION

STAKEHOLDERS WEIGH IN

Public Forum Issues

- Lack of connection between smaller farmers and logistics organizations.
- Lack of staff for small producers.
- Lack of access to food produced in collar counties that is being moved to Chicago markets.
- Lack of information on warehouse and processing facilities.
- Absence of regional food hubs.
- Lack of transparency of the food distribution process.
- Lack of coordination between alternative food sources and emergency food resources.

Survey Issues

- Waste elimination.
- Impact of rising oil costs on food distribution businesses.
- Safe food distribution working conditions.
- The need for clarity in licensing and inspections to accommodate different types and sizes of food distribution businesses.
- Absence of stakeholders and residents 'at the table' in the agriculture policy and rulemaking process related to processing.

The Chicago metropolitan area (as defined by the Chicago Metropolitan Agency for Planning) is the truck and rail freight center of North America. Major distribution centers and intermodal hubs integrate trucking and rail, contributing to our economy and its strong industrial base.⁴⁰

Regional food hubs provide multiple services to small growers such as processing facilities, aggregation of crops, marketing opportunities, and educational support. The Edible Economy Project in Bloomington, Illinois is working with a diverse group of community members to realize the great economic potential of local food production, processing, and consumption. The project's long-term goal is to build a modern local food infrastructure, giving farmers access to expanded markets and consumers access to fresh, healthy local foods. As a first step, the project is creating a regional food hub in central Illinois. This food hub may be close enough to serve suburban Cook County food producers.

Another area of potential in the distribution of fresh food is the phenomenon of food trucks.⁴¹ Communities are currently looking at these mobile food providers as possible players in the greater distribution of fresh food options. That option is, of course, not without its challenges. Food trucks have come under intense scrutiny by municipal health regulation agencies and consumer protection agencies, as well as restaurant associations concerned about unfair competition. Currently, most city rules prohibit food truck operators from preparing food on site. Although licensing provisions exist for food carts on Park District land, attempts to come up with a broader ordinance have failed. The University of Chicago's Institute for Justice Clinic on Entrepreneurship has launched "My Streets My Eats", a campaign that shows citizens how to express support for mobile food vending.

Distribution Recommendations:

- Support the development of small, regional food distribution centers or food hubs.
- Coordinate the multi-jurisdictional food-related regulations.
- Research viability of small, mobile food distribution centers.
- Establish a coordinating body bringing all stakeholders to the table to advance a healthy food system.

ACCESS

STAKEHOLDERS WEIGH IN

Public Forum Issues

- Education regarding the use of public assistance aids like the Supplemental Nutrition Assistance Program (SNAP) and the Women Infant and Children (WIC) program at farmers' markets .
- Lack of clear eligibility and application information for WIC and SNAP programs.
- Lack of mobile WIC markets.
- Lack of community gardens and Community Supported Agriculture (CSA) programs for food insecure groups.
- Language barriers inhibiting the use of public assistance aids.
- Unawareness of affordable fresh food possibilities.
- Lack of instruction regarding the use of fresh food in family meal options.
- Coordination of organizations serving food insecure populations.
- Untapped food programs to address food security issues.
- Need for Farm to School initiatives that encourage schools to buy locally produced food.
- Lack of institutional procurement of local food (hospitals, prisons, etc.).

Survey Issues

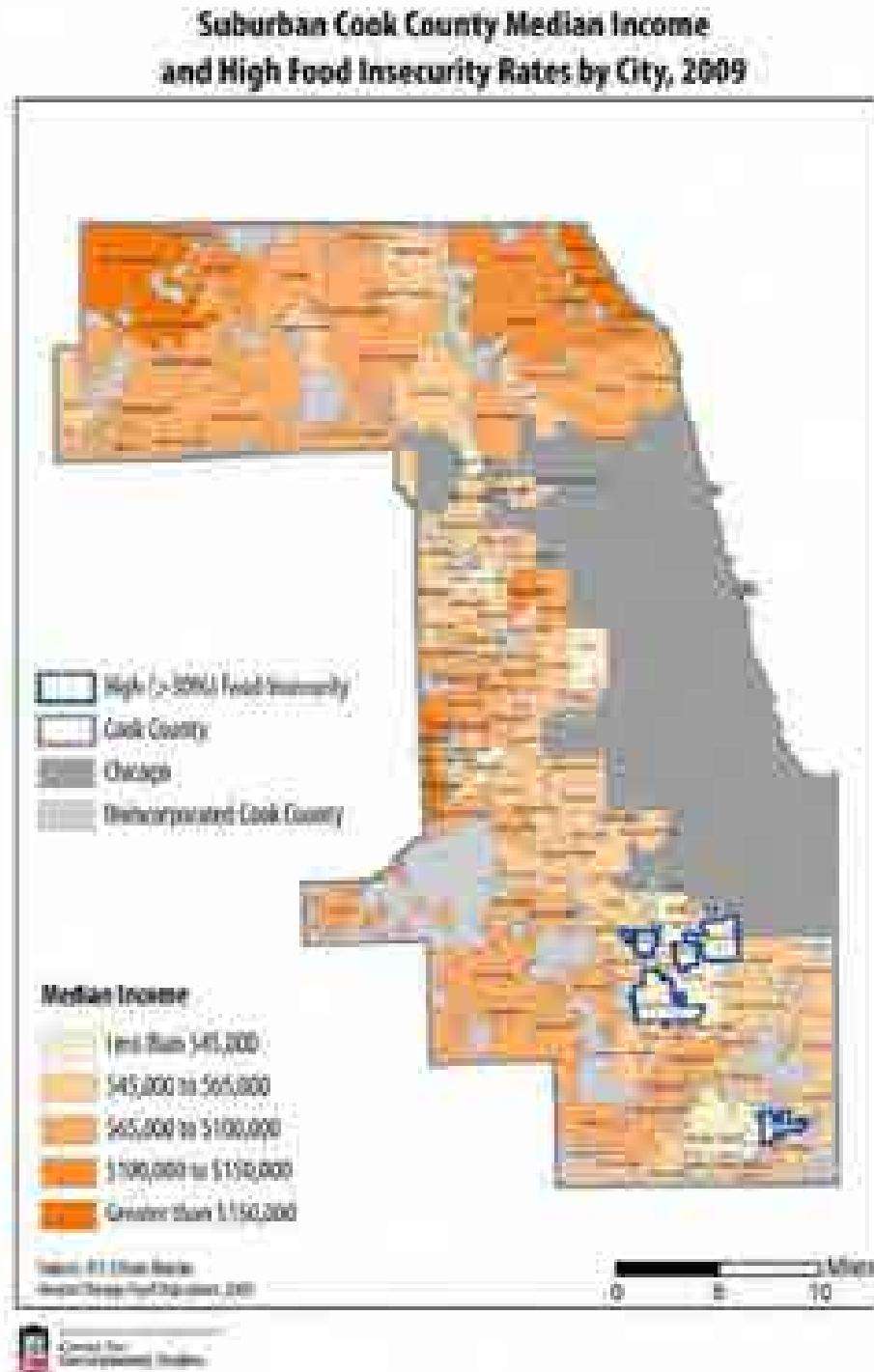
- Waste elimination.
- Impact of rising oil costs on food.
- Lack of knowledge of fresh food preparation.
- Lack of healthy food options in school lunches.
- Lack of knowledge about food safety standards.

Public forum and online survey results identified food access as a social justice issue. A 2001 study by Katie S. Martin examined the relationship between food security/insecurity and social networks.⁴² This study found that social networks and participation in community life, or lack thereof, could either reduce or exacerbate the ill effects of poverty. Roger Cooley, former domestic director of Heifer International, an Arkansas-based nonprofit that works on global and U.S. food issues, suggests there is a shift away from the word *hunger*, with its implication that we simply need to distribute more food, to the terms *food security* and *community food security*.⁴³ Place does matter and affects our health. For example, people who live in communities with safe sidewalks, ample parks, good public transportation and ready access to fresh fruits and vegetables are 38 percent less likely to develop diabetes.⁴⁴

In suburban Cook County, some municipalities have less access than others. For example, poor communities have fewer supermarkets and more fast food restaurants and convenience stores. They have limited green spaces, nearby trails, recreation centers, or safe places to walk or play.

It is no surprise, then, that pockets of poverty coincide with the most food insecure populations in suburban Cook County. The following map shows this parallel.

Figure 19



This situation is made all the more challenging by the lack of public transportation in the area, one of the major issues raised by participants at the public forum. While the city of Chicago has similar profiles of areas bereft of fresh food options, residents can often use public transportation to access fresh food.

In 2011, Illinois Department of Health and Human Services reported 425,107 SNAP recipients in suburban Cook County, 73% of those recipients were children (see Figure 20). According to the 2010 Illinois Link/EBT Transaction Report, only two suburban Cook County farmers' markets accept SNAP and WIC payment, Oak Park Farmers' Market and Evanston Farmers' Market (see Figure 21) leaving many thousands of SNAP recipients without the opportunity to purchase fresh foods at farmers' markets. Unfortunately, equipping all of the suburban Cook County farmers' markets with EBT machines may not solve the problem. Many of the areas with low food access are not served by farmers' markets at all (see map below).

Figure 20

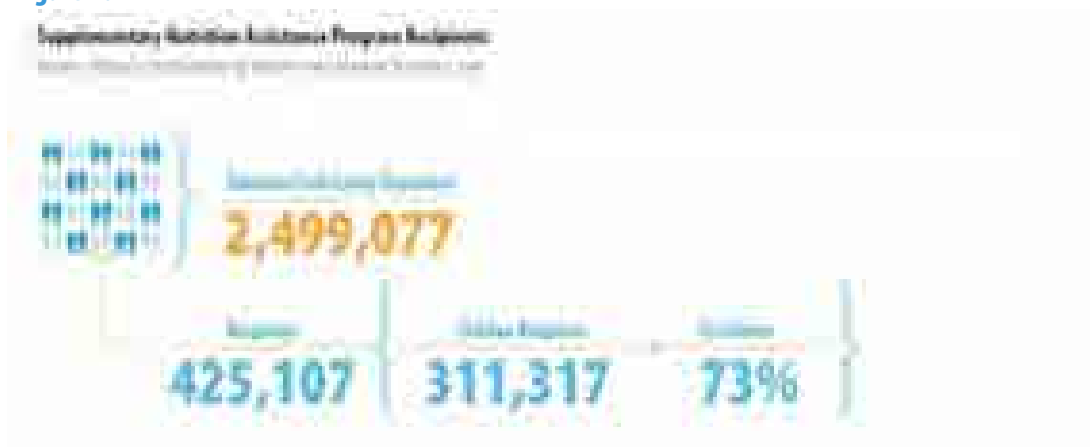


Figure 21

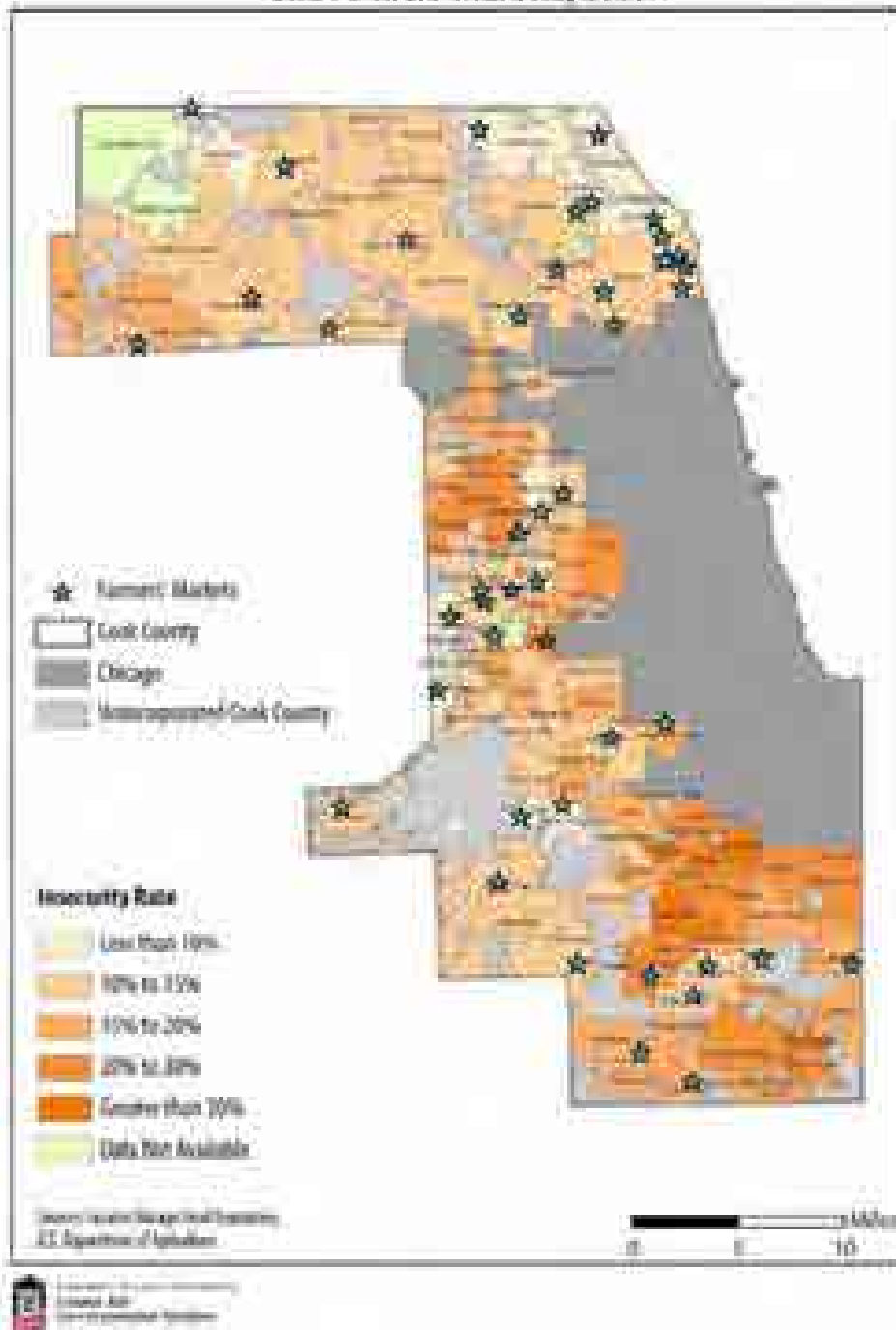
Reported Illinois Farmers Markets Offering EBT

Name of Market	Opening	Closing	Vendors
Illinois Products Farmers' Market	5/13/2010	10/21/2010	35
Urbana's Market at the Square	5/1/2010	11/6/2010	75
Oak Park Farmers' Market	5/1/2010	10/30/2010	27
Woodstock Farmers Market	5/1/2010	12/18/2010	30
Logan Square Farmers Market (Outdoor)	6/6/2010	10/31/2010	39
61st Street Farmers Market	5/15/2010	12/18/2010	17
Daley Plaza	5/13/2010	10/21/2010	35
Lincoln Square	6/8/2010	10/26/2010	25
Division Street	5/15/2010	10/30/2010	30
South Shore	6/9/2010	10/27/2010	3
Beverly	5/16/2010	10/24/2010	8
Green City Market	1/15/2010	12/23/2010	40
Green City Market	Year-round	Year-round	55
Peoria River Front Market	6/5/2010	9/25/2010	65
Downtown Bloomington Farmers' Market	5/15/2010	10/30/2010	40
Evanston Farmers' Market	5/6/2010	11/6/2010	34
Bronzeville Community Market	6/5/2010	10/30/2010	7

Source: 2010 Illinois Link/EBT Transactions Report⁴⁵

Figure 22

Suburban Cook County Food Insecurity and Farmers' Markets, 2009



Of additional concern is the fact that only 70% of Cook County families who are eligible for SNAP benefits are enrolled in the program. The 2001 Martin study echoes this phenomenon nationally. The study found a high percentage of food insecure families nationwide were not participating in food programs. In her study, 45 percent did not receive food stamps, 67 percent did not use food pantries, and 37 percent who were eligible for the WIC program did not participate in it.⁴⁶

Access Recommendations:

- Educate public on food programs supporting the food insecure.
- Increase public space for community engagement and food production (parks, community gardens, etc.).
- Coordinate the multi-jurisdictional food-related regulations.
- Establish a coordinating body bringing all stakeholders to the table to advance a healthy food system.

WASTE MANAGEMENT

STAKEHOLDERS WEIGH IN

Public Forum Issues

- Lack of institutional knowledge regarding composting and regulations that govern the practice.
- Compost site certification.
- Understanding where waste management belongs in the food system -the beginning or the end.

Survey Issues

- Local development of alternative or new food waste management technologies.
- The cost of unnecessary waste and processing.
- Shrinking landfill availability.
- Unclear safety and wages standards for waste management laborers.

Organic waste, or food scraps, account for more than one third of the waste brought to Illinois landfills. Composting food waste can greatly reduce this volume. In Cook County, the average individual produces nearly 315 pounds of compostable waste each year (see Figure 23).

Figure 23



There are 267 waste composting operations in the United States, and every state around Illinois licenses food waste composting facilities. Yet until the 2009 passage of Composting Bill SB99, institutions in Illinois could only compost organic waste on their own property and were forbidden from transporting it to another site. Illinois Composting Bill SB99 allows facilities to transport waste off-site for composting. Yet Illinois restaurants, grocery stores, and festivals seeking to compost food waste must incur hefty transportation expenses and create significant environmental impact to do so. Several investors are developing proposals for food waste composting facilities in Illinois. Chicago Composts, LLC has developed a business plan to pick up food waste from restaurants and sell the end product as garden-enriching compost. Food scrap pick-up businesses are emerging, including one serving residents and restaurants in northern Cook County (Collective Resource – Evanston) and a new CSA that includes food scrap pick-up along with delivery of the CSA share (Common Roots Sustainable Farm – delivering to Evanston). Other waste management issues that surfaced at the public forum included:

Waste Management Recommendations:

- Coordinate the multi-jurisdictional food-related regulations.
- Develop facilities for off-site food waste composting.
- Educate communities and institutions on composting options.

LOOKING TO THE FUTURE

Recommendations

Recommendations addressing both system-wide issues and component-specific issues are thematically grouped into three general areas.

RESOURCE ASSESSMENT

Increasing food production by utilizing available traditional and non-traditional land for production.

The issue of greatest urgency identified in this report is the need for increased production of healthy food. There is no shortage of demand. The report's most disturbing finding is the degree of inequality in access to fresh food, particularly for communities in southern suburban Cook County. These needs could be accommodated through local food production -- specifically community gardens, farmers' markets and community supported agriculture. This requires assessment of appropriate smaller and untainted parcels of land. Education for future farmers in this new area of specialty crop production must also be developed and made available. Increasing independent "corner store" options could supply additional products needed for healthy lives. Innovative avenues of funding for such initiatives need be developed.

- Assess available traditional and non-traditional land for production.
- Increase public space for community engagement and food production (parks, community gardens, etc.).
- Address soil contamination in both urban and rural land.
- Addressing finite water sources.

FOOD AS AN ECONOMIC DRIVER

Supporting the development of food-related businesses that increase fresh access and develop sustainable economies for low-income communities.

One of the most exciting outcomes reported by regions with well-developed food systems is the opportunity for food-related businesses to not only increase fresh food access, but also develop sustainable economies. This is particularly true for minority communities with low access to food and few minority-owned businesses.

These communities present untapped markets, and community based development organizations could pave the way forward in this initiative. Community based development organizations or CBDOs are nonprofit developers who work to revitalize communities affected by economic downturn, including creation of new commercial space.⁴⁷

A significant challenge is convincing businesses to locate in underserved areas. Successfully addressing this issue will require a coordinated effort to help communities better identify their own assets and “sell” themselves to funders and businesses. In addition, communities must focus on developing small- and medium-sized businesses that not only serve residents but also generate local income. Creative investment that develops organically from within a community provides low-income residents with increased connection to social networks – a proven antidote to food insecurity.⁴⁸

Business Development

- Build on history in food processing.
- Increase support for new and small to medium sized farms.
- Support the development of small, regional food processing centers or food hubs.
- Support the development of small, regional food distribution centers or food hubs.

Alternative Access Point

- Extend access to fresh food through alternative sources.
- Research viability of small, mobile food distribution centers.
- Develop facilities for off-site food waste composting.

COORDINATION AND EDUCATION

Increasing transparency of local food systems to facilitate regional collaboration.

This report identifies unique challenges presented in suburban Cook County such as numerous municipal regulatory codes and large inequalities in food access. Challenges highlighted throughout the report are issues of long standing that demand an organized and coordinated response. A Cook County food policy council could provide the coordination necessary to address these complex issues. This snapshot will allow for more informed policy decisions to be made within the larger context of Cook County.

- Establish a coordinating body bringing all stakeholders “to the table” to advance a healthy food system.
- Coordinate the multi-jurisdictional food-related regulations.
- Educate public on food programs supporting the food insecure.
- Educate public on food preparation and nutrition.
- Educate communities and institutions on composting options.
- Identify gaps in training, education, and equity relating to the food system workforce.
- Identify alternative funding sources for regional food system planning.

What Is a Food Policy Council?

According to the 2009 report, *Food Policy Councils: Lessons Learned*, food policy councils act both as forums for food issues and platforms for coordinated action.⁴⁹ Typically, food policy councils have representation from the entire food system, including representatives from food security and food advocacy organizations. The primary roles of a food policy council are to educate policy makers on important food system issues and priorities impacting stakeholders and to provide concrete civic engagement opportunities. Ideally, the resulting decisions from the policy makers will provide forward movement of the food policy council’s mission.

The report also highlighted four possible functions of a food policy council:

- To serve as forums for discussing food issues.
- To foster coordination between sectors in the food system.
- To evaluate and influence policy.
- To launch or support programs and services that address local needs.

Food policy expert Mark Winne suggests that in order to transform a food system into one that provides individual, community, and environmental health, the *projects, partners, and policies* potentially impacting the system must first be considered.

- Projects are singular activities that social justice and local food system advocates pursue, such as farmers' markets, food banks, and improving delivery of food assistance programs.
- Partners are the nexus of relationships and the wellspring of social capital that we draw from to accomplish our work in today's complex world.
- Policy "makes the right prevalent," allowing organizers to move in the same direction at the same time.⁵⁰ Policy opens the doors to possibility.

Winne makes the point that the potential for promoting food security, local food systems, and economic justice lies at the local and state levels because this is the arena in which people and small, local organizations participate. Further, low-income families are more likely to be food *secure* if their connection to local social networks is high.⁵¹ Therefore, the shift to a community food security framework, looking at existing projects and partners and identifying gaps within, would be helpful. Food security would be more successful if driven by a coordinated effort to identify the unique needs of a community and the partners and projects that would yield the greatest impact. See Appendix A for a list of illustrative policies, partners and projects at the federal, state and local levels.

Why Establish a Food Policy Council?

A number of suburban Cook County residents, in particular those living in the south and southwest regions, lack ready access to healthy food.⁵² The establishment of a Cook County food policy council would be the first step in coordinating and promoting healthy food access for all Cook County residents. Food policy councils develop and strengthen relationships between government, non-profit, private organizations, businesses, and residents. Cook County government is uniquely positioned to lead this effort to ensure all residents have access to healthy food. Food systems are not defined by jurisdiction and any effort to address food system issues in suburban Cook County must also consider and coordinate with Chicago and the broader region.

The food economy is at the core of survival in any community. Above all else, the purpose of this food policy council would be to develop a sustainable system of food security that allows citizens to eat healthy local fare and find work with dignity within their communities.

CONCLUSION

The Suburban Cook County Food System Steering Committee established from the outset a commitment to develop a healthy food system that embraces the principles of health promotion, sustainability, resiliency, diversity, fairness, economic balance, and transparency. Addressing the issues of social inequity as they exist in food security is both a major focus and the major challenge associated with this project. Suburban Cook County is an area of both great wealth and great poverty, where services to underserved communities remain uncoordinated. These are issues of long standing in which a food policy council could play a leading role.

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APPENDIX A

Prepared by Debbie Hillman

Prepared for the Cook County Food System Steering Committee Report

HEALTHY, FAIR, AND SUSTAINABLE FOOD SYSTEMS: Successful Local Food Policies, Projects, and Partners February 2012

CURRENT POLICY FRAMEWORK FOR LOCAL FOOD SYSTEMS APPLICABLE IN COOK COUNTY

FEDERAL

1. KNOW YOUR FARMER, KNOW YOUR FOOD (USDA)

Not a separate law or policy, but a coordinating framework adopted by the USDA. Here is the description from the KYF, KYF homepage.

http://www.usda.gov/wps/portal/usda/usdahome?navid=KYF_MISSION

Know Your Farmer, Know Your Food (KYF2) is a USDA-wide effort to carry out President Obama's commitment to strengthening local and regional food systems.

We know that demand for local and regional foods is strong, as consumers across the country are looking to connect with their food and the people who grow and raise it:

- The number of [farmers markets](#) has more than tripled in the past 15 years and there are now more than 7,175 around the country;
- In 1986 there were two [community supported agriculture](#) operations, today there are over 4,000;
- There are [farm to school](#) programs in 48 states, totaling more than 2,200 and up from two in 1996;
- All 50 states in the U.S. have agricultural branding programs, such as "Jersey Fresh" or "Simply Kansas;"
- As Governor of Iowa, Tom Vilsack started one of the first food policy councils. Today there are over 100 [food policy councils](#);
- And the National Restaurant Association declared "locally sourced meats and seafood" and "locally grown produce" as the [top two trends for 2011](#).

Local and regional markets often provide farmers with a higher share of the [food dollar](#), and money spent at a local business often continues to circulate within community, creating a multiplier effect and providing greater economic benefits to the area.

An Economic Research Service Study ([May 2010](#)) identified barriers to local food market entry and expansion, including capacity constraints for farms, a lack of infrastructure for moving local food into mainstream markets, and regulatory uncertainties. This is the work of the Initiative.

Our mission is to strengthen the critical connection between farmers and consumers and supports local and regional food systems. Through this initiative, USDA integrates programs and policies that:

- Stimulate food- and agriculturally-based community economic development;
- Foster new opportunities for farmers and ranchers;
- Promote locally and regionally produced and processed foods;
- Cultivate healthy eating habits and educated, empowered consumers;
- Expand access to affordable fresh and local food; and
- Demonstrate the connection between food, agriculture, community and the environment.

Know Your Farmer, Know Your Food also leads a national conversation about food and agriculture to strengthen the connection between consumers and farmers.

Thanks to the 2008 [Farm Bill](#), there is more support for local and regional agriculture than ever. To make the most of our programs we are working to foster innovative, effective, and open government. While there is no office, staff, or budget dedicated to *KYF2*, Deputy Secretary Kathleen Merrigan chairs a task force of USDA employees representing every agency within the Department in order to break down bureaucratic silos, develop common-sense solutions for communities and farmers, and foster new partnerships inside USDA and across the country.

2. LOCAL FARMS, FOOD, AND JOBS ACT S. 1773 AND H.R. 3286

This bill is currently in the pipeline in Congress. Currently, there are only two Illinois co-sponsors (Jan Schakowsky - 9th district and Daniel Lipinski - 3rd district). Here is the summary as taken from the National Sustainable Agriculture Coalition website: <http://sustainableagriculture.net/our-work/local-food-bill/>

Sponsored by Representative Chellie Pingree (Maine) and Senator Sherrod Brown (Ohio)

The Local Farms, Food, and Jobs Act will improve federal farm bill programs that support local and regional farm and food systems. This legislation will help farmers and ranchers engaged in local and regional agriculture by addressing production, aggregation, processing, marketing, and distribution needs and will also assist consumers by improving access to healthy food and direct and retail markets. And of utmost importance, this legislation will provide more secure funding for critically important programs that support family farms, expand new farming opportunities, and invest in the local agriculture economy.

STATE OF ILLINOIS

Local Food legislation passed in 2009, 2010, 2011, 2012

96th General Assembly (2009-2010)

1. ILLINOIS FOOD, FARMS, AND JOBS ACT

HB3990 Public Act 96-579 Rep. Julie Hamos

Commissions the **Illinois Local Food, Farms, and Jobs Council** to facilitate development of an Illinois-based food and farm economy, whereby Illinois farmers grow diverse foods and other farm products for Illinois consumers.

Goals are based on report commissioned in 2007: ***Local Food, Farms, and Jobs: Growing the Illinois Economy*** (2009, 48 pages). www.foodfarmsjobs.org

Sets forth procurement goals for state agencies and state-funded institutions. Authorizes the development of a labeling and certification program, whereby a label may be placed on local farm and food products that are grown, processed, packaged, and distributed by Illinois citizens or businesses located wholly within the borders of Illinois.

2. FARM FRESH SCHOOLS PROGRAM

HB78 Public Act 96-0153 Rep. Sandy Cole

Creates the Farm Fresh Schools Program Act. Provides that the Department of Agriculture, in cooperation with the State Board of Education and the Department of Public Health, shall create the Farm Fresh Schools Program.

Provides that the intent of the Program is to reduce obesity and improve nutrition and public health, as well as strengthen local agricultural economies by increasing access to and promoting the consumption of locally grown fruits and vegetables in schools and increasing physical activities and programs that promote pupil wellness.

Provides that the Department of Agriculture and the State Board of Education shall jointly administer a process to review grant proposals and award grants on a competitive basis to eligible applicants to implement the Program.

Creates the Farm Fresh Schools Program Fund as a special fund in the State treasury.

3. ILLINOIS FRESH FOOD FUND (DCEO Capital Bill)

SB1221 Public Act 96-0039 Sen. Trotter

The Fresh Food Fund was established in the 2009 Illinois Jobs Now! capital bill to incentivize and facilitate the creation of grocery stores in urban communities statewide.

4. OBESITY PREVENTION INITIATIVE

HB3767 Public Act 96-0155 Rep. Coulson

Provides that the Department of Public Health shall organize hearings on the health effects and costs of obesity and the need to address the obesity epidemic. Provides that the hearing officers shall provide a report on the hearings. Provides that the Department shall grant funds to one or more non-profit organizations or local public health departments to conduct a statewide education campaign

5. EPA COMPOSTING FACILITIES

SB99 Public Act 96-0418 Sen. Steans

Amends the Environmental Protection Act. Redefines the term "compost", "compostable material", and "food scrap" to enable commercial food scrap composting. Exempts certain types of facilities, sites, portions of facilities, and portions of sites from regulation as pollution control facilities.

6. FARMERS MARKET TECHNOLOGY IMPROVEMENT PROGRAM

HB4756 Public Act 96-1088 Rep. LaShawn Ford

Creates the Farmers' Market Technology Improvement Program Act. Provides that out of funds appropriated to the Department of Human Services for the LINK program, the Department, in cooperation with the Illinois Department of Agriculture, shall use whatever monies are necessary to implement the Farmers' Market Technology Improvement Program to assist nontraditional fresh food markets, such as farmers' markets, Green Carts, market boxes, farm stands and mobile farm stands, produce stands, and other open-air markets, to develop the capability to accept wireless electronic payment cards, including electronic benefits transfer cards or LINK cards, and maintain the equipment usage. Provides that the purpose of the program is to increase access to fresh fruits and vegetables and other LINK eligible food products, including quality meat and dairy, for all Illinois residents by allowing LINK program participants to redeem their SNAP benefits at nontraditional fresh food markets.

7. CHEMICAL DRIFT SPECIALTY CROP FARM REGISTRY

SJR105 Adopted Sen. David Koehler

Creates voluntary GIS website registry for organic and specialty crop farms. Purpose is to help conventional farmers and chemical applicators avoid damaging sensitive crops.

8. FARM-TO-SCHOOL DATABASE (Local Food, Farms, and Jobs Act)

SB615 Public Act 96-1095 Sen. Linda Holmes

Creates a farm-to-school database to facilitate connection between farmers and schools. To be developed jointly by Department of Agriculture and Local Food, Farms, and Jobs Council.

9. PUBLIC HEALTH - HONEY EXEMPT

SB2959 Public Act 96-1028 Sen. David Luechtefeld

Amends the Illinois Food, Drug and Cosmetic Act and the Criminal Code of 1961 to include in the definition of "raw agricultural commodity", honey that is in the comb or that is removed from the comb and in an unadulterated condition. Further amends the Illinois Food, Drug and Cosmetic Act to provide that notwithstanding any other provision of the Act, the Department of Public Health may not regulate honey that is in the comb or that is removed from the comb and in an unadulterated condition. Provides that both forms of honey are exempt from the provisions of the Act.

97th General Assembly (2011-2012)

1. FARMERS MARKET TASK FORCE

SB1852 Public Act 97-0394 Sen. David Luechtefeld
Creates a task force to review the rules and laws defining what products can be sold at farmers' markets, as well as sanitation and food preparation requirements. The 24- member task force will then assist the Illinois Department of Public Health (IDPH) in developing and implementing administrative rules ensuring consistent statewide farmers' market regulations.

2. FOOD HANDLING-COTTAGE FOOD

SB840 Public Act 97-0393 Sen. David Koehler
Allows homemade foods like jams, cookies and cakes to be sold at farmers' markets. Cottage food vendors must meet the following conditions for their products to be sold at Illinois' farmers' markets:

3. LIQUOR CRAFT BREWER DISTRIBUTOR

SB754 Public Act 97-0005 Sen. Donne Trotter
Amends the Liquor Control Act of 1934. Provides that a brew pub licensee may simultaneously hold a craft brewer license. Defines "craft brewer".

4. DCEO STRATEGIC PLAN AGRITOURISM

HB3244 Public Act 97-0392 Rep. Kay Hatcher
Allows the Department of Commerce and Economic Opportunity (DCEO) to develop and implement a statewide strategic plan to increase agricultural tourism.

5. SENATE RESOLUTION

SR0530 Adopted Feb. 9,2012 Sen. D. Koehler
Urges Congress to adopt a farm bill that supports and promotes the development of local and regional food systems.

Legislators in Cook County who Support local foods

All Cook County state legislators in office in 2007 and 2009 voted for the Illinois Food, Farms, and Jobs Acts (both bills were unanimously passed except for one southern Illinois Senator in 2009).

Cook County legislators who have been leaders in local foods include:

- Cong. Bobby Rush
- Cong. Jan Schakowsky
- State Sen. John Cullerton
- State Sen. Jacqueline Collins
- State Sen. Heather Steans
- State Sen. Don Harmon
- State Sen. Toi Hutchison
- State Rep. LaShawn Ford
- Former State Rep. Julie Hamos (now Director of Illinois Healthcare and Family Services)

ILLINOIS COMMUNITY COLLEGES

ILLINOIS GREEN ECONOMY NETWORK (IGEN): *The Role of Community Colleges in Developing the Illinois Local Food System*

(2011, 28 pages) Report of the IGEN Local Food Task Force. www.igence.org

REGIONAL (MULTI-COUNTY)

CMAP GO TO 2040 PLAN

"Promote Sustainable Local Food" (2010, 18 pages), one of 12 major recommendations by the Chicago Metropolitan Agency for Planning. CMAP currently working on model ordinances, data collection, etc.

COUNTY

COOK COUNTY FOOD SYSTEM STEERING COMMITTEE

Writing a snapshot assessment of the Cook County food system and proposing a Cook County food council. Report and ordinance to be completed by March 2012. (Lara Jaskiewicz, Project Manager, under a CDC grant to the Cook County Department of Public Health under the Communities Putting Prevention to Work initiative).

MUNICIPAL AND SCHOOL

There are numerous initiatives that fall under "local food systems" heading. Policies might cover:

- community gardens on public land or unused non-profit land
- backyard (residential) livestock (chicken, duck, bee, rabbit, etc.)
- school gardens
- farm-to-school curricula
- farmers markets and farmstands
- food scrap composting (home and commercial)
- home-based businesses of all kinds (production, processing, cooking)
- agricultural zoning (especially as it relates to small acreage)
- covenants in homeowners associations

MAJOR PARTNERS FOR LOCAL FOOD SYSTEMS

EXAMPLES OF FOOD POLICY COUNCILS IN ILLINOIS AT ALL GOVERNMENT LEVELS (IMPLEMENTED OR PROPOSED)

1. **ILLINOIS LOCAL FOOD, FARMS, & JOBS COUNCIL**
State body charged with implementing Illinois Food, Farms, and Jobs Act. First meeting was in March 2010.
www.foodfarmsjobs.org
2. **CMAP'S GO TO 2040 PLAN**
Recommends the creation of a regional food policy council.
3. **COOK COUNTY FOOD SYSTEM STEERING COMMITTEE**
An ad hoc committee formed under the CCDPH CPPW grant to (1) write an assessment of the suburban Cook County food system. and (2) draft an ordinance to create a county-wide food policy council as the primary solution to ameliorate problems identified in the assessment. Lara Jaskiewicz Lara.Jaskiewicz@phimc.org
708/708-524-5156
4. **KNOX COUNTY FOOD DEVELOPMENT COUNCIL**
Created in 2010. <http://www.knoxfood.org/>
5. **LAKE COUNTY BOARD**
has been investigating the creation of a food policy council since 2009.

6. **DEPT. OF PLANNING AND DEVELOPMENT**

(Agricultural Conservation Easement Farmland Protection Committee) has been planning an assessment and the creation of a food policy council since January 2011.

7. **CHICAGO FOOD POLICY ADVISORY COUNCIL**

An independent hybrid entity that includes a number of city departments on the Steering Committee. Developing neighborhood food councils. Founded in 2005. <http://www.chicagofoodpolicy.org/>

8. **EVANSTON FOOD COUNCIL**

Policy, community-food projects, networking. Founded in 2005. Contact: Debbie Hillman
DLHillman@sbcglobal.net 847/328-7175.

9. **GLENVIEW**

A grassroots group led by the Farmers Market manager is in the early planning stages.

OTHER FOOD SYSTEM GROUPS IN ILLINOIS THAT COVER COOK COUNTY

Government-sponsored or connected

1. **ILLINOIS INTERAGENCY NUTRITION COUNCIL**

Promotes health and wellness through nutrition education, coordination of services and access to nutrition programs so that Illinois residents can achieve food security. <http://inc.aces.illinois.edu/>

2. **ILLINOIS GREEN ECONOMY NETWORK (IGEN) Local Foods Task Force. Illinois Community Colleges:**

<http://www.igence.org/workgroups/local-foods>

3. **CENTER FOR EXCELLENCE IN ELIMINATION OF DISPARITIES, UIC**

Food Equity Policy Committee. Projects, research, and policy to increase local food production.
www.CEEDChicago.org CDC-funded.

4. **COOK COUNTY FOOD SYSTEM STEERING COMMITTEE**

An ad hoc committee formed to (1) influence the creation of a county food policy council, and (2) to write a strategic plan for the food policy council. Lara Jaskiewicz Lara.Jaskiewicz@phimc.org 708/708-524-5156

5. **ADVOCATES FOR URBAN AGRICULTURE**

A broad-based grassroots coalition including a number of City of Chicago representatives (DOE, DZLU). Includes Chicago-area members, but works primarily within City of Chicago limits so far. Actively working on City of Chicago urban agriculture zoning ordinance. <http://auachicago.org/>

6. **GOOD GREENS, USDA FOOD & NUTRITION SERVICE** An informal sharing and collaborating network for

Ohio, Michigan, Minnesota, Wisconsin, Indiana, and Illinois. Facilitated by Alan Shannon, Public Affairs Director - Midwest Office. www.goodgreens.org/

Grassroots, non-profit, academic

1. **ILLINOIS STEWARDSHIP ALLIANCE**

Promotes establishment of sustainable local food systems and facilitates creation of food policy councils.
www.ilstewards.org/

2. **ILLINOIS FARMERS MARKETS NETWORK**

Grassroots organizing of a statewide network to support farmers market and market managers. Annual forums.
Contact: Pat Stieren 217-522-4274 pstieren31@comcast.net

3. **ILLINOIS PUBLIC HEALTH ASSOCIATION** - Food and Nutrition Section. Connects public health departments with food access and food security issues and policies. Jim Bloyd, Chairperson. www.ipha.com/
4. **THE LAND CONNECTION**
Education, farmer training programs, local producers-consumers connection. <http://www.thelandconnection.org/>
5. **NORTHWESTERN UNIVERSITY SUSTAINABLE FOOD TALKS**
A faculty-staff clearinghouse organization for all NU food people and projects (students, faculty, staff, community) to strengthen sustainable food systems network, knowledge base, and find ways together to maximize outreach. <http://www.nusustainablefoodtalks.blogspot.com/>
6. **ENVIRONMENT AGRICULTURE AND FOOD WORKING GROUP**
University of Chicago. Program on the Global Environment. <http://eaf.uchicago.edu/>
7. **CHICAGO AREA FOOD STUDIES WORKING GROUP**
University of Illinois-Chicago. Institute for the Humanities. www.uic.edu/depts/huminst/food_grp.shtml
8. **MIDWEST FARM CONNECTION**
A Project of The Land Connection to Connect Aspiring Farmers with Retiring Farmers. www.midwestfarmconnection.org/

SUBURBAN COOK COUNTY LOCAL FOOD SYSTEM PROJECTS

1. **CHICAGO'S COMMUNITY KITCHENS**
Since its inception in 1998, Chicago's Community Kitchens has been providing foodservice job training to unemployed and underemployed adults in Cook County who have a passion for "life in the kitchen" and a will to achieve entry-level employment in the foodservice industry. Students create nearly 2,000 meals a day that are delivered to Food Depository Kids Cafes, providing nourishing meals to hungry children after school, older adults who need food assistance and older adult meal programs.
2. **FRESH MOVES**
Fresh Moves is a mobile food bus delivering affordable, healthy food to struggling communities, block by block. Fresh Moves' mission is to address the social issues that arise in communities where the food selection is abysmal. Fresh Moves secured a bus, donated from the CTA and partnered with Architecture for Humanity to transform the bus into a mobile produce market.
3. **GREEN YOUTH FARM**
Green Youth Farm is a program through the Chicago Botanic Garden that serves up to 70 public school students annually at four sites. Participants operate a small urban farm from which they donate fresh produce to food pantries; demonstrate healthy food preparation at centers for Women, Infants and Children (WIC); and sell fresh, affordable produce in underserved communities (including sales to low-income clients who are able to pay using the Link card and WIC and senior coupons). In 2011, Green Youth Farm participants harvested over 17,000 pounds of fruits and vegetables, generating nearly \$26,000 in revenue, while donating over 2,300 pounds to charities.
4. **ORGANIC PANTRY PROJECT (TOPP)**
TOPP is a 501(c)(3) non-profit corporation dedicated to providing local, organic produce to area food pantries by building and supporting community gardens and educating people about organic vegetable gardening. In 2010, TOPP built community gardens at Pleasant Ridge School and Glenview Community Church, with the help of over 75 adults and kids in the community.

5. WINDY CITY HARVEST

Windy City Harvest is a collaboration between the Chicago Botanic Garden and Richard J. Daley College at the Arturo Velasquez Institute campus to educate and place underemployed young adults in urban agriculture enterprises. In 2011, Windy City Harvest production operations harvested 26,370 pounds of organic method produce, with \$34,547 in sales. To date, forty-one students have graduated from the program.

APPENDIX B

Seminal Reports

BUILDING CHICAGO'S FOOD SYSTEM (2008)

Chicago's Food Policy Advisory Council

This document introduces readers to the larger issues of the food system and suggests ways to participate in its development. Examples of food policy council in other cities is included.

www.chicagofoodpolicy.org/2008%20CFPAC%20Report.pdf

FARM TO FORK: INNOVATIONS IN THE CHICAGO FOOD INDUSTRY (2010)

Polsky Center for Entrepreneurship at the University of Chicago Booth School of business and the Chicago Entrepreneurial Center (CEC)

This paper reflects key points made at a conference by the same name. The conference brought together industry leaders, entrepreneurs, investors, growers, researchers, government officials, faculty and students to discuss the challenges and opportunities to advance the region's leadership and growth in the food industry. Included is a history of the region's participation in this sector as well as suggestions for future strategies in this area.

www.chicagobooth.edu/entrepreneurship/docs/Farm-to-Fork.pdf

FEEDING OURSELVES: STRATEGIES FOR A NEW ILLINOIS FOOD SYSTEM (2004)

Red Tomato

Sponsored by four foundations, the Chicago community trust and the Chicago Department of Planning and Development, this report makes recommendations on how to accelerate the growth of sustainable agriculture in Illinois.

<http://www.redtomato.org/PDF/ILReport.pdf>

GO TO 2040 (2010)

Chicago Metropolitan Agency for Planning

This comprehensive strategic plan for the Chicago Metropolitan region includes a section for recommendations on how to strengthen local food systems by facilitating sustainable local food production.

www.cmap.illinois.gov/moving-forward/local-food-systems

ILLINOIS FOOD, FARMS, AND JOBS REPORT (2010)

Illinois Food, Farms, and Jobs Council

This report discusses issues that need to be addressed as we ramp up our local food systems in Illinois.

www.agr.state.il.us/newsrels/taskforcereport-outside.pdf

THE ROLE OF COMMUNITY COLLEGES IN DEVELOPING THE ILLINOIS LOCAL FOOD SYSTEM (2011)

Illinois Green Economy Network (IGEN) Local Food Task Force

This report discusses opportunities for community colleges to support local food economies on campus and in their communities. Included in the report are examples of exemplary programs and curriculum resources.

<http://www.llcc.edu/LinkClick.aspx?fileticket=8oWzzseR6r8%3D&tabid=6628>

Cook County Food System Survey

Thank You

Thank you for completing this survey. Your input will help to shape the direction of Cook County food efforts in the future.

Interested in staying involved?

There are two ways you can stay involved in this process:

1. Sign up to receive a copy of the recommendations based on the survey results and will be notified when a report of the suburban Cook County food system assessment is completed.
2. Attend a meeting on October 6, 2011, to review the survey results and develop recommendations for what the proposed food policy council will do.

To learn more, or to register for the meeting, visit the Cook County Department of Public Health website at: www.cookcountypublichealth.org

GLOSSARY

This glossary is focused on terms that a food policy council would use on a regular basis.

Agri-tourism

Farm visits, bed and breakfasts holiday events and seasonal celebrations aligned with agricultural production.

Alternative Food System

A local food system that is an alternative to the global corporate models where producers and consumers are separated through a chain of processors/manufacturers, shippers and retailers. They are a complex network of relationships between actors including producers, distributors, retailers and consumers grounded in a particular place. These systems are the unit of measure by which participants in local food movements are working to increase food security and ensure the economic, ecological and social sustainability of communitiesⁱ.

Community Supported Agriculture (CSA)

a community of individuals who pledge support to a farm operation so that the farm becomes, either legally or spiritually, the community's farm, with the growers and consumers providing mutual support and sharing the risks and benefits of food productionⁱⁱ.

Farm

An operation that produces, or would normally produce and sell, \$1,000 or more of agricultural products per year.

Farmstand

A stand-alone store or market selling produce.

Food Cooperative

A grocery store organized as a cooperative. Food cooperatives are usually consumers' cooperatives and are owned by their members.

Food Hub

USDA defines a "local food hub" as "a centrally located facility with a business management structure facilitating the aggregation, storage, processing, distribution, and/or marketing of locally/regionally produced food products." As such, food hubs are a proven approach for building farmer and community wealth. They help farmers to obtain a fair price for their goods, improve food security for people at all income levels within the community, and ensure more of the community's wealth is reinvested locally

Food Incubator

A commercial kitchen operations that attempts to ensure safety and health of consumers and restaurant patrons who could become ill by eating contaminated food. Rules for commercial kitchens, established by the county health departments that conduct routine inspections in Illinois, mandate that equipment, food storage and preparation, cleanliness, sanitation, and staff hygiene practices meet public safety standards. Culinary Incubators drive new start-up businesses, for whom, without a health department licensed commercial kitchen, could not legally produce their food. In addition to producing food, commercial kitchens can be used to shoot TV shows, teach cooking classes, host food tastings, and other events.

Food Policy Councils

Forums for food issues and platforms for coordinated action. These councils can act within governmental bodies or as separate entities.

Food Security

USDA Economic Research Service defines food security as a household-level economic and social condition of limited or uncertain access to adequate food.

Food Shed

Everything between where a food is produced and where a food is consumed. It includes the land it grows on, the routes it travels, the markets it goes through, and the people it serves.

Home Rule

The Illinois Constitution allows a home rule unit to “exercise any power and perform any function pertaining to its government and affairs.

Link Program

The Illinois Link Program is the Electronic Benefits Transfer (EBT) system used in Illinois to distribute food and cash assistance benefits authorized under several federal and state programs. Food benefits are authorized under the federal Supplemental Nutrition Assistance Program (SNAP). As of October 1, 2008 SNAP is the new name for the Food Stamp Program. The state cash programs are Temporary Assistance for Needy Families (TANF), Aid to the Aged, Blind and Disabled (AABD), General Assistance (GA), and Refugee and Repatriate Assistance (RRA). Families who are eligible for the food and cash programs access their benefits using their Illinois Link card by swiping the card through a point of sale (POS) terminal and entering their Personal Identification Number (PIN). The majority of Link card holders, 91%, receive only food benefits, 7% receive both food and cash benefits, and 2% receive only cash benefits. Food benefits can be spent only on SNAP eligible food items; cash benefits have no restrictions. Farmers’ markets accepting Link benefits in Suburban Cook County include, Oak Park Farmers’ Market and Evanston Farmers’ Market.

Local Food

A product available for direct human consumption that is grown, processed, packaged, and distributed within a certain distance. Typically the distance ranges from 100-300 miles from a community. In GO TO 2040, The Chicago Metropolitan Agency for Planning did not set a mileage target, but instead defined the distance component as “within our seven counties and adjacent regions” making it a more relative term than a set standard.ⁱⁱⁱ Good Greens, a network of local food advocacy organizations, defines the Midwest growing region as the following states: Illinois, Indiana, Ohio, Michigan, Wisconsin, and Minnesota. These states are also included in the USDA Office of Food and Nutrition Service Midwest Region.

Local Rule

Municipal ordinances supersede county guidelines. Municipalities with populations over 25,000 are automatically considered in this category of governance. Others may choose to do so through a referendum.

Municipality

An urban political unit having corporate status and usually powers of self-government.

Natural

Legally, food labeled "natural" does not contain any *artificial* ingredients, coloring ingredients, or chemical preservatives, and, in the case of meat and poultry, is minimally processed.

Ordinance

A law passed by a municipal government.

Organic

Organically raised food follows a set of prescribed practices that differ in a number of ways from industrialized agriculture. Only farms that go through the certification process of their country or state can label their food organic. The process is expensive, and many small farms choose to forgo certification even though their own practices meet or exceed those required.

Pastured Meat Products

Any animal raised for meat or eggs, having the ability to walk around in open fields and woods, foraging for food (primarily seeds and insects, with the occasional small rodent).

Soil Amendments

Compost, fertilizers, soil conditioners, lab tests, etc.

Supplemental Nutritional Assistance Program (SNAP)

Approval by the federal SNAP authorizes farmers' markets to accept Link payments from the Link food account. Under this approval, farmers' markets must follow the federal SNAP and Electronic Benefits Transfer (EBT) rules and regulations. The farmers' markets must specifically

request authorization to accept cash Link payments, and to describe how Link purchases with food and cash benefits are accounted for separately at the vendor sales level.

Specialty Crops

Fruit, trees, nuts, vegetables, dried fruits, horticulture and nursery crops. Corn and soybeans are excluded in this definition.

Statute

A law, statute or regulation enacted by a municipal corporation.

Sustainable Agriculture

The term "sustainable agriculture" ([U.S. Code Title 7, Section 3103](#)) means an integrated system of plant and animal production practices having a site-specific application that will over the long-term:

- Satisfy human food and fiber needs.
- Enhance environmental quality and the natural resource base upon which the agriculture economy depends.
- Make the most efficient use of nonrenewable resources and on-farm resources and integrate, where appropriate, natural biological cycles and controls.
- Sustain the economic viability of farm operations.
- Enhance the quality of life for farmers and society as a whole.

Township

A unit of local government usually a subdivision of a county, found in most Midwestern and northwestern states of the U.S. and in most Canadian provinces. Townships and municipalities have different powers and responsibilities. A township in Illinois is six miles by six miles.

Unincorporated

land not included in municipal jurisdiction.

Vertical Farming

A concept that argues that it is economically and environmentally viable to cultivate plant or animal life within skyscrapers or on vertically inclined surfaces.

WIC

A special supplemental food program for women, infants and children.

¹ Dunne, J., Chambers, K., Giombolini, K. Schlegel, S. "What Does 'Local' Mean in the Grocery Store? Multiplicity in Food Retailers' Perspectives on sourcing and Marketing Local Foods", *Renewable Agriculture and Food Systems*, pp. 46-59.

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Good Food on Every Table!

Governor Signs Legislation Putting Illinois on Track to Vastly Expanded Local Farm Economy

July 8, 2010 | Post By: familyfarmed

SPRINGFIELD, IL- Illinois Governor Patrick Quinn signed landmark legislation that will put the state on the road to a vastly expanded supply of Illinois-grown food for Illinois tables.

During a ceremony held on the front lawn of the home of Department of Agriculture (located on the Illinois State Fairgrounds), Quinn said the legislation represents an important first step in a process that could ultimately bring as much as \$30 billion a year to the state's economy.

"Agriculture is a diverse, multi-billion dollar industry that employs nearly one-quarter of the state's workforce. Simply stated, agriculture is the largest industry in the state and vital to our economy," said Quinn at the "Ag Day" event. "Standing in sharp contrast is the fact that nearly 96 percent of the food eaten in Illinois is grown in other states or nations. The legislation I signed today will stimulate the rapidly growing efforts across Illinois to grow food for local consumption. As traditional Illinois farmers, local food organizations, and others respond to demand for locally-grown food, there will be an enormous amount of new economic activity in our agricultural sector and thousands of new jobs across the state."

The new law is designed to greatly increase demand for locally grown food by starting the process of building a reliable market for local food at facilities and institutions, like public schools, that receive

significant state support. Also, the legislation establishes the Illinois Local Food, Farms, and Jobs Council, which will encourage farmers to grow food for local markets and facilitate the building of the systems needed to get it there.

The legislation caps almost two year's effort by the Illinois Local and Organic Food and Farm Task Force to determine the potential for Illinois to grow and produce food for consumption within the state and in neighboring states. A study released by the Task Force earlier this year, Local Food, Farms & Jobs: Growing the Illinois Economy, revealed that of the approximately \$48 billion spent by Illinoisans on food each year, only a tiny fraction is grown in Illinois. A set of straightforward measures to encourage Illinois farmers to grow food for local consumption, coupled with a system for processing and transporting the food to Illinois markets could bring an estimated \$30 billion to the state's economy each year.

"I believe economic development begins in the kitchen," said Illinois Agriculture Director Tom Jennings. "There is no question we can produce locally grown fruits, nuts, and vegetables. We also have the processing and packaging capabilities right here in our own backyard. Setting up a distribution system that moves items at reasonable cost from tree or vine to the table is the big challenge and this legislation is an important step toward realizing that goal."

"This legislation is the first step in creating a fresh farm and food system in Illinois that will bring important benefits to every corner of our state," said Julie Hamos (D-Evanston), lead sponsor of the bill in the House of Representatives. "As Illinoisans meet the increased demand for fresh food grown within the state, every community's economy will see the benefits. New jobs will be created as the system to process and transport the food to local markets is developed. Those who live in Illinois and in adjacent states will benefit from the increased supply of fresh, locally-produced food."

Hamos said that one result of the expanded local food system will be the growth of rural communities through expanded numbers of small and mid-size farmers and larger numbers of people working in agriculture.

"The fact that all but a tiny percentage of the fruits, vegetables, and meats that Illinoisans eat are produced in other states or countries is an astonishing imbalance and presents us with an enormous opportunity," said State Senate by Senator Jacqueline Collins (D-Chicago), Senate sponsor of the bill. "This legislation is an important step forward that will enable farmers in the state to produce and sell fresh food in underserved communities."

Key elements of the legislation include:

- Formation of the Illinois Local Food, Farms, and Jobs Council, which will work with state agencies, Illinois businesses, organizations and citizens to build a fully functioning local farm and food system in the state.

- Establishment of local food procurement goals for state agencies such as prisons and other places where the state provides food service to purchase 20 percent of their food locally by 2020. State-funded institutions such as schools and mental health centers would have a goal of 10 percent by 2020. The Council would work with the organizations and agencies to develop strategies for local purchasing.
- Creation of a local food purchase preference for state-owned food buyers in which they could pay a premium of up to 10 percent above the lowest bid in order to purchase locally grown goods.
- Implementation of a system for gathering baseline data about local food purchases that would be updated annually.
- Development of a new Illinois label and certification program to support farmers and businesses who want to be part of an Illinois-based farm and food economy.

“This legislation opens the door to a vast expansion of the local farm and food networks in Illinois’ already world-renowned agricultural infrastructure. It encourages Illinois farmers to respond directly to consumers’ demand for fresh, tasty, locally-produced foods, and shows how to do it,” said Wes Jarrell, chairman of the 32-member Task Force.” Jarrell is Professor of Sustainable Agriculture and Natural Resources at the University of Illinois, and a farmer himself.

Jarrell noted that food production in Illinois has become a year-round industry as farmers and others adopt techniques for growing food in the winter months as well as the traditional growing seasons. “We don’t have to ship in all our fresh food from warm regions when the weather is cold,” he said, “and with a much greater diversity of cold-season fruits and vegetables, eating what’s locally in season isn’t nearly as boring as it used to be.”

Key findings from the task force report that led to the new legislation include:

- The market for local food is growing. The number of farmers markets in Illinois grew from 97 in 1999 to 270 in 2008. The number of community-supported agriculture organizations, which allow consumers to “subscribe” to a variety of Illinois-grown food products throughout the season, grew from 14 to 68 in the past eight years.
- Demand extends into wholesale markets. Illinois colleges and universities, as well as corporate kitchens, schools, hospitals, prisons, restaurants, and grocery stores want to buy farm products from nearby sources. Inadequate local food production and delivery channels pinch supply. Illinois’ predominant farm and food systems is designed to serve distant markets, not link farm production with in-state markets.
- Local food system development is a nationwide phenomenon. Many states are taking steps to satisfy consumer demand to know how food is produced, where, and by whom. State government’s role is to help jumpstart job creation, lending, and investment in the local food system so that entrepreneurs can grow the economy. By participating in this effort, Illinois is helping to create a new form of interstate commerce.

The legislation, HB3990: Illinois Food, Farms, and Jobs Act of 2009, the report of the Illinois Local and Organic Food and Farm Task Force, and other information is available at www.foodfarmsjobs.org.



Local Food, Farms & Jobs: Growing the Illinois Economy

A Report to the Illinois General Assembly
By The Illinois Local and Organic Food and Farm Task Force

March 2009

“Every Illinois community would benefit from our farmers producing products for in-state purchase. I encourage and support all efforts that accomplish this goal.”

– Governor Pat Quinn



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A Report to the Illinois General Assembly
By The Illinois Local and Organic Food and Farm Task Force
March 2009

Executive Summary

Illinois consumers spend \$48 billion annually on food. Nearly all of this money leaves the state. To retain a larger share of Illinois food dollars, public, private, and civic sectors must work together to build a farm and food system that meets consumer demand for “local” food. The popularity of farmers markets is a measure of consumer demand that now reaches into large-volume wholesale markets. Currently, Illinois colleges and universities, corporate kitchens, schools, hospitals, museums, restaurants and grocery stores are unable to procure adequate supplies of products grown and marketed by Illinois farmers. The same is true of Illinois’ “food deserts”—pockets of scarcity that extend from inner-city neighborhoods to rural communities. Meeting this demand will require construction of a supply chain that shortens the geographic distance between the farm gate and food plate, thus ensuring that Illinois food and farm products are made readily available for all consumers statewide.

This report shows how the state of Illinois can facilitate development of a local food system that complements the existing global farm and food system. It reflects the work of the 32-member Illinois Local and Organic Food and Farm Task Force which was created by the Illinois General Assembly through the Illinois Food, Farms and Jobs Act of 2007. This law authorized formation of the Task Force to develop a plan containing policy and funding recommendations for expanding and supporting a statewide local farm and food system.

The Task Force encourages Illinois’ rural, urban, and suburban communities to cooperate statewide to develop local farm production, infrastructure, customer access, and public education. Both beginning and transitioning farmers need agronomic training, business planning, land, labor, equipment, and financing. Entrepreneurs need to build Illinois-based supply chains capable of delivering large volumes of Illinois farm products to in-state markets. Farmers and other entrepreneurs need assurances that market outlets are ready, willing, and able to buy their products. Public awareness campaigns need to persuade consumers, businesses, and policymakers how they will benefit from helping to increase the volume and value of Illinois branded food and farm products. Children need to be taught the connection between healthy food, exercise, wellness, and learning. Implementation of this plan makes it feasible for 20 percent of Illinois food expenditures to be grown, processed and distributed in-state by 2020.

The Illinois General Assembly can foster this farm-based local economic development by approving new legislation that (1) directs state agencies to align their missions to support this strategy for job creation, public health, and food security; (2) supports the Local Foods Initiative of University of Illinois Extension; (3) Encourages state institutions to procure at least 20% of their food locally by 2020; (4) assembles a team to eliminate regulatory barriers restricting local food production and marketing, (5) creates the Illinois Local Food, Farms, and Jobs Council which will be commissioned to facilitate local farm and food system development statewide. Passage of this legislation will accelerate countless initiatives at the local, regional, and state level to promote community revitalization throughout Illinois.

This report shows how the state of Illinois can facilitate development of a local food system that complements the existing global farm and food system.

Support for Illinois Food, Farms and Jobs Economy

“Using locally grown food means fresher, higher quality food.”

– *Southern Illinois University food-service chef William Connors*

“If a state like Montana, with its much more limited growing season can support local foods within their state university system, there is no reason why Illinois should not be able to do the same.”

– *Illinois State University Assistant Professor of Sociology Dr. Joan M. Brehm*

“A savings of a penny per tray per inmate per year reduces our annual costs by approximately \$500,000.”

– *Illinois Department of Corrections food service administrator Suzann Griswold*

“The development of a comprehensive, intrastate food production and distribution system holds much promise. It has the potential to expand markets for organic and locally grown products, providing an abundant supply of food such as fresh fruits and vegetables for consumers, a diversified source of income for farmers and greater economic prosperity for rural communities.”

– *Illinois Agriculture Director Tom Jennings*

“Illinois Farm Bureau believes opportunities are growing for farms of all sizes to provide quality locally grown food to Illinois consumers and that Illinois farmers are adept at responding to market signals to meet this growing demand.”

– *Illinois Farm Bureau Director Bill Olthoff*

“Illinois-sourced produce can cut shipping costs by 10-20 percent, giving farmers a strong competitive advantage over distant farms.”

– *Goodness Greeness CEO Bob Scaman*

“We would be very supportive of efforts by the state to make Illinois-produced food and drink more readily available to our members.”

– *Illinois Restaurant Association president Sheila O’Grady*

“As the largest independent grocer in central Illinois, Niemann Foods Inc. is committed to meeting the growing demand for locally grown food.”

– *NFI consumer affairs director Gerry Kettler*

“A statewide local food, farm, and jobs system will lead to community revitalization, grow job opportunities, and will play a vital role in our state’s economic recovery.”

– *Illinois Department of Commerce and Economic Opportunity Director Jack Lavin*

“Having enough to eat as well as access to a variety of nutritious foods are both important for all Illinois families. And having access to locally grown food is part of the solution to being prepared for emergency events which may hamper the state’s ability to bring in food supplies.”

– *Illinois Department of Human Services Secretary Carol L. Adams, Ph. D.*

“I hope my mom can buy me the same things I tasted with the class.”

– *Chicago 4th grader Alejandro on participating in “Fresh from the Farm” curriculum*



Food, Farms & Jobs: Lincoln to Obama

“...no other human occupation opens so wide a field for the profitable and agreeable combination of labor with cultivated thought as agriculture.”

– *From Abraham Lincoln’s September 1859 speech to the Wisconsin State Agriculture Society in Milwaukee, Wisconsin.*

In 1862, President Lincoln signed three laws that transformed American farming. The Homestead Act gave free public land to persons willing to farm it. The Morrill Land Grant College Act gave free public lands to states for the establishment of colleges of agriculture and mechanical arts. The “Act to Establish a Department of Agriculture” outlined a broad set of responsibilities defining the basic authority of the USDA.

“The Agricultural Department...is rapidly commending itself to the great and vital interest it was created to advance. It is precisely the people’s Department in which they feel more directly concerned than in any other. I commend it to the continued attention and fostering care of Congress.”

– *From President Lincoln’s last annual message to Congress in December 1864*

“We celebrate the family farm not only because it gives us the food we eat, but it also maintains a way of life. And it teaches us the values of decency and hard work and looking after one another. That’s what the farms of Illinois represent. And we will not take them for granted and we will make sure they get the advocacy and support they need day in and day out.”

– *From U.S. Senator Barack Obama’s September 2005 speech at the 20th Anniversary Farm Aid concert in Tinley Park, Illinois.*

“America, we cannot turn back. Not with so much work to be done.... Not with an economy to fix and cities to rebuild and farms to save.”

– *From Senator Obama’s August 2008 acceptance speech at the Democratic National Convention in Denver, Colorado.*

Most of our fruit and vegetables travel an average of 1,500 miles. The cost of shipping produce from California or China accounts for 10-20 percent of the price consumers pay.



Seizing Our Opportunity

Seeing farms and food in a new light

Food and farming are an economic engine, and one of Illinois' largest employment sectors. According to the United States Department of Agriculture, Illinois 12.8 million consumers spend \$48 billion a year on fresh, prepared, and processed food from supermarkets, restaurants, and other sources.¹ Yet, very few of our food dollars are spent on products grown, processed, and distributed in-state.² The vast majority of the food we eat comes from outside of Illinois. To pay for our daily sustenance, we export tens of billions of dollars of Illinois wealth each year to places like California, Mexico, and China.

To retain a larger share of food dollars, Illinois needs a plan to increase the supply of farm products grown, processed and distributed in Illinois for Illinois. Many

Illinois farmers will support creation of an additional alternate market for their products. Consumers will also like more options. Most of our fruit and vegetables travel an average of 1,500 miles.³ The cost of shipping produce from California or China accounts for 10-20 percent of the price consumers pay. An Illinois farm-product brand would provide a competitive advantage for Illinois businesses—but only if we have an efficient food delivery system that shortens the geographic distance between farm gate and dinner plate.

The Illinois agricultural industry is a national leader in the delivery of vast quantities of low-cost commodities into the global food system. Farm exports are good for the Illinois economy, but an over-reliance on imported food represents a lost opportunity. Illinois' annual food expenditure of \$48 billion is a sum that nearly equals the state government's

annual budget. The state treasury will benefit only when Illinois begins to implement a plan to capture all the benefits from growing our own farm-and-food economy.

About 80 percent of Illinois is farmland, including some of the most fertile soil on earth. Our 28 million acres of rich and productive farmland once supported vibrant rural communities. Over the last 50 years, the decline of rural towns and villages parallels the decline of the farmers' share of the food consumer dollar from over 40 percent to less than 20 percent.⁴ Rural Illinois can get back on track by using its competitive advantage to feed its metropolitan neighbors.

More and more Illinois consumers want to know how their food is produced, where, and by whom. Farmers are responding to this trend. In 1999, there were 97 outdoor farmers markets statewide; last year there were 270.⁵ There would be many more such markets, if there were enough farmers to meet the demand for fresh-picked vegetables and fruit, eggs, meat, honey, cheese, and breads, as well as Illinois products like goat-milk soaps, oils, and lotions. Some farmers use a direct marketing approach called community-supported agriculture. The CSA business model requires subscribers to make a pre-planting payment for products that will be delivered on a weekly basis during the growing season. The farmer is guaranteed a market; the customer a personal connection to a farm—the essence of traceability. In 2000, there were 14 CSAs statewide; in 2008 there were 68.⁶

Demand for “local” food is extending into larger-volume wholesale markets. Illinois' colleges and universities, as well as corporate kitchens, schools, hospitals, prisons, restaurants, and grocery stores want to procure farm products from nearby sources. Marketers see a competitive advantage in being able to tell the story behind the food they serve, but Illinois' limited local food production and

delivery channels pinch supply. Illinois' predominant farm and food system is designed to serve distant markets, not to link Illinois farm production with in-state markets. Farmers in Kankakee, Kendall and DeKalb Counties should have the option to be able to sell products to metropolitan Chicago consumers. The same is true for farmers near Carbondale, East St. Louis, Springfield, Bloomington/Normal, Rockford, and every other community statewide.

Illinois is hardly alone. The nationwide clamor for local food is exposing an infrastructure bottleneck that discourages farmers from trying to meet nearby demand. The private sector's evident failure to satisfy the marketplace is also raising questions about a global farm-and-food system constructed under the assumption that people have no reason to care where their food comes from. Today, numerous states are devising strategies to build food-and-farm economies.⁷ This isn't a move against interstate commerce, but one in support of a home-grown industry.

It is unclear how much Illinois food is grown, processed, and distributed for in-state consumption. A little more than a decade ago, the percentage of Illinois food dollars spent on direct-marketed farm products amounted to 0.144 percent. Federal data documents rising demand, with one indicator-- Illinois' annual direct market farm sales—having grown from \$12 million in 1997 to \$25.9 million in 2007.⁸ Analysis of additional federal data suggests that Illinois businesses supply in the neighborhood of four percent of our food which would mean we're exporting \$46 billion out-of-state each year.⁹ Perhaps that four percent estimate is low. Or perhaps it's high. One way or the other, Illinois can only gain by taking steps to grow this stay-at-home industry. Without baseline measures, it will be hard to gauge our progress in coming years. Hence, this report supports the viewpoint of established

In 1999, there were 97 outdoor farmers markets statewide; last year there were 270. There would be many more, if there were enough farmers to meet the demand.

Illinois state agencies are discovering the relationship between local food and their mission.

state level food policy councils that seek to develop inventories of “available food, nutrition and/or agricultural services. In addition to serving as an outreach tool to engage stakeholders, these virtual data sources will serve as the foundation upon which to build targeted food policy recommendations.”¹⁰

The conventional food system regards local food and farm products as a market niche—“identity preserved” specialty items along the lines of organically-produced farm and food products. Organic is a niche that Illinois farmers could take advantage of locally. For two decades, organic food was the fastest growing segment in the food industry, approaching 20 percent per year. Yet, an increasing amount of organic corn, soy, meat, and vegetables is imported from out of the country because U.S. producers are not meeting the demand. This is despite the fact that organic commodities like corn and soy have historically paid producers two to three times more per bushel than conventional products.

Mass production has driven the longstanding agricultural-commodity

system, but in recent decades it is mass customization that has spurred development of differentiated and source-identified foods tailored to particular needs of particular processors or consumers. “Organic,” “biodynamic,” “naturally grown”, “grassfed,” “pasture raised,” “chemical free cosmetics,” as well as many ethnic products may develop into subsets of foods whose value is tied to the place of origin.

Customers sometimes pay a premium for specialty items. Yet, food is such a basic need that the idea of localizing production and distribution systems is catching on, not only as a potential solution to tough economic times, but as a civil right. Such is the case in communities where the lack of full-service grocery stores limits availability of healthy food choices. Such is life in Illinois’ “food deserts”—pockets of scarcity that extend from inner-city neighborhoods to rural communities surrounded by bountiful farm fields.

Illinois state agencies are discovering the relationship between local food and their mission. For example, public health officials view the nutritional value of recently-picked produce as a component



of federally-mandated school wellness strategies intended to curb obesity and childhood diabetes. Human services officials advocate the integration of these products into assistance programs for the 467,000 Illinois households categorized as “food insecure.”¹¹ All Illinois households, emergency preparedness officials say, could benefit from proximity to their food source if disaster strikes. Agricultural officials see development of new market outlets for farmers. Economic development and workforce recruitment officials see a means to reinvigorate commerce and industry.

The business of creating and maintaining all the links in the local supply chain—aggregating, processing, packaging, storing, and transporting products—translates into jobs that cannot be outsourced. Right now, such a system doesn’t exist. There is not enough local food to meet the demand, nor enough farmers growing local food, nor companies in the business of processing local food. But there are too many food marketers disappointing their customers. This void is what’s called opportunity.

Reaching out to Springfield

In 2006, a statewide group of farmers, farm and food entrepreneurs, and non-profit organizations sought Springfield’s help in figuring out how to build local food systems. Small- and medium-scale farmers would be among the immediate beneficiaries. The coalition also sought to create an alternative in which large-scale farmers also want to participate. The question is: how to create a system that combines the efficiencies of the prevailing food system with a commitment to fair prices for farmers and farm labor. And how to do so in a way that supplies customers with a vast range of affordable products grown, processed, and distributed from nearby farms. Many people—from farmers on the ground to eaters at the table—shared this vision: Creating an Illinois brand for farm products will lead to

The development of a farm and food system that keeps tens of billions of dollars in state will also generate the revenue to address the following economic goals:

- * Provide incentives for farmers to invest in their enterprises
- * Ensure jobs and incentives for farm labor
- * Provide farmers with access to land for production
- * Make farm equipment and supplies affordable and available in state
- * Encourage diversified farm production
- * Build the infrastructure to move products from the farm to market
- * Expand in-state markets for farm products
- * Offer customer access to farm and food markets
- * Educate the people of Illinois about the benefits of buying local food and farm products
- * Provide affordable financing and insurance for new and transitioning farmers
- * Correct regulatory barriers that hinder farm and food production
- * Open up access to food and farm data
- * Establish local resource centers to build, maintain and expand local food systems
- * Encourage local food and farm networks to plan local systems

There is not enough local food to meet the demand, nor enough farmers growing local food, nor companies in the business of processing local food.

Illinois state agencies are discovering the relationship between local food and their mission.



economic development, job creation, and community revitalization.

State Representative Julie Hamos agreed to draft and sponsor the Illinois Food, Farms, and Jobs Act of 2007. State Senator Jacqueline Collins became HB1300's lead Senate sponsor. Steve Frenkel, the governor's deputy chief of staff, supplied advocacy within the executive branch. The Illinois Local Food and Farms Coalition built a broad base of support for the legislation which won unanimous support in the General Assembly.

In August 2007, the bill was signed into law. Public Act 95-145 commissioned the Illinois Local and Organic Food and Farm Task Force to:

“ . . . develop a plan containing policy and funding recommendations for expanding and supporting a State local and organic food system and for assessing and overcoming obstacles to an increase in locally grown food and local organic food production.”

In January 2008, the 32-member Task Force began holding monthly meetings at the Illinois Department of Agriculture headquarters in Springfield. The Task Force included representatives of three state departments (Agriculture, Commerce and Economic Opportunity, and Human Services) as well as the cities of Chicago and Carbondale. Other perspectives came from farmers; farm, community and advocacy organizations; educational institutions; and various enterprises in the food supply chain. Four committees—production, infrastructure, consumer access, and public education—focused on identifying specific sets of obstacles and solutions. Eighteen listening sessions were held around the state. Additional input came from myriad sources nationwide.

This report presents a plan for building the public/private collaboration needed for Illinois to capture a larger share of its food dollars and, in the process, strengthen urban, suburban, and rural communities statewide.

Expanding Illinois agriculture

Soil scientists estimate that nearly 90 percent of the state's farm ground merits the highest level classification—prime farmland. Few places on earth possess such an extraordinary combination of soil types and fertility, climate and rainfall. A unique ability to maximize output with the minimum of inputs makes Illinois farmland the foundation for an agricultural economy now generating commodities valued at more than \$9 billion a year. Illinois is a leading producer of corn, soybeans, and hogs. Billions of additional dollars flow into the state's economy from ag-related industries, such as farm machinery

manufacturing, agricultural real estate, and the production and sale of value-added products. Food processing is the state's largest manufacturing activity, with more than 950 companies adding almost \$13.4 billion annually to the value of Illinois' raw agricultural commodities. Illinois ranks second nationally in the export of farm commodities with nearly \$4 billion worth of goods shipped to other countries each year.

Illinois will benefit by complementing our global-oriented food and farm economy with one oriented toward local and regional markets. Studies show that money spent at local businesses creates a multiplier effect, internally circulating the same dollars up to eight times within the local economy. Using

Few places on earth possess such an extraordinary combination of soil types and fertility, climate and rainfall.

Local farming: rural

Bureau Valley Community Unit School District #340 spans more than 340 square miles of west central Illinois farmland—a larger geographic area than all but four Illinois school districts. The district operates a \$280,000 meal program for 1,100 pre-K, elementary, and high school students, but procures no locally grown food.

The school board has formed a local farm-to-food committee and is seeking state funding to implement the Department of Public Health's Coordinated Approach to Child Health (CATCH) program. Now utilized in 131 schools statewide, the CATCH program's goals include procurement of local produce.

Buy-local school initiatives should start small. Schools often lack facilities to store and use products. Produce tends to be seasonal. Quality can vary. And local farmers may not be prepared to deliver sufficient quantities of product, nor at the time when schools need it.

One rural institution's commitment could spur demand from others. Bureau County has 1,189 farms on 478,389 acres generating \$303.3 million in crops and livestock sales.¹³ Growers who see a new market will start small too, perhaps using a land tract that's been idle. An acre of ground can yield a lot of vegetables.



A 20 percent increase in local production, processing, and purchasing will generate \$20 to \$30 billion of new economic activity annually within the state's borders.

the conservative economic multiplier of two to three cycles, a 20 percent increase in local production, processing, and purchasing will generate \$20 to \$30 billion of new economic activity annually within the state's borders. Thousands of new jobs will be created for farmers and farm-related businesses. Pre-agricultural production includes seeds, soil amendments, tools, equipment, and maintenance. Post-agricultural production includes aggregation, storage, processing, packaging, and distribution.

An Illinois food, farms, and jobs economy can succeed in today's—or any—economic climate because food is a genuine need. We have the farmland and farming heritage to grow that food. We have the capacity to provide consumers with the broad diversity of foods that they are demanding. The year-round supply of food and other farm products we now purchase can be produced in Illinois. Our farmers can extend the growing season by relying on the same greenhouses, hoop houses,



and cultivation practices that farmers in Wisconsin, Michigan, and Ontario currently use to supply a surprisingly high percentage of Illinois produce each winter.

Building an Illinois food, farms and jobs economy will require production, infrastructure, customer access, and public awareness to be developed at the same time. Both beginning and transitioning farmers will need training, business planning, land, labor, equipment, and financing. Entrepreneurs will need to build supply chains capable of delivering large volumes of farm product to regional markets that require strict specifications. Farmers and entrepreneurs will need assurance that market outlets are ready, willing, and able to buy their products. Public awareness campaigns will have to persuade consumers, businesses, and policymakers how they will benefit from helping to increase the value of farm and food products bearing the Illinois brand. Children will need to be taught the connection between healthy food, exercise, wellness, and learning.

Most Illinois citizens are only a few generations removed from the farm. During that time a global food system emerged, and people stopped asking where food comes from. But it is precisely this question that has spurred nutrition-minded moms, public health professionals, rural advocates, educators, restaurant chefs, and many others to jumpstart the local food movement. Nevertheless, transforming this movement into a sustainable economy will require significantly greater scale than can be provided by a relative handful of farmers showing up at the outdoor market with pickup trucks.

Because this work will take time, the Task Force has set a long-term goal. By 2020, the aim is to increase the percentage of Illinois food dollars spent on products grown and processed instate to at least 10

percent. By 2030, the goal is to capture at least a 20 percent market share of Illinois food dollars.

Where to start

Innovation begins with an understanding of what a local food system is and participation in dialogue with others who have a mutual interest. Chances for success will be enhanced by cooperation with a broad range of stakeholders, ranging from neighbors, community

leaders, and entrepreneurs to state and federal governing bodies.

The state of Illinois will need to create a crosscutting strategic goal that guides various departments, agencies, and other entities affiliated with governing bodies. Effective governmental collaboration requires agencies to define and articulate the common purpose or outcome they seek to achieve through such means as establishing mutually reinforcing or joint strategies; identifying and addressing needs by leveraging resources;

Prairie Crossing Farm is creating an incubator where farmers lease small parcels of land and test a business before making the long term investment in their own farms.



Local farming: suburban

Farmers take advantage of proximity to population centers by growing high-value, direct-marketed products. Local food production is a subset of a broader urban-edge farm economy that includes traditional commodity production as well as horticulture; horse farms and stables; forestry; “agritainment,” and related farm-supply enterprises.

Farming can mean revenue for public entities. The Cook County Forest Preserve District leases 1,000 acres of farmland. A Kendall County park district raises produce for food banks. A Kane County township leases land to an organic farmer.

Lake County’s Prairie Crossing development combines suburbia and farming. Clustered housing is surrounded by permanent open space, including a 100-acre organic farm. One producer has a long-term lease on 40 acres. The Illinois Department of Commerce and Economic Opportunity funds a farm-development center that leases small tracts to beginning farmers who aren’t ready to invest in their own farms.

Agricultural investment in and around easement-protected land could help farmers generate sufficient earnings to remain farming amidst suburbia. Kane is Illinois’ only county operating a farmland preservation program. Between riverboat funds and federal matching dollars, Kane has spent \$26.8 million to buy development rights on 4,655 acres of land. There’s a waiting list of farmers who want to participate.

establishing compatible policies and procedures; and developing mechanisms to monitor, evaluate, and report on results.¹⁴

The following state entities operate programs that will drive implementation of this new state policy to foster development of a robust local farm and food marketplace:

- * Lieutenant Governor's Office of Rural Affairs
- * Department of Agriculture
- * Department of Commerce and Economic Opportunity
- * Department of Human Services
- * Department of Public Health
- * University of Illinois Extension

Illinois' Congressional delegation can also help in Washington. The public purpose for supporting the development of a local farm and food marketplace is evident in the 2008 federal farm bill. New provisions include loan guarantees targeting enterprises involved in local/regional food distribution, processing, aggregation, and marketing. Federal grants will be available for "community food projects" that "promote comprehensive responses to local food, farm, and nutrition issues." Also, federal feeding programs will encourage the purchase of "unprocessed agricultural products, both locally grown and locally raised, to the maximum extent practicable and appropriate."

New Farm Bill provisions reflect a growing understanding of the unique nature of local food systems. Price transparency and discovery tools analogous to those enjoyed by commodities markets are likely to remain imperfect in the near future for local farm and food system markets. Instead, effective state and federal policy must build on the acknowledged relationship between production, marketing, distribution, and consumer demand by supporting business strategies,

best practices for production, process-level innovation in distribution and marketing, as well as general promotion.

This year's reauthorization of the federal Child Nutrition Act provides another vehicle for Congress to advance the Illinois food, farms and jobs economy. Illinois residents receive more than \$2.2 billion a year in federal food programs, including more than \$458.4 million for food procurement by institutions like schools, community development centers, and child care centers.¹⁵ Institutions present a consistent, large-scale market. This purchasing power could be leveraged through buy-local incentives that will spur investment among in-state production and distribution networks.

Local Food, Farms and Jobs Act of 2009

Through support of this plan, the Illinois General Assembly will spur economic development, job creation, and community revitalization. The Illinois food, farms, and jobs economy will be built simultaneously from the ground up and from the top down as the missions of state entities—starting with Rural Affairs, DOA, DCEO, DHS, DPH, and Extension—are meshed with the missions of farm and food entrepreneurs in every Illinois community. The purpose of the proposed Illinois Local Food, Farms and Jobs Council will be to facilitate the public/private action teams whose enterprise will foster a culture of innovation founded on Illinois' abundant resources – rich, productive farmland with a growing diversity of consumer demand.

Where food comes from was no mystery in 1859 when Abraham Lincoln told the Wisconsin State Agriculture Society "...no other human occupation opens so wide a field for the profitable and agreeable combination of labor with cultivated thought as agriculture."¹⁶ The enduring value of farmers and farmland was an explicit human truth three years later

Federal grants will be available for "community food projects" that "promote comprehensive responses to local food, farm, and nutrition issues."

when President Lincoln signed the federal law that established the U.S. Department of Agriculture.

Seven generations later, the time is right to re-affirm Lincoln's vision of USDA as

"the people's Department." And by doing their part to help build an Illinois food, farm and jobs economy, the time is right for the people of Illinois to help re-affirm our legacy as the "Land of Lincoln."

Gardens are cropping up on vacant lots, under railroad tracks and power lines, and on rooftops.

"If we buy the steel from Britain, we have the steel but the money is gone. If we buy the steel in the United States, we have the steel and the money, too. Such an advantage far outweighs a lower price for imported steel."

— President Abraham Lincoln on the purchase of railroad tracks.



Local farming: urban

Gardening has become a cornerstone of community development strategies in inner-city "food deserts" that suffer from decades of disinvestment. With full-service grocery stores few and far between, residents of such communities have notoriously poor access to affordable, healthy food. Driving this back-to-the-land movement is the motivation for self-sufficiency and the idea that individuals need to know their food as well as to have some sense of control over its safety and security.

Gardens are cropping up on vacant lots, under railroad tracks and power lines, and on rooftops. Successful growers benefit from various techniques designed to raise yields, reduce pest pressure, and build soil fertility on small land tracts.

One is called SPIN Farming—for S-small P-plot IN-tensive. Several years ago, the Philadelphia, PA water department agreed to let SPIN farmers turn a half-acre lawn into a demonstration farm. By its fourth year, the Somerton Tank Farm generated over \$68,000 in gross sales.¹⁷

Numerous initiatives provide various combinations of food access, job training, environmental education, and community cohesion. Such enterprises have room to grow. After all, there are thousands and thousands of vacant lots throughout Chicago, inner-ring suburbs, Rockford, and other urban areas statewide.



The Illinois Local Food, Farms, and Jobs Plan

The mission of the Illinois Local and Organic Food and Farm Task Force is to create a plan and funding strategy to facilitate the growth of an Illinois-based farm and food system that creates jobs, promotes overall economic and community development, and enhances the availability of healthy, local farm and food products throughout Illinois.

The core values of this system are the following:

Economic Vibrancy. An Illinois local farm and food economic system creates urban, suburban, and rural development and jobs by encouraging Illinois farmers to raise more farm and food products for Illinois customers and encouraging Illinois customers to purchase more food and other products grown by Illinois farmers.

Fairness and Justice. The community-based system fosters long-term economic and social equity among Illinois families, farmers, businesses, communities, and governments.

Accessibility. The community-based system makes Illinois farm and food products available in every rural, suburban, and urban community at reasonable prices.

Health. The community-based system supports production and distribution of healthy, flavorful food and products that enhance community health.

Responsibility. The community-based system promotes respect for Illinois individuals, cultures, and natural resources for present and future generations.

An Illinois local farm and food economy can also provide increased food security for every Illinois community in times of disaster.

For purposes of this Plan, “Illinois local farm and food products” are products grown, processed, packaged and distributed by Illinois citizens and businesses located wholly within the borders of Illinois.

The Task Force’s complete findings are located in the “Assessment of Obstacles and Strategies for Solutions for Building an Illinois Local Food, Farms, and Jobs Economy” (see page 19). Every one of the obstacles and strategies need to be addressed simultaneously and as quickly as possible. There are, however, key strategies that will have the most immediate impact and that will focus attention and resources on all the other solution strategies. The immediate goals and strategies are as follows:



Goals for 2020

- 1.** Coordinate state institution food procurement policies to increase purchase of Illinois local farm and food products at state-funded cafeterias to 20% of total purchases.
- 2.** Support and expand programs that recruit, train, and provide technical assistance to 20,000 Illinois residents (5,000 farmers, 12,500 farm laborers, and 2,500 infrastructure entrepreneurs) to produce, process, and distribute Illinois local farm and food products.
- 3.** Increase the purchase of Illinois local food products by Illinois consumers to 10% of total food dollar expenditures.

Immediate Implementation Strategies

- 1.** The Illinois General Assembly shall direct state agencies to engage existing staff, resources, and authorities to support and build community-based farm and food networks and commission all state agencies to coordinate with local and federal authorities to obtain resources required to accomplish the goal of constructing an Illinois local farm and food economy. (see Solution Strategy 13:1)
- 2.** The Illinois General Assembly shall create The Illinois Local Food, Farms, and Jobs Council. The Council shall have responsibility to implement the Illinois Local Food, Farms, and Jobs Plan. (See Solution Strategy 13:2)
- 3.** The General Assembly shall direct state agencies to work with the Council in convening an inter-agency committee that facilitates the focusing of state agency goals and objectives to the development of local farm and food economies in communities across Illinois. (See Solution Strategy 13:1)
- 4.** The General Assembly shall direct the Council and the University of Illinois Extension to build the capacity of Extension's Local Food Initiative. (See Solution Strategy 12:2)
- 5.** The General Assembly shall direct the Council to facilitate public-private working groups as required to eliminate unnecessary and contradictory local, municipal, state, and federal regulatory barriers to production, processing, and marketing of local farm and food products in Illinois. (See Solution Strategy 10)
- 6.** The General Assembly shall direct the Council to work with state agencies to build partnerships required to reform state institution food procurement policies to encourage and facilitate the purchase of local farm and food products to the maximum extent practical. To track progress towards this goal, we recommend that the Illinois General Assembly request that state agencies and state-funded institutions that purchase more than \$25,000 of food each year be required to track and report their local food purchases on an annual basis. The Illinois Food, Farms, and Jobs Council will work with each institution and cafeteria to facilitate this process. This will create the baseline against which increases in procurement can be measured. (See Solution Strategy 6:1)
- 7.** The Council shall work to facilitate accessibility by farmers to public and private lands for growing local farm and food products. (See Solution Strategy 3:1)
- 8.** The Council shall support as well as financial and business planning education and/or facilitate the creation of programs to recruit, train, and provide technical assistance as well as financial and business planning education to farmers, farm labor, and entrepreneurs desiring to build an Illinois local farm and food economy. (See Solution Strategies 1, 2, 5, 7, 8, 9 and 12)



Assessment of Obstacles and Strategies for Solutions for Building an Illinois Local Food, Farms, and Jobs Economy

The obstacles and solutions section below represents the complete findings of the Task Force committees in their work to carry out the Task Force mandate. The obstacles inform the reasons why Illinois agriculture produces only a small percentage of the food that Illinois consumers eat each year. The strategies for solution indicate the action steps required to expand the capacity of Illinois agriculture so as to capture in-state a significantly larger share of Illinois consumers' food dollars. The obstacles and solution strategies are divided into categories of production, infrastructure, customer access, public awareness, and systems building.

A. Production

■ OBSTACLE 1:

Not Enough Farmers

We can't increase food production in Illinois without more farmers. Though Illinois can count 28 million acres of farmland, only several thousand of these acres and several hundred of our 76,000 farmers are producing products for local markets.¹⁸ The state's few relevant training programs do not reach a significant number of potential farmers, because the programs are not geographically accessible to most communities. There is no statewide

strategy to create and train Illinois' next generation of farmers, nor to help food farmers find land to lease or own.

The ready availability of up-to-date information on production issues, new technologies, market conditions and other data will help current farmers transition to these emerging in-state markets and help interest young people to enter the field.

■ SOLUTION STRATEGY 1:

Support programs that recruit, train, and provide technical assistance in order to create 5,000 new local food farmers by 2020

Association with peer farmers is crucial to the success of beginning and transitioning farmers. Illinois has a few successful farmer-to-farmer training and mentoring initiatives that link new farmers with mentors who share production, marketing, and organizational knowledge and skills. The programs are characterized by (1) strong farmer leadership, (2) farm associations that provide a social network, and (3) multi-stakeholder support (partnerships with nonprofits, county extension offices, the private sector, and state agencies). Such programs should be made accessible in all 102 counties through such established entities as University of Illinois Extension and the Illinois Soil and Water Conservation Districts.

Several Illinois community colleges offer classes for local food and farm production. Curricula that build an Illinois farm and food economy should be offered at all 48 of Illinois' community colleges, and farming should once again be touted as a viable career opportunity.

University of Illinois Extension is uniquely qualified to provide a "local farm and food library" service to farmers who need up-to-date information to help manage risks like weather, weeds, insects, bacteria, and fungi.

Rural, urban, and suburban schools, colleges, technical institutes, and universities should be aware of the career and job opportunities summarized in this plan. Access points include curricula in farming, horticulture, and green jobs and programs such as 4H, FFA, Master Gardeners, Master Preservers, and Ag in the Classroom.

Various programs link Illinois farmers with wholesale buyers. These programs need to provide farmers the skills on food safety, post-harvest handling, storage, and transportation necessary to sell into wholesale markets.

Many Illinois municipalities allow farm projects in community gardens, backyards, schoolyards, greenhouses, and on vacant lots, rooftops, and small-acreage farms. In addition to growing food, most projects have other goals such as job training (youth, homeless, formerly incarcerated), teaching life skills (cooking and preserving food, health, and nutrition), and serving as community centers. These programs can be expanded and/or replicated to grow more food for sale (supermarkets, restaurants, direct markets) and to provide training for people desiring farm careers.

■ OBSTACLE 2:

Not Enough Farm Labor

Local farm and food production is labor intensive. Too few people presently reside in Illinois rural communities to provide the labor required to create an Illinois-based farm and food economy. If the farm has livestock or greenhouses, year-round labor is required.

■ SOLUTION STRATEGY 2:

Create farm labor training programs

Farm work is an entry point for farming, and can accommodate a broad range of skilled and unskilled laborers, including



rural and urban youth, retirees and the socially disadvantaged. It offers a new outlet for the Department of Human Services' summer youth program as well as the Department of Commerce and Economic Opportunity. Elsewhere in the U.S., prisons are using food projects to reduce food budgets, supply local food pantries and provide inmates with a new skill. Illinois can replicate successful programs from other states and also model federal initiatives such as those offered via the USDA Risk Management Agency Community Outreach and the New Immigrant Farming Initiative.

■ **OBSTACLE 3:**
Insufficient access to farmland by aspiring local farm and food producers

Many individuals cannot find land to farm that is affordable or located near mentors and a support community. The physical infrastructure required to efficiently move local products to market is missing.

Illinois is taking farmland out of production at roughly 100,000 acres per

year. According to the American Farmland Trust, 28 of Illinois' 102 counties are at high risk to lose farmland due to development, particularly in the Chicago collar counties.¹⁹

As farm children exit agriculture, land that once passed from one generation of farmers to the next is passed to the hands of absentee landowners.

Most Illinois farmland is currently enrolled in the federal farm program to grow corn and soybeans. Out-of-state fruit and vegetable producers successfully lobbied to have federal penalties imposed upon farmers who raise non-program crops on land enrolled in commodity programs.

Finally, farming is a risky occupation due to both weather and market price fluctuation. The time between planting a crop and harvesting is often many months plagued with fear of crop loss. Commodity farmers rely upon federal farm programs to partially offset possible financial losses caused by both weather and fluctuating market prices. Before Illinois farmers will risk withdrawing land from federal subsidy programs to grow products for Illinois customers, they must be assured that Illinois markets for local farm and food products are both stable and profitable.

■ **SOLUTION STRATEGY 3:1:**

Support and facilitate creative arrangements for using public lands for local farm and food production

A multiplicity of governing jurisdictions own significant amounts of farmland, much of which may be suitable to generate revenue through leases to local food farmers. The Cook County Forest Preserve District leases several thousands acres of land mainly for hay production and is considering the possibility of leasing additional land for local food. Kendall County's Oswegoland Park District supplies local food banks. Kane County's Dundee Township has approved long-term leasing of 16 acres of protected open space land to an organic farmer.²⁰ The land borders on prairie/woodland on one side, and it is an example of natural land and working land functioning together in a suburban area and providing people with healthy local foods. The state should encourage rental of its holdings for the production of local food and provide incentives for other units of government to do the same.



■ **SOLUTION STRATEGY 3:2:**

Create a farmer transition support committee

Beginning and existing farmers need reliable sources of information concerning their rights and obligations under ever changing federal statutes governing farm production. An "information clearinghouse" needs to be created to provide Illinois farmers with answers and guidance regarding present federal statutes that regulate farm operations.

■ **SOLUTION STRATEGY 3:3:**

Support local and regional land conservation movements

Local land trusts are proliferating in Illinois. Suburban Chicago counties consistently win bond referenda to conserve open space. Advocates of land preservation should develop stronger ties with farmers who produce farm products in a manner beneficial to adjacent natural areas—especially as climate change issues become a stronger component of conservation policy.

Work with land trusts.

The high cost of acquiring and managing lands constrains public initiatives to protect and conserve land. Local food production can make the economics more favorable for improving farmland conservation and land trust efforts. Organic farmers, especially are appropriate neighbors to natural habitats when they are homes to rare or endangered species. Land trusts need to receive information and support enabling them to monitor and manage this land, as it requires a different set of criteria than typical conservation land.

Establish a standing Illinois Farmland Committee.

An Illinois Farmland Committee would bring together governmental and private organizations to serve as a clearinghouse

for aspiring local farm and food producers seeking farmland to connect with landowners seeking local farm and food producers. The Committee will perform the following functions:

- * Assist farmers and communities in launching local farmland initiatives.
- * Work with land trusts to develop a coordinated strategy to identify, prioritize, and protect farmland. A replicable model could be the Department of Natural Resources' Illinois Natural Areas Inventory program.
- * Identify matching funds from federal and county resources to purchase development rights and place easements on farmland.
- * Establish an Illinois Farm Link program to match landowners with local food farmers seeking land for production.

■ OBSTACLE 4:

Lack of support for diversified farm production

Few support mechanisms exist to encourage our farmers to explore the diversity and potential inherent within local farm and food production. Not only are there fewer Illinois farmers with the knowledge and skills required to produce diversified crops than there once were, integrated systems of technical support, mentoring, and teaching do not exist in sufficient quantity to help farmers seriously consider these options.

■ SOLUTION STRATEGY 4:1:

Create knowledge bases and support infrastructures for diversified local farm and food production

Illinois must develop the mechanisms required to support diversification of the

state's farming base. With proper knowledge and infrastructure, Illinois soils will produce an abundance of diversified farm and food products. Start-up farm operations can be at a smaller size and scale than the current typical Illinois farm. As such, relatively small diversification efforts by existing farms into local farm and food products may provide a way for farm operations to support more family members, easing the path to farm transition from generation to generation. Opportunities include:

Agri-tourism. Farm visits, bed and breakfast, holiday events, seasonal celebrations

Cosmetic industry. Soaps, oils, creams, lotions, make-up, ointments

Dairy and dairy products. Milk, cheese, yoghurt, ice cream

Eggs.

Fiber. Animal (wool, alpaca, llama, angora, vicuna, pygora, buffalo, mohair, yak, camel, cashmere, silk) and plant (flax, cotton, hemp, milkweed)

Fish. Tilapia, shrimp

Fruits and Vegetables.

Forestry products. Lumber, wood chips, logs, Christmas trees, maple syrup, nuts, mushrooms

Grains. Rye, wheat, barley, flax, edible corn, popcorn, oats, amaranth, kamut, millet, flaxseed, spelt, quinoa, teff, triticale

Herbs.

Honey.

Meats. beef, pork, poultry (chicken, turkey, duck, goose, pigeon, pheasant, partridge), sheep, goats, and other specialty products like buffalo, rabbit and ostrich

Ornamental plants. Trees, shrubs, perennials, annuals, cut flowers, turfgrass, seeds

Recreation. Hunting, fishing, bird watching, water sports, camping, hiking

Renewable energy. Wind, geothermal, solar energy, methane and biomass

Seed, seedlings and saplings.

Soil amendments and services. Compost, fertilizers, soil conditioners, lab tests

Wine, Beer, Distillates.

■ **SOLUTION STRATEGY 4:2:**

Create linkages between local farm and food producers

Three plantings of crops can be harvested in southern Illinois using greenhouses in the winter with relatively little heating. In northern Illinois, greenhouse heat could be supplied from manure packs generated by an expanding local livestock and poultry sector or by on-farm wind-generating projects envisioned as part of new federal energy policies. In urban areas, heat could be captured from numerous existing sources.

Illinois meat and poultry farmers can provide manure to fertilize field and greenhouse crops, while simultaneously increasing in-state usage of corn and soybeans. Grazing animals can utilize existing grasslands and highly erodible land that will eventually exit the Conservation Reserve Program.

B. Infrastructure

■ **OBSTACLE 5:**

Systems for moving products from farm to market are inadequate

Many farmers are limited to direct marketing outlets like local farmers markets, u-picks and CSAs, because they are unable to access larger wholesale markets. Institutional buyers require large lots and, in many cases, must purchase through a distributor for reasons of

efficiency, food safety and liability. The same economies of scale will make local food more attractive for restaurants and grocery chains. Moving large volumes of produce to nearby customers will require infrastructure—including combinations of aggregation, processing, storing, packaging, and distribution. Similar disincentives affect livestock and poultry producers, who must drive great distances and experience long waits at the state's few small meat processing plants. In most cases, large processors will not handle small lots by local producers.

■ **SOLUTION STRATEGY 5:**

Support development of regional aggregating, processing, storage, packaging, and distribution centers

State and federal policies and programs should support co-ops, limited liability corporations, and other forms of business ventures that encourage the aggregation, processing and/or packaging of farm products for nearby markets. Wholesale buyers, supermarkets, restaurants, and institutions would work through these centers with growers and producer groups to encourage production and market development. These centers could be located in rural communities near farm production as well as in metropolitan areas.

Communities should also develop local centers in which smaller volumes of farm production can be aggregated with those of other local food farmers. The centers must also provide the liability coverage needed to protect institutional and other large purchasers in the event of a food-borne illness. Storing and processing operations can be a part of these centers or other businesses can be developed in their locality. Such centers would create larger lots for local consumption or for sale in other parts of the state. Larger lots can be marketed to institutions, retail and wholesale outlets.



State and federal funds could be sought to encourage entrepreneurs to develop single- and multi-species meat and poultry processing facilities, including organic. Mobile slaughtering units could also be developed.

C. Customer Access

■ **OBSTACLE 6:**

Farmers have limited knowledge, access, and/or trust in current market opportunities

Most farmers either do not yet recognize the demand for Illinois-grown products, have difficulty reaching a market, or consider it unreliable. Illinois farmers need assurance that if they commit the resources and labor required to grow food they will be able to sell it. They also need to understand that food service companies can only sell what their customers are willing to buy. The food service business model is very dependent on centralized purchasing with one-stop-shop suppliers

and value-added products. Without ease of purchasing, it is difficult for many businesses to justify purchasing local food and farm products.

The biggest impediment preventing supermarkets and restaurants from purchasing more local food is supply. Willing purchasers find that there are not enough farmers growing produce, meat, poultry or dairy products to meet the required guidelines of large-scale buyers. Another problem is that farmers new to selling wholesale do not have experience in post-harvest handling, food safety, shipping, and understanding of USDA grade standards. Liability issues restrict most institutions from purchasing food from the back of a farm pick-up truck.

Smaller markets run into supply problems as well. The Illinois Department of Agriculture estimated that there were more than 270 farmers markets for the 2008 season, up from 97 markets in 1999. But outdoor market managers from Chicago's minority neighborhoods to rural communities have difficulty attracting sufficient number of farmers. Markets across Illinois have opened and closed or were considered but never begun because not enough farmers could be found to supply the product.

■ SOLUTION STRATEGY 6:1

Establish a local food procurement process for state institutions

State-run cafeterias in hospitals, schools, educational institutions, government buildings, prisons, and other facilities are among Illinois' largest and most reliable food purchasers. A commitment by the state to purchase even a small percentage of Illinois grown and/or processed food would not only provide farmers the assurance of government support; it would also create the guarantee for a market of last resort. Counties and states have already initiated such programs using schools and correctional facilities to jumpstart buy local programs. Wholesale market development will facilitate purchasing by other interested outlets, including private educational institutions, grocery stores, and restaurants.

State-run institutions and social service agencies should establish purchasing linkages between their food serving facilities and local producers. In addition

to direct purchase at the institution level, Central Management Services could further leverage this purchasing power by aggregating the needs of state agencies and determining which food products would be most likely to receive responses to RFPs based on local content or processing. Illinois community colleges and state universities could be included in this directive.

A Task Force objective for 2011 would be for state agencies to increase to 2 percent or more the amount of food they purchase that is grown and processed in-state. Local food purchases could increase 2 percent a year with a goal of 10 percent of total being local food within five years and 20 percent within 10 years.

As part of this program, a "Buy Illinois" marketing campaign could be implemented to educate state food personnel and train them in new procedures for doing business. This might include technical assistance on purchasing procedures, menu planning, and food preparation based on availability. It could also include visits to local farms.



Tax incentives could be offered to businesses using Illinois grown products. For example, reduce the sales tax to 2 percent, or provide a tax credit. This could be accomplished at both the federal and state level.

■ SOLUTION STRATEGY 6:2

Leveraging state purchasing power to enhance direct-market opportunities

The growth of farmers markets result from the awareness that consumers benefit from the availability of nutritious, locally-grown food, host communities benefit from increased tourism, and the state treasury benefits from the jobs that are supported as demand grows for Illinois grown processed products.

Illinois can build on this success through creation of a statewide “farmers market association” to mentor new market managers, share marketing expertise, enhance farmer education, and solve recruitment needs of individual farmers markets.

“Point of Sale” machines should be made more readily available so that credit/debit card and Link card users can participate.

Programs can also be developed to train young people to work booths at farmers markets. They will learn to grow, harvest, merchandize, manage inventory, and sell food, while farmers can use the labor to expand into new market outlets.

Such activities will also benefit Community Supported Agriculture (CSA) The CSA business model involves pre-selling a portion of their crop to members in advance of the season. Customers purchase a share of the farm and in exchange receive a box of freshly-picked produce each week during the growing season. In 2008, Illinois had 68 CSAs, up from 14 in 2000. CSAs serve most of the major metropolitan areas and are entering smaller metropolitan areas and

even rural communities. Direct-market enhancements should also extend to participants in CSAs.

■ OBSTACLE 7:

Customers have limited access to local farm and food products

The shortage of well-stocked grocery stores has led many urban and rural communities to be recognized as “food deserts.” Food desert communities are dependent upon food products from gas stations, convenient stores, liquor stores, and fast food outlets where foods tend to contain high concentrations of salt, fat, and sugar. Studies show that food deserts residents suffer greater rates of diet-related health maladies, including diabetes, cancer, obesity, heart disease, and premature death than residents with regular access to unprocessed foods. These studies also show that food deserts are most likely to exist in low-income communities, where there are also other social determinants of poverty, such as race and ethnicity.

Rural communities across the state also suffer from lack of fresh food. Many smaller towns no longer have grocery stores, and rural residents often must drive long distances to purchase fresh foods. Gas stations and convenience stores in rural areas, like those in urban food deserts, emphasize foods high in salt, fat, and sugar.

■ SOLUTION STRATEGY 7:

Increase community access points for the purchase of fresh food

Support training centers with outreach capacity to educate customers concerning nutrition and encourage aspiring farmers to learn to grow fresh food.

Link local farmers with service industries and neighborhood stores stocked and

maintained by farmers, co-ops, or local distribution partners, much in the same way that potato chip and other snack food commodities are re-shelved three times per week.

Allow gardens to serve as training sites for beginning farmers, who can grow and market food crops specifically for farmers markets, farm stands, and community residents in small-scale venues.

Allow farm stands to be set up by reducing paperwork, health regulations, taxes and other barriers.

Allow for the purchase of coolers and related equipment needed to establish a “local and fresh produce” aisle at neighborhood retail outlets, including those that accept WIC food instruments and the Link card.

Expand the approved alternative redemption process so that Illinois Link card users can patronize farmers’ markets, local food cooperatives, and other local food outlets. The USDA and the Illinois Department of Human Services can simplify the redemption process for the grower and/or market.

Encourage Illinois Food for Families and Illinois Food Bank Association to facilitate the creation of partnerships between local growers and food banks, food pantries, and soup kitchens.



D. Systems Building

■ OBSTACLE 8:

Benefits of a local farm and food economy are not widely known by the general public

Most Illinois consumers are unaware that over 90 percent of their food comes from out of state, and that it travels long distances to their plate. Few understand how food is produced, how the food delivery system works, or the fact that a concerted effort to build an Illinois food, farms and jobs economy can provide additional food choices while supporting economic development and more self-sufficient communities.

In addition, Illinois’ population is a diversity of communities with differing perspectives. Like the United States as a whole, Illinois contains a multiplicity of ethnic, racial, religious, and cultural groups, with most people identifying with more than one group. Communicating simultaneously to all communities and cultures the potential benefits of an Illinois local farm and food economy will be challenging.

■ SOLUTION STRATEGY 8:

Create public awareness campaigns that share with every Illinois community the benefits of an Illinois local food, farms, and jobs economy

Build on the popularity of the local food story by encouraging bodies and agencies statewide to market the message of a food farms and job economy. Such campaigns should acknowledge the different goals and perspectives of all Illinois communities



while promoting the common benefits of a statewide effort to support local farm and food production. Multiple public awareness campaigns should be crafted to reach consumers, entrepreneurs, rural and metropolitan communities, ethnic and faith-based groups, etc. Use traditional outreach strategies, such as media/public service announcements, and non-traditional outreach strategies, such as job placement offices, places of worship, schools, grocery and drug stores, and farmers' markets. Expand collaborative efforts with existing advocacy networks.

Urban agriculture is one method for educating urban people about where their food comes from and how it grows. Once urban people grow food they often realize how difficult it is to be a farmer and feel more connected to Illinois' rural communities. An urban media strategy should be developed to promote the benefits that urban families and their communities would derive from an Illinois farm and food economy.

A separate, rural media strategy should be developed to promote the benefits that

farmers and their rural communities would derive from an Illinois farm and food economy. Farm organizations, service organizations, farm businesses, community leaders, county commissioners, and churches are the best avenues for informing rural communities of the benefits derived from a local farm and food economy. These rural entities should be the first point of contact for any rural public awareness strategy.

■ **OBSTACLE 9:**

Local farm and food entrepreneurs have limited knowledge about how to finance their enterprises

With demand exceeding supply, many people see an opportunity to enter farming and serve its markets. Non-profit agencies provide various services to facilitate marketplace development, while private donors, philanthropic organizations, and corporations offer limited start-up capital. Despite such efforts, many entrepreneurs struggle to build sustainable businesses. Entrepreneurs remain unfamiliar with the steps involved in accessing private capital. Government-financing and business-development-program administrators are also unfamiliar with the unique nature of the local food system marketplace. This unfamiliarity impedes efforts to leverage limited public funds and grant monies to make the most of private investment.

■ **SOLUTION STRATEGY 9:1:**

Establish positive working relationships with financial institutions

Illinois has an abundance of private institutions that are in the business of lending capital to creditworthy

agricultural producers and farm-related businesses. These include hundreds of small community banks operating in particular geographic locales as well as two Farm Credit System (FCS) institutions. Community banks are full-service institutions that choose to include agriculture in their business-lending portfolios. Most are members of the Illinois Bankers Association and/or Community Bankers Association of Illinois. The two FCS institutions, which do not take deposits, belong to a customer-owned, cooperative-lending network created by Congress in 1916 to ensure an ample supply of financing in rural America. Northern Illinois is served by 1st Farm Credit Services and southern Illinois by Farm Credit Services of Illinois.

Community bankers and Farm Credit lenders use similar criteria to compete for the opportunity to lend money to agricultural enterprises which are deemed creditworthy if they have a thorough business plan and sufficient equity capital. Loan applicants are encouraged to educate themselves on building and writing a viable business plan. They also must realize that business success depends a great deal on how much of their own money (equity capital) they bring to the table. Lenders know that start-up businesses have higher failure rates, often due to inadequate working capital. A solution to managing this risk should be to help these business owners identify how much capital they need, and help them develop plans to build an appropriate level of equity capital prior to looking for business lending. The loan evaluation process has become quite automated, with the applicant's credit score often the determining factor as to whether one qualifies for a loan. Lenders who agree to deviate from the standard streamlined credit score process are likely to charge higher interest rates to cover the increased costs.

■ SOLUTION STRATEGY 9:2: Maximize capital access through participation in state-sponsored farm financing programs

The Treasurer's Office operates Cultivate Illinois, a linked-deposit program that makes state income tax money available to financial institutions for low-interest-rate loans to farmers who are purchasing equipment or acquiring lines of credit to pay for farm operating costs. The Treasurer's Office could invest these tax dollars in the private market at a higher rate of return but instead takes discounted deposits and makes these monies available for financial institutions to lend. (The Treasurer's office "buys down" the interest rate by depositing funds at a community bank or selling a bond to the Farm Credit institution.) Borrowers cannot be approved for participation in the state program until the lender determines that they qualify for a loan. The Treasurer's office calls Cultivate Illinois the largest state-backed deposit program in the nation, with more than \$800 million in loans mainly to commodity producers. Program officials are receptive to establishing methods to better serve young farmers and specialty-crop growers.

The Illinois Finance Authority (IFA) is a self-supporting quasi-governmental agency that provides financing products to commerce, industry and public institutions. In fiscal year 2008, IFA supplied \$5 billion in project financing, including about \$150 million for agriculture and rural development. The IFA offers 10 agricultural loan products. As is true with Cultivate Illinois, IFA programs are designed to lower borrowing costs for farmers who have been deemed creditworthy by private lenders. The beginning farmer bond program enables community banks to provide borrowers the same kind of federally tax-exempt real estate loans as Farm Credit institutions.

Various guarantee programs secure up to 85% of the principal and interest on a loan. One program serves young farmers borrowing needs to buy assets like farmland, machinery, and breeding livestock. Others facilitate purchase of specialized livestock, stock in value-added businesses, agribusiness diversification, and debt-consolidation. IFA is considering a new agriculture/rural development initiative that might include a micro-lending program

■ **SOLUTION STRATEGY 9:3:**

Develop creative financing approaches in concert with private and public lending institutions

Encourage the two loan programs to enhance local food production through pilot projects that help finance small start-up farm operations. If the model involves replication of small start-ups that demonstrate operational sustainability by having clear farm business plans to assure that they are economically viable, then the state entities

can support local food production without significant resource allocation.

Explore potential methods for increasing entrepreneurs' access to equity capital—including CSA subscription payments.

Recognize that local farmers working on leased land would benefit from the creation of operating loan guarantee programs, which may be seen as more creditworthy when CSA subscription payments are factored in.

Develop a micro-lending program for beginning local farm and food entrepreneurs with the recognition that loans less than \$50,000 will generate administrative costs that will likely discourage the participation of most private lenders.

■ **SOLUTION STRATEGY 9:4:**

Tap all available federal financing resources

USDA's Farm Service Agency (FSA) administers programs that allow banks, Farm Credit institutions and other lenders



(e.g. credit unions) to make capital available to farmers who do not meet standard underwriting criteria. As is true with the state's farm-financing programs, FSA's direct and guaranteed loans are made available to borrowers deemed creditworthy by private lenders for the purchase of land, livestock, equipment, feed, seed, and supplies. FSA loans are often provided to beginning farmers who cannot qualify for conventional loans due to insufficient financial resources. FSA guaranteed loans provide lenders with a guarantee of up to 95 percent of the loss of principal and interest on a loan.

The 2008 federal farm bill reflects the growing realization of the public purpose for supporting local-food-system-marketplace development, with such new provisions as loan guarantees targeting enterprises involved in local/regional food distribution, processing, aggregation, and marketing. The creation of such programs reflects a growing understanding of the unique nature of local food systems. Price transparency and discovery tools analogous to those enjoyed by commodities markets are likely to remain imperfect for local-food-system markets. Instead, effective state and federal policy will need to build on the acknowledged relationship between production, marketing, distribution, and consumer demand by supporting business strategies, best practices for production, process-level innovation in distribution and marketing, as well as general promotion. The growth of this marketplace will depend on entrepreneurs' ability to access reasonably-priced private capital to fund their enterprises.

Establish guidelines and state funding for Environmental Quality Incentives Program (EQIP) matching funds so that local farm and food entrepreneurs can secure federal cost share dollars for conservation programs.

■ OBSTACLE 10:

Regulatory barriers impede growth

A multiplicity of local, state, and federal regulations hinder farmers' ability to build and expand their various projects. The tangle of jurisdictions, fees, property taxes, and interpretations discourage aspiring entrepreneurs from entering business.

Different government entities are responsible for different food items; e.g. a cheese pizza is inspected by Illinois Department of Public Health (IDPH); a sausage pizza by the Illinois Department of Agriculture (IDOA). An egg producer has to meet IDOA regulations as well as county health rules in order to sell his product. If the same producer wants to sell egg noodles, a whole new set of regulations comes in to play, most from the IDPH. The laws themselves are written in a way that allows for a multiplicity of interpretations and significant regulatory discretion. IDPH guidelines clarifying regulations





concerning farmers-market products were written with the understanding that individual county personnel can interpret these guidelines at their own discretion. Counties are also free to impose whatever fees they wish. Hence regulations are enacted or enforced differently in different parts of the state. A farmers market vendor in one county cannot assume that the same goods can be sold in the same manner in the next municipality, township, or county. Selling products across state lines further inhibits free enterprise.

■ SOLUTION STRATEGY 10:1:
Create an inter-agency coordinating committee to streamline regulations

The committee should be composed of representatives from local health departments, Illinois Department of Public Health, Illinois Department of Agriculture, the Illinois Attorney General’s Office, U.S. Department of Agriculture, U.S. Food and Drug Administration, and any other agencies whose rules affect local farm and

food projects (e.g., Illinois Department of Transportation). The committee should support the building and expansion of local farm and food projects while protecting public health and safety. Subcommittees may be needed to address regulations affecting the differing food system components – production, infrastructure, and retail access.

Output from this initiative should reflect input from the following:

- * lawyers with expertise in local farm and food projects
- * relevant agency personnel and government officials
- * farmers and other entrepreneurs providing case-study information

The following tactics address direct-farm businesses, but may be applicable for other businesses:

- * Commission legal research and analysis of statutes, regulations, and agency guidance documents relevant to all types of direct-farm business formation and operation. An initial list of potential legal issues is available on the Direct Farm Business website, created by University of Illinois.
- * Update, expand, and improve the visibility, accessibility, and user-friendliness of the legal information available on the Direct Farm Business website. Link website to relevant statutes, agency contacts, and fee information. Publish an annual print version of website.
- * Hold trainings so that Illinois farm and food support networks and Extension personnel are familiar with the site and can use it to assist farmers and processors in their area.
- * Develop recommendations/checklists to assist producers in navigating potential legal barriers to entry and successful operation of the food/farm businesses.

Identify points of emphasis as well as alternative options to fulfill regulatory requirements.

- * Create a bulletin (downloadable and paper) showing the decision tree, letting farmers know where to go and who to consult if they are thinking about selling a specific item, e.g., eggs, meats, jams, breads.
- * Create bulletin(s) for planning any sort of small home/farm business involving food. Areas to cover include zoning, licensing, regulations, canning (low acid and acidified foods), labels, sales tax, etc.
- * Help farmers and farm-related businesses that serve nearby markets across state lines to work with out-of-state partners to accomplish needed goals.
- * Develop a two-tiered system of rules and regulations to ensure that revised state regulations do not default to existing federal regulations written primarily for industrial-scale farming operations.



■ SOLUTION STRATEGY 10:2: Recognize small farms' inherent value to a community

Municipal, township, and county authorities often tax land in an agricultural use at a higher non-agricultural base due to its proximity to residential, commercial or industrial property. This practice can have the punitive effect of making the agricultural land use unprofitable.

■ OBSTACLE 11: Producers and entrepreneurs have insufficient access to relevant and/or coordinated data

A number of web-based data collection efforts have developed across Illinois to connect farmers with customers. One university effort has geo-coded data to provide layered mapping capability, while another is very project-specific, using satellite and remote imaging data. Some databases act as a consumer directory to local food and farms (farmers markets, CSAs, u-pick, etc.). The Illinois Department of Agriculture website also contains a variety of local farm and food information. There are also some national local farm and food databases that cover Illinois, including one Illinois-based project. However, the USDA Census on Agriculture does not track such information.

Since the data collection and presentation of these projects were intended for different purposes and funded by different sources, the management and architecture for warehousing the data are not uniform and the data sets are not consistent from site to site. This lack of uniformity and consistency limits small businesses and individuals who are forced to search and collate information gathered from multiple sources.

■ SOLUTION STRATEGY 11:

Create a source for comprehensive local farm and food information

For Illinois to maximize economic potential, businesses must have access to comprehensive data management and presentation systems. These will support investment, site selection, and capacity decisions for infrastructure. Create a committee with public and private participation to develop a strategy on how to integrate existing data into a seamless, user-friendly system, including working with the USDA to develop a Census on Local Farm and Food Products.

■ OBSTACLE 12:

Local farm and food resource centers are limited

Producers have little access to community-based resource centers capable of providing information and technical assistance required to successfully build, maintain, or expand local farm and food projects.

■ SOLUTION STRATEGY 12:1:

Begin, support, and/or expand programs

As primary information centers, schools, colleges, and universities must become knowledge bases for dispensing information on the benefits of a local farm and food economy, as well as providing the training required by our 21st Century farm and food entrepreneurs.

Grammar schools and high schools statewide are beginning to grow their own food. Some operate edible gardens, both to provide hands-on education and improve nutrition through in-school consumption. Food-production oriented vocational and leadership training programs are being

developed. Student organizations grow food for fundraising projects. The Illinois State Board of Education could help ensure that such schools are made aware of the Illinois Committee for Agricultural Education, which is mandated to develop curriculum and strategies to establish a continuing source of trained and qualified individuals in agriculture.

Colleges, universities, and technical schools provide an established framework that could and should be training Illinois' next generation to succeed in an Illinois food, farms and jobs economy. Cafeteria administrators in many Illinois institutions would like to serve Illinois farm products and could drive efforts to allocate college land for on site food production. The use of local food and farm products would provide on-the-ground educational farm and food training, retain cafeteria dollars within the school system, and provide students with nutritious and flavorful food. Kankakee, John Wood, Black Hawk community colleges are among those developing farm-and-food-enterprise curricula.

■ SOLUTION STRATEGY 12:2:

Build the capacity of University of Illinois Extension's local food programs

Seventy-seven Illinois Extension offices representing all 102 Illinois counties carry out a historic mandate to serve the people of the state with practical knowledge about farming and food. The Morrill Act of 1862 established the land-grant system of universities in the United States to "teach sub-branches of learning as are related to agriculture and the mechanical arts." The Smith-Lever Act of 1914 was designed "to aid in diffusing among the people of the U.S. useful and practical information on subjects related to agriculture and home economics, and to encourage the application of the same."



County Extension directors organized some Task Force listening sessions and participated in most others. Directors in Adams-Brown and Stephenson-Winnebago Counties in particular are spurring development community-based farm and food networks. Survey findings show that 57 Extension units representing 78 counties have identified Extension's involvement in training programs across selected aspects of the farm and food system.

The University of Illinois Extension can use its statewide reach to provide an interactive, web-based "farm, food and jobs library" as a clearinghouse for dissemination of research and information on local farm and food systems in Illinois. Expanding University of Illinois Extension's on-the-ground network would quickly put local farm and food information into the hands of local farm and food pioneers and

entrepreneurs in every Illinois county.

In concert with this Plan of action, the University of Illinois Extension would perform the following functions:

- * Provide up-to-date technical support
- * Recruit new producers, producer groups, and local food entrepreneurs
- * Facilitate the building of local farm and food networks in communities statewide
- * Identify public and private funding opportunities and cultivate grant-writing skills necessary for entrepreneurs to access funding
- * Other initiatives within the University of Illinois Extension would supplement their role in building an Illinois farm and food economy. First, the programming power of Market Maker

would connect various segments of production. Second, a new website suited to local farm and food systems needs to be developed and maintained. This could be modeled after the farmdoc website and other websites related to agronomic and production practices.

■ **OBSTACLE 13:**

Local farm and food producers and entrepreneurs are isolated

Countless individuals, neighbors, community groups, organizations, institutions, businesses, and governmental agencies are looking for ways to access local food. They may be in the same vicinity but have no means to develop a relationship and work together to address common concerns.

A complete local farm and food network features four essential components, each of equal importance:

- * Farmers growing local farm and food products
- * An infrastructure to aggregate, process, store, package, and transport local farm and food products
- * Markets that sell local farm and food products
- * A population aware of the benefits of supporting a local farm and food system

For each community to develop its fullest potential, production, infrastructure, and customer access, and public awareness must develop in tandem. This is not happening today. For example, farmers are often hindered from growing local farm products because they don't have access to infrastructure, but an infrastructure will not develop without farmers growing products that require it. Farmers cannot commit to growing local products without knowing that markets exist to purchase those products; local food retailers can

exist only with a consistent and reliable supply of local products.

Building a fully-functioning economy will require a coordinated effort from a broad range of stakeholders involved in building projects and networks across the state. Two types of organizational structures are envisioned: Communities of place and communities of practice.

■ **SOLUTION STRATEGY 13:1:**

Create, facilitate, and support local farm and food action groups

Obstacles are best confronted when we are not alone, but united within a larger support community. Within a support community, we find the courage and encouragement to overcome the problems we face. Often solutions are derived not from what we know, but from who we know.

Local farm and food action groups are the communities of place. They consist of local people, businesses, government, and organizations coming together to improve and support their community through addressing needs around food. Participants can include (but are not limited to):

- * local farmers
- * local processors and distributors
- * local restaurants
- * local grocers
- * local bankers
- * local seed salespersons
- * local equipment sales and rental entities
- * local service entities (food banks, health care, schools)
- * local consumers
- * local officials

Activities that action groups have engaged in include:

- * farmers markets

- * co-ops (farmer, retail)
- * food banks, soup kitchens
- * community gardens
- * farm and food policy
- * conferences, workshops, and fairs

Local farm and food action groups already exist in many communities. They have different names, different compositions, different jurisdictions, and operate under a variety of authorities. Most bring together some level of private-public partnership and broad-based citizen engagement. Examples are the Tri-State Food Policy Council (Quincy), Heartland Local Food Network (Bloomington-Normal), Northwest Illinois Local Foods Task Force (Freeport), and the Chicago Food Policy Advisory Council (Chicago). The boards of Resource Conservation and Development organizations (example e.g., Prairie Rivers RC&D - Henry) and Extension's IDEA chapters (e.g., Peoria) are already providing functions and services typical of local farm and food action groups.

■ SOLUTION STRATEGY 13:2:

Create, facilitate, and support communities of practice to support local farm and food action groups.

Members of communities of practice are not typically farm producers or businesses. Rather, they support local product farmers, businesses, entrepreneurs, and customers to build local networks, providing such resources as a regional, statewide, and national perspective, as well as planning tools, marketing, research and training. Members may include:

- * University of Illinois Extension
- * Universities
- * Community colleges
- * Local authorities

- * State agencies
- * Federal agencies
- * State institutions
- * Metropolitan planning organizations
- * Foundations
- * Non-profit organizations
- * Financial/Insurance entities
- * State food policy councils nationwide
- * Vision for Illinois Agriculture
- * the Illinois General Assembly

Activities of communities of practice include:

- * Support, promote, and enhance new and existing farm and food businesses.
- * Provide flexibility for every community to plan and build according to its desire, diversity, geography, and market potentials.
- * Provide entrepreneurs with tools for efficient building of farm and food networks.
- * Facilitate communication and cooperation among entrepreneurs and action groups.
- * Unleash the creative and entrepreneurial spirit of citizens in every Illinois community.
- * Participate in the systems building process.

■ SOLUTION STRATEGY 13:3:

Create an Illinois Local Food, Farms, and Jobs Council

Communities of practice generally have very defined positions, missions, and charters, and are thereby restricted to specific realms of expertise in their community outreach. A myriad of communities of place and communities of purpose are at work separately and collectively in multiple realms of local farm

and food expertise across Illinois, but their projects today remain isolated. Because they are disconnected, they have difficulty reaching their fullest potential. A new team member is required that is chartered specifically to guide and monitor the building of the statewide system.

An Illinois Local Food, Farms, and Jobs Council will serve local action groups and communities of practice by facilitating and synthesizing relationships between projects and networks. The Council will maintain the vision of the Plan for the benefit of all. It will move the system along. The Council will perform work not yet undertaken, that is outside the understandings, purviews, missions, and charters of fellow. The Council will exercise no authority over communities of place or purpose, but will work to support and expand the efficiency of their existing missions. Because they are disconnected, they would benefit from the assistance of a new team member chartered specifically to guide and monitor the building of the statewide system.

* **Subsidiarity.** This organizing principle states that matters ought to be handled by the smallest, lowest, or least centralized competent authority. The Council shall empower local networks. Local networks shall implement and benefit from all practices.

* **Non-competition.** The Council shall not compete in any manner against Illinois team members or community-based farm and food pioneers or projects.

* **Facilitation.** The Council shall facilitate program startups, and shall then relinquish all rights, benefits, and control to independent local farm and food pioneers and their networks capable of continuing the mission after a short duration of time. The Council

shall not function as an agent of program continuation.

The communication and cooperation between Illinois citizens led to the enactment of the Illinois Food, Farms, and Jobs Act (Public Act 95-145) and the creation of the Task Force. The Illinois General Assembly should establish a new statewide community of practice through the creation of a permanent Council. As a citizen group authorized by the Illinois General Assembly, united with the Office of the Lieutenant Governor, key state agencies, community colleges, the University of Illinois Extension, non-profits, and entrepreneurs on the ground, the Council will carry a statewide and national vision and facilitate the building of farm, food and jobs economies in communities across Illinois. Key council functions are:

* Facilitate communication and cooperation among all stakeholders in communities of place and communities of practice.

* Convene an inter-agency committee that facilitates the focusing of state agency goals and objectives to the development of local farm and food economies in communities across Illinois.

* Initiate planning for the creation of public awareness campaigns.

* Produce an annual report to the General Assembly on the progress in developing an Illinois local farm, food and jobs economy.

* Develop resources to assist all types of local farm and food entrepreneurs

* Guide the over-all movement to create this new Illinois economic sector by implementing the Illinois Local Food, Farms, and Jobs Plan

Appendices

Footnotes

¹According to <http://www.ers.usda.gov/Briefing/CPIFoodAndExpenditures/Data/table15.htm>, national per capita food expenditures (at home + away from home) - \$3,778 times Illinois population (12.8 million people) = \$48 billion

² USDA's National Agricultural Statistics Service (NASS) released 2007 Census of Agriculture data in its 2007 Annual Bulletin. On page 93, NASS reports that "Cash Receipts from Farm Marketings" in Illinois totaled about \$2 billion. Assuming that all these products are consumed in Illinois, the \$2 billion in cash receipts means that Illinois produces about 4% of our food needs.

³ Locally grown produce traveled an average of 56 miles from farm to point of sale (compared to average of 1,494 miles), according to a July 2003 Leopold Center for Sustainable Agriculture report. <http://www.leopold.iastate.edu/research/marketing.htm>

⁴ <http://www.ers.usda.gov/Data/FarmToConsumer/Data/marketingbilltable1.htm>

⁵ # of farmers markets: 1999 - 97, 2008 - 270 Robin Schirmer (Maywood, IL) database; IDOA

⁶ <http://www.ota.com/organic/mt/business.html>

⁷ According to USDA's 1997 Agriculture Census, \$12 million of 1997 Illinois farm sales were from "agricultural products sold directly to individuals for human consumption." In USDA's 2002 Agriculture Census, "this category was deleted;" Page 6, FEEDING OURSELVES: Strategies for a New Illinois Food System, a 2004 report to the Illinois Food and Community Funders Group.

⁸ 97 and 07 USDA ag census.

⁹ USDA's National Agricultural Statistics Service (NASS) released 2007 Census of Agriculture data in its 2007 Annual Bulletin, p. 93. cash receipts for all Illinois farm production in 2006 amounted to \$8,635,699. If we subtract corn (\$3,594,141,000) and soybeans

(\$2,509,651,000), and greenhouse and nursery (\$304,986,000) we have a balance of \$2.2 billion cash receipts. Of this, \$1,794,860,000 is from all livestock products and \$432,061,000 from all other crops.

Cash Receipts are gross income. Farm Income for 2006 is not available in the Bulletin, but net farm income for 2005 in Illinois was \$1,064,580,000. If we spend \$48 billion on food and consume every bit of food grown in Illinois (\$2.2 billion) this means that we are only producing 4% of our food need.

¹⁰ This is the "overarching recommendation" of the New York State Council on Food Policy (page two of the December 2008 report to Governor David A. Paterson: "Recommended State Food Policies in Respect to the Health and Prosperity of New York State."

¹¹ Food Research and Action Center's State of the States: 2008; Pg 43

¹² IDOA Ag Facts; www.agr.state.il.us

¹³ USDA Census of Agriculture 2007

¹⁴ Beginning Farmers: Additional Steps Needed to Demonstrate the Effectiveness of USDA Assistance; GAO-07-1130, September 18, 2007

¹⁵ Food Research and Action Center's State of the States: 2008; Pg 43

¹⁶ Special Collections of the National Agricultural Library "Abraham Lincoln and Agriculture"

¹⁷ Growing Opportunity: Outlook for Local Food System Marketplace; Farm Credit Council

¹⁸ IDOA Ag Facts; www.agr.state.il.us

¹⁹ <http://www.farmland.org/programs/localfood/default.asp>

²⁰ Terra Brockman, "From the Good Earth," Edible Chicago No. 3 (Winter 2009), p. 19.

Public Act 95-145

Illinois Food, Farms, and Jobs Act of 2007

State of Illinois 95th General Assembly Passed by the General Assembly June 7, 2007

Introduced by Rep. Julie Hamos

Signed into law August 14, 2007

Senate Sponsor Jacqueline Collins

Task Force Appointed December 14, 2007

SYNOPSIS

Creates the Illinois Food, Farms, and Jobs Act and the Illinois Local and Organic Food and Farm Task Force. Sets out the composition of the Task Force. Provides that the Task Force shall develop a plan for expanding and supporting a State local and organic food system and for assessing and overcoming obstacles to an increase in locally grown food and local organic food production. Sets out the contents of the plan. Effective immediately.

HB1300 Enrolled LRB095 08986 CMK 29177 b

AN ACT concerning agriculture.

Be it enacted by the People of the State of Illinois, represented in the General Assembly:

Section 1. Short title. This Act may be cited as the Illinois Food, Farms, and Jobs Act.

Section 5. Legislative findings.

- * Illinois should be the Midwest leader in local and organic food and fiber production.
- * One thousand five hundred miles is the average travel distance for food items now consumed in this State, and agricultural products sold directly for human consumption comprise less than 0.2% of Illinois farm sales.
- * Ninety-five percent of organic food sold in this State is grown and processed outside of the State, resulting in food dollars being exported.
- * Illinois ranks fifth in the nation in loss of farmland.
- * The market for locally grown foods and for organic food is expanding rapidly.
- * Consumers would benefit from additional local food outlets that make fresh and affordable Illinois grown foods more accessible in both rural and urban communities.
- * Communities are experiencing significant problems of obesity and nutrition, including lack of daily access to fresh fruits and vegetables.
- * Low-income communities that are currently “food deserts” lacking sufficient markets selling fresh fruits and vegetables would benefit from local food distribution systems.
- * The State’s urban communities are showing renewed interest in growing food in urban areas.
- * Rural communities would be revitalized by increasing the number of families in the State that live on small properties and by providing fresh high-value local food.
- * Farmers who wish to transition from conventional agriculture to local and organic food would benefit from training and support to diversify their farming operations.

- * Food consumers, farmers, and entrepreneurs would benefit from an expanded infrastructure for processing, storing, and distributing locally grown foods.
- * The capture of existing food dollars within the State would help to revitalize the State's treasury by creating a broad range of new in-state jobs and business opportunities within both rural and urban communities.
- * For the purposes of this Act and for the retention of the greatest benefit from every food dollar spent in this State, support for local food means capturing in Illinois the greatest portion of food production, processing, storing, and distribution possible.

Section 10. Illinois Local and Organic Food and Farm Task Force. The Illinois Local and Organic Food and Farm Task Force ("the Task Force") is created. The Task Force shall initially be appointed by the Governor within 60 days after the effective date of this Act. The Task Force shall be convened by the Department of Agriculture and shall include the following Illinois-based members:

- (a) one representative each from the Departments of Agriculture, Commerce and Economic Opportunity, and Human Services;
- (b) four organic farmers, representing different dairy, meat, vegetable, and grains sectors;
- (c) four specialty crop producers, representing different flower, fruit, viticulture, aquaculture, fiber, vegetable, and ornamental sectors;
- (d) two organic processors;
- (e) one organic distributor and one non-organic distributor;
- (f) three representatives of not-for-profit educational organizations;
- (g) one organic certifier;
- (h) one consumer representative;
- (i) two representatives of farm organizations;
- (j) one university agricultural specialist;
- (k) one philanthropic organization representative;
- (l) one food retailer representative;
- (m) two municipal representatives from different communities in the State;
- (n) four representatives from community-based organizations focusing on food access, to include at least 3 minority members; and
- (o) one chef specializing in the preparation of locally grown organic foods

All members of the Task Force shall be appointed for a 2-year term.

Section 15. Illinois Local and Organic Food and Farm Plan. The Task Force shall develop a plan containing policy and funding recommendations for expanding and supporting a State local and organic food system and for assessing and overcoming obstacles to an increase in locally grown food and local organic food production. The Task Force shall prepare and submit its plan in a report to the General Assembly by

September 30, 2008, for consideration of its recommendations in the 96th General Assembly. The Plan, among other matters, shall:

- (a) identify land preservation and acquisition opportunities for local and organic agriculture in rural, suburban, and urban areas;
- (b) identify farmer training and development, as necessary, by expanding training programs such as Farm Beginnings, incubator projects such as Prairie Crossing Farm, urban agriculture training programs, farmer-to-farmer learning opportunities, or other programs;
- (c) identify financial incentives, technical support, and training necessary to help Illinois farmers to transition to local, organic, and specialty crop production by minimizing their financial losses during the 3-year transition period required under USDA standards and to help with recordkeeping requirements;
- (d) identify strategies and funding needs to make fresh and affordable Illinois-grown foods more accessible, both in rural and urban communities, with an emphasis on creating new food outlets in communities that need them;
- (e) identify the financial and technical support necessary to build connections between landowners, farmers, buyers, and consumers;
- (f) identify the financial and technical support necessary to build a local food infrastructure of processing, storage, and distribution;
- (g) identify the financial and technical support necessary to develop new food and agriculture-related businesses for local food and organic food production and distribution, such as on-farm processing, micro-markets, incubator kitchens, and marketing and communications businesses;
- (h) identify the financial and technical support necessary to expand the development of farmers markets, roadside markets, and local grocery stores in unserved and underserved areas, as well as the creation of year-round public markets in Chicago and other large communities;
- (i) research, identify, and coordinate best practices and opportunities for the development of local food and organic food production;
- (j) identify opportunities to educate the public and producers about the benefits of local foods systems and about the development opportunities provided through this Act; and
- (k) identify legal impediments to local food and organic food production, and develop recommendations for a remedy.

Section 99. Effective date. This Act takes effect upon becoming law.

Illinois Local and Organic Food and Farm Task Force

Illinois Food, Farms, and Jobs Act of 2007

Appointed by Governor Blagojevich December 14, 2007

Members

Erika Allen, Growing Power, Chicago (Cook County)

Harry Alten, Illinois Specialty Growers, Harvard (McHenry County) appointed 2009

Keith Bolin, American Corn Growers Association, Sheffield (Bureau County)

Jim Braun, Illinois Farmer-Consumer Coalition, Springfield (Sangamon County)

Mary Ellen Caron, Dept. of Family and Support Services, City of Chicago, (Cook County)

Greg Christian, Greg Christian Organics/Organic School Project, Chicago (Cook County)

Johari Cole, Iyabo Farms, Hopkins Park (Kankakee County)

Dean Craine, Agri-Energy Resources, Princeton (Bureau County)

Leslie Duram, School Nutrition Action Committee, Carbondale (Jackson County)

Chris Eckert, Eckerts Orchards, Belleville (St. Clair County)

Carrie Edgar, U. of Illinois Extension (Adams/Brown Unit), Quincy (Adams County)

Jack Erisman, Goldmine Farms, Pana (Christian County)

Tom Grant, Neighborhood Services Division, City of Carbondale, (Jackson County)

Debbie Hillman, Evanston Food Policy Council, Evanston (Cook County)

Bridget Holcomb, Illinois Stewardship Alliance, Springfield (Sangamon County)
(resigned 9/08)

Wes Jarrell, Prairie Fruits Farm, Champaign (Champaign County)

Gerry Kettler, Niemann Foods, Quincy (Adams County)

Warren King, WellSpring Management, Oak Park (Cook County)

Donna Lehrer, Lamb of God Farm, Big Rock (Kane County)

Therese McMahon, Dept. of Comm. & Econ. Opportunity, Springfield (Sangamon County)

Bill Olthoff, Illinois Farm Bureau, Bourbonnais (Kankakee County)

Chuck Paprocki, Dayempur Farm, Carbondale (Jackson County)

Dinah Ramirez, Healthy South Chicago, Chicago (Cook County) appointed 2009

Vicky Ranney, Liberty Prairie Foundation, Grayslake (Lake County)

Delayne Reeves, Dept. of Agriculture, Springfield (Sangamon County)

Penny Roth, Dept. of Human Services, Springfield (Sangamon County)

Stan Schutte, Organic Crop Improvement Association, Stewardson (Shelby County)

Allan Sexton, Prairie Trace Farm, Sheffield (Bureau County)

Bryan Sharp, Illinois Farmers Union, Springfield (Sangamon County)

Jim Slama, FamilyFarmed.org, Oak Park (Cook County)

Tom Spaulding, Angelic Organics Learning Center, Caledonia (Boone County)

June Tanoue, America's Second Harvest, Chicago (Cook County) (resigned 4/08)

John Vanek, Harvest Food Group, Inc., Warrenville (DuPage County)

Kim Wasserman-Nieto, Little Village Environmental Justice Org., Chicago (Cook County)

Illinois Local & Organic Food & Farm Task Force

Listening Sessions

March - October, 2008

CARBONDALE

March 22 (Saturday, 1:00 PM)
Dunn-Richmond Center
Southern Illinois University
Organizers: Chuck Paprocki, Dayna
Conner, Jerry Bradley

QUINCY

April 9 (Wednesday, 7:00 PM)
University of Illinois Extension -
Adams County
Organizers: Carrie Edgar, Brenda Derrick,
Mike Roegge

BLOOMINGTON-NORMAL

April 11 (Friday, 12:30 PM)
Shirk Center, Illinois Wesleyan University
Organizer: Elaine Sebald

ST. CHARLES

April 12 (Saturday, 9:00 - noon)
Kane County Farm Bureau Office
Organizers: Donna Lehrer, Steve Arnold

MARSEILLES

April 13 (Sunday, 2:30 PM)
Growing Home Farm
Sponsored by Green Farmers Network
Organizer: Jody Osmund

CHICAGO

May 20 (Tuesday, 3:00 - 5:00 PM)
DePaul University (downtown campus).
Organizers: Lynn Peemoeller, Hugh
Bartling

CHICAGO

May 20 (Tuesday, 12:00 - 1:30)
"Soup Soapbox" Listening Session
Hull House Museum
Organizer: Sam Kass

URBANA

May 28 (Wednesday, 7:00 - 9:00 PM)
Urbana Civic Center
Organizer: Lisa Bralts

CHICAGO

June 11 (Wednesday, 6:00 - 9:00 PM)
Chicago State University
Organizer: Johari Cole

GRAYSLAKE

June 12 (Thursday, 6:30 - 9:00 PM)
Prairie Crossing.
Organizer: Mike Sands, Stan Rosenberg

EFFINGHAM

June 16 (Monday, 7:00 PM)
University of Illinois Extension -
Effingham County
Organizer: Brenda Roedl

BELLEVILLE

June 17 (Tuesday, 6:00 - 9:00 PM)
Southwestern Illinois Community College
Organizer: Margie Sawicki

ROCKFORD

June 18 (Wednesday, 6:00 - 8:00 PM)
Klehm Arboretum and Botanic Garden
Organizer: Margaret Larson

FREEPORT

June 19 (Thursday, 6:00 - 8:00 PM)
Freeport Library
Organizer: Margaret Larson

KANKAKEE

June 26 (Thursday, 6:00 - 9:00 PM)
Kankakee Community College
Organizer: Johari Cole

CHICAGO (in Spanish)

Sept. 17 (Wednesday, 10:00 - 11:30 AM)
Cafe Catedral
Organizer: Eduardo Anaya, Martha Boyd

HOPKINS PARK

October 23 (Thursday, 6:00 - 8:00 PM)
Lorenzo Smith Elementary School
Organizer: Terence Mitchell

Illinois Local and Organic Food and Farm Task Force

GUEST PRESENTATIONS

(January 2008 – February 2009)

FOOD IN SCHOOLS (May 7, 2008):

Joan Brehm, Asst. Professor of Sociology, Illinois State University (Bloomington-Normal)
Josephine Lauer, Organic School Project (Chicago)

FOOD SAFETY (May 7, 2008):

Sandra Streed, Director - Illinois Center for Food Safety & Technology (Summit)

WOODBURY COUNTY, IOWA Local Foods Model (June 4, 2008):

Rob Marqusee, Director of Rural Economic Development – Woodbury County

RESOURCES FOR LOCAL FOOD SYSTEM PROJECTS (July 2, 2008):

Elise Benveniste, Masters Student in Regional Planning from University of Illinois
(Champaign-Urbana)

GIS ASSET MAPS (July 2, 2008):

Dagmar Budikova, Director of GEOMAP: Institute for Geospatial Analysis and Mapping,
Illinois State University (Bloomington-Normal)
Gretchen Knapp, Research Associate, Institute for Geospatial Analysis and Mapping,
Illinois State University (Bloomington-Normal)

EXTENSION AND LOCAL FOODS (August 6, 2008):

Dick Warner, Assistant Dean – Univ. of Illinois Extension (Urbana)

COMMUNITY COLLEGES AND LOCAL FOOD SYSTEMS (August 6, 2008):

Jerry Weber, President - Kankakee Community College (Kankakee)
Jeff Galle, Director – Agricultural and Horticultural Sciences Dept. - John Wood
Community College (Quincy)
Andrew Larson, Dept. Co-chair – Applied Sciences, Black Hawk Community College
(Galva)
Chandra Dowell, Vice President (East Campus) – Black Hawk Community College (Galva)
Rose Campbell, Vice President – Instruction and Student Services (East Campus) – Black
Hawk Community College (Galva)

PUBLIC HEALTH (Feb. 4, 2009):

Jamie Gates, Nutrition Coordinator – Ill. Department of Public Health (Springfield)
Jim Bloyd, Asst. Health Officer – Cook County Dept. of Public Health (Oak Park)

Acknowledgements

The Illinois Local and Organic Food and Farm Task Force, 32 Illinois citizens who came together in January 2008 to write a strategic plan for a local farm and food economy, are grateful to many who have given us this opportunity and who have helped us along the way.

We would like to thank the Illinois General Assembly for unanimously believing in this project. We are grateful to State Representative Julie Hamos who, in response to a broad-based coalition, wrote the Illinois Food, Farms, and Jobs Act of 2007 creating the Task Force. We are indebted to her for her wise counsel along the way. We thank State Senator Jacqueline Collins, our chief Senate sponsor, a passionate spokesperson for the basic human values embodied in this report. We thank the many legislative sponsors, both in the Illinois Senate and the Illinois House of Representatives, whose support made us feel the responsibility of this project.

Director Tom Jennings of the Illinois Department of Agriculture has not only been a gracious host to the Task Force for our monthly meetings, but has taken an active role in the details of our final report.

In addition to the in-kind support from the Department of Agriculture, resources were provided to the Task Force by: Liberty Prairie Foundation, Chicago Community Trust, Illinois Department of Commerce and Economic Opportunity, Farm Credit Council, AgriEnergy Resources, Organic Valley, Lumpkin Family Foundation, McKnight Foundation, the Ellis Goodman Family Foundation, Farm Aid, and, through the Fresh Taste Initiative, the Gaylord and Dorothy Donnelley Foundation. We could not have provided the necessary amount of attention to this report without that support.

During the Task Force process, we received much help from other Illinois citizens. Presentations on eight different topics were made to the Force by fifteen experts, each of whom are named in the Appendix. We thank them not only for their attendance at Task Force meetings but in offering follow-up assistance. Many other interested citizens attended meetings and gave us the benefit of their experience and knowledge. Members of the Illinois Local Food and Farms Coalition, the grassroots group that formed around the writing and passage of the Illinois Food, Farms, and Jobs Act, also provided much on-going support through statewide conference calls as well as list-serv e-mails. Thanks to Illinois Stewardship Alliance for funding some of those calls.

Over the course of seven months, the Task Force attended 18 listening sessions all over the state. We thank the many organizers and hosts for setting these meetings up (see Appendix), as well as the many farmers, entrepreneurs, officials, and community members who attended. The information we gathered, the stories we heard, and the connections we made were invaluable in helping us understand the complexity and nuances of our task, while also showing how communities all over the state are really very much alike.

Once we had a rough draft of our report, we turned to more than 50 Illinois citizens as well as some non-Illinois citizens for feedback. The “Red Team” came through with the detailed and general comments we were seeking from expert but “outside” eyes.

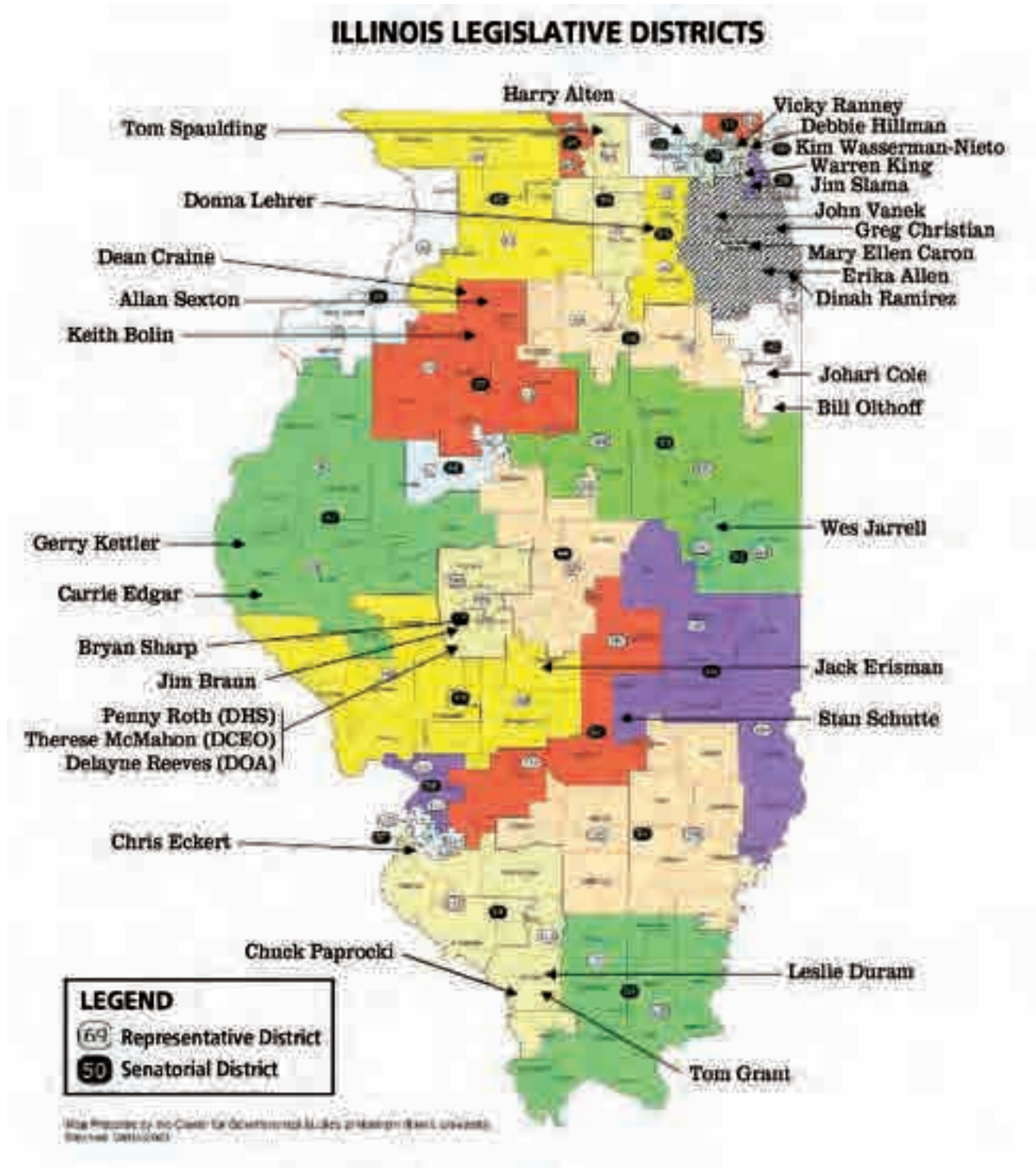
A big thank-you goes to those who helped with the final report. Writer Bob Heuer stepped in at the last minute to give a fresh perspective and journalistic flair to the many words, facts, concepts, and recommendations in our draft report. Writer/editor Sheri Reda gave extensive time and talent to the report. Designer John Beske donated a great deal of time and talent to the graphics. The Valerie Denney Communications team supplied welcome collegiality and professionalism.

We would also like to thank the following photographers and organizations whose images grace the pages of this report: Dea-Dia Organics, Terry Evans, FamilyFarmed.org, Growing Power, Donna Lehrer, Paul Natkin, Dinah Ramirez, and Sandhill Organics.

A special thanks to Natasha Lehrer for creating a fiber art piece representing the work of the Task Force. Thanks to Gerry Kettler and Niemann Foods for providing lunch at Task Force meetings, a different menu every time. Thanks to Delayne Reeves, representing the Department of Agriculture, for coordinating Task Force meetings, logistics, and taking care of us.

Illinois Food, Farms, and Jobs Act of 2007

Task Force Members Geographic Distribution



Illinois Local and Organic Food and Farm Task Force

www.FoodFarmsJobs.org



U.S. Grocery Shopping Trends 2014 Overview

Introduction

In 2014, FMI supplemented its year-over-year survey research perspective with a cultural lens, interviewing Americans in their homes and while shopping, and drawing upon an accumulation of ethnographic research into US food consumption and consumers.

The aim was to better understand why individual food shoppers make the decisions they do, and how their attitudes and piecemeal behaviors translate into large-scale shifts that affect supermarket revenues and growth. Analysis this year therefore examined a more **food-relevant context**, and introduced some new angles for understanding **retail industry dynamics**.

Methodology



Qualitative:

- 5 in-depth, one-on-one interviews with 5 consumers in the Seattle area, with 3-hour tours of home kitchens, eating and food-storage areas, and shop-along interviews in frequented food retail locations
- Group interview with 5 participants
- 10 additional consumers from around the US, who completed journaling and photo-collage homework exercises prior to debriefing
- 2013-2014 Hartman Group ethnographic research into eating and shopping.



Quantitative:

- Survey fielded to n=2,116 US primary shoppers, 18-74 years old
- 25-minute online questionnaire, with sample obtained via Harris Online research panel
- Split sample to cover wider range of topics, with each sub-sample n>1,050
- Additional analysis was conducted of previous FMI survey data, US Census and USDA data sets on consumer spending, health and eating, and of Hartman Group 2013 Compass data.

INTRODUCING A MORE FOOD-RELEVANT CONTEXT

From Macro Trends to Eating and Food Shopping Today

The current state of the food retailing sector is a reflection of long-term fundamental changes in the way Americans eat and procure food.



- Today's eating and shopping behaviors are inexorably linked and exist within the context of modern food culture
- Modern food culture, which influences and prioritizes when, where, what, and (with) who(m) we eat and drink, in turn is a reflection of long-term economic, social, and cultural forces shaping America

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INTRODUCING A MORE FOOD-RELEVANT CONTEXT

Macro Trends Affecting Food Culture Today

- Consumers are becoming more engaged and more powerful in the world of food than ever before
- Social media has changed consumer food behavior
- Consumers will be expecting more from their food, and from the companies providing it
- Consumers will increasingly shed the constraints of traditional foods and old loyalties
- As consumers become more involved with the food they're eating, they'll become less involved in cooking it
- Consumer households are becoming more democratic when it comes to decisions regarding food



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Source: Hartman Group Trends Research, 2014.

INTRODUCING A MORE FOOD-RELEVANT CONTEXT

Modern Food Culture Today

Traditional Culture

clear societal roles | hierarchy | class-based identity |
focus on basic needs | production-driven economy
| uniformity



Traditional Eating Culture

product = predictable
cooking = chore
brand interaction = transactional
engagement = low

Modern Culture

social networks | values in flux | malleable identity |
creation | co-design | customization | self-expression |
design



Modern Eating Culture

product = distinct
cooking = discovery
brand interaction = playful
engagement = YOU CHOOSE

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INTRODUCING A MORE FOOD-RELEVANT CONTEXT

The Fragmentation of Food Culture

Who is present at the
proverbial table is up for
grabs

We eat on the fly and eat
fluidly – based on whims
and cravings

There are fewer rules
about what to eat
and drink



Eating is happening
anywhere and
everywhere

We still “assemble” meals, but
we outsource much of our
cooking

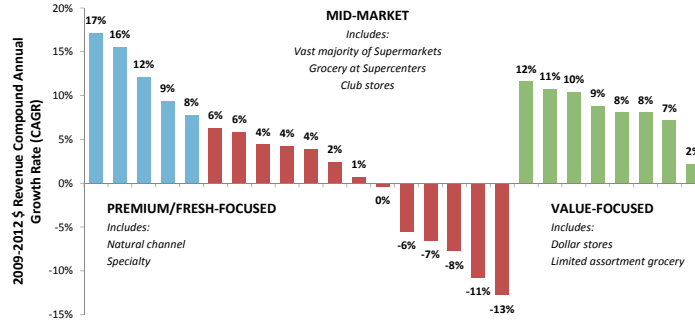
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Source: Hartman Group Modern Eating Report, 2013.

INTRODUCING A NEW ANGLE ON INDUSTRY DYNAMICS

Mainstream Grocery Retailers Face Strong Competitive Pressures From More Specialized Stores



Premium/fresh-focused retailers: Positioned strongly around natural or other fresh-as-quality distinctions. Have tended to attract shoppers with college degrees and higher income (above \$100k/year), deterring shoppers with less education and low incomes (<\$35k/year).

Mid-market retailers: Tend to have achieved scale by addressing mass needs, rather than wholly positioned around low prices or premium-fresh distinctions. Attract relatively diverse shopper base rather than indexing strongly and consistently towards/against low/high income or education.

Value-focused food retailers: Positioned almost entirely around low prices. Have tended to attract (index high for) shoppers with lower education, lower income (below \$35k/year), and deter (low index for) shoppers \$100k+ with college degree.

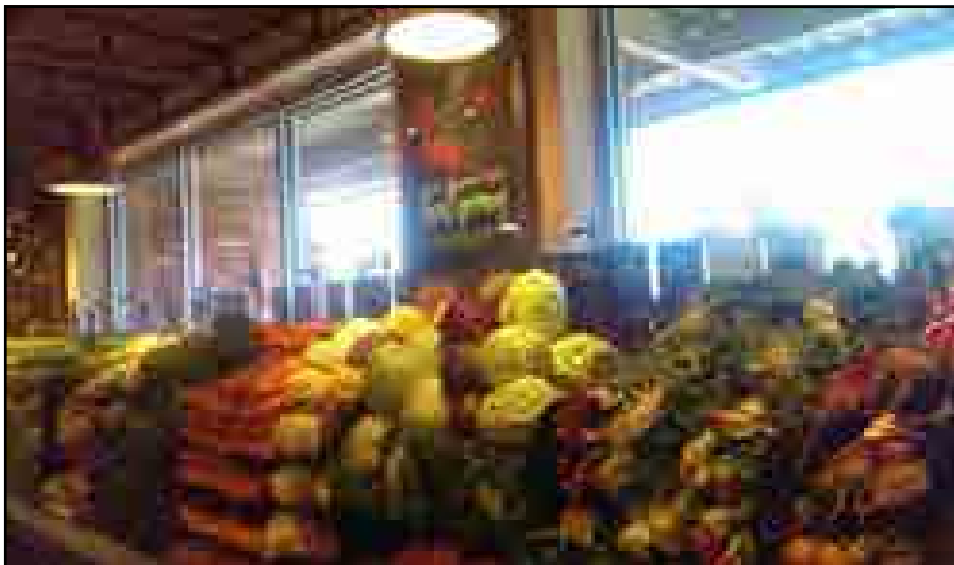
Source: Profile of past-30-day shoppers from FMI U.S. Grocery Shopper Trends 2014. U.S. Sales data from Stores.org's "Annual Top 100 Retailers"; 2013 8-and 10K reports (for two upmarket companies); calculations and analysis by The Hartman Group.

VIDEO

Key Findings, 2014

This year's study has illuminated several important shifts in the consumer universe:

- 1) A diversification of the “**primary store**” as a touchstone of shopper behavior
- 2) A fragmentation of the “**primary shopper**” role within households
- 3) A generational transformation in what “**planning**” means to food shoppers
- 4) A re-orientation of consumer attitudes around **wellness**, with fresh taking a center stage
- 5) An opening for food retailers as shoppers seek **trusted** allies to help them navigate food and wellness



01

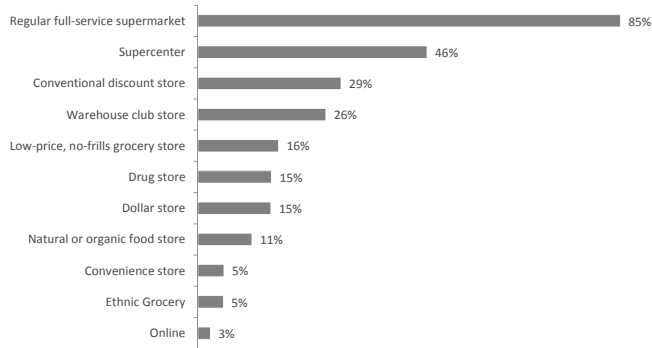
Diversification of the Primary Store

1 – DIVERSIFICATION OF PRIMARY STORE

Shoppers Take Advantage Of A Diverse Food Retail Landscape To Meet Their Eating Needs

While traditional supermarkets remain the most frequented food retail location, consumers are taking full advantage of the multitude of specialized options available for food purchases.

Channels Used Regularly



Beyond even the diverse array of store banners, shoppers on average report using around **2.5** different channels at least fairly often

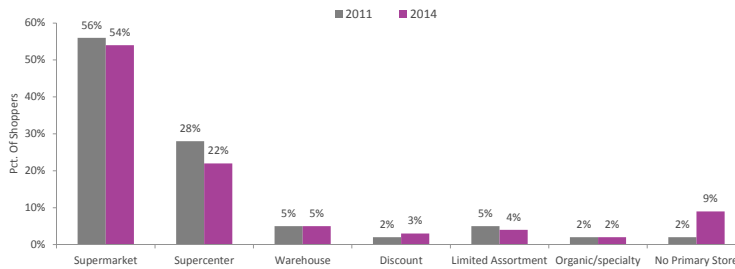
11 Source: FMI U.S. Grocery Shopper Trends, 2014. Regularly = at least "fairly often" n=2116.

1 – DIVERSIFICATION OF PRIMARY STORE

Loyalty To A Single "Primary Store" Is Giving Way To A Diversity Of Stores

As of 2014 the Supercenter channel has given up much of the slow gains it had made in the previous decade as the shopper's choice of primary store. This drop in Supercenter as primary store has not played out as a gain for Supermarkets, or for other channels for that matter.

Channel of Primary Store



Shoppers this past year have been more likely to withdraw from the idea and practice of a primary store altogether.

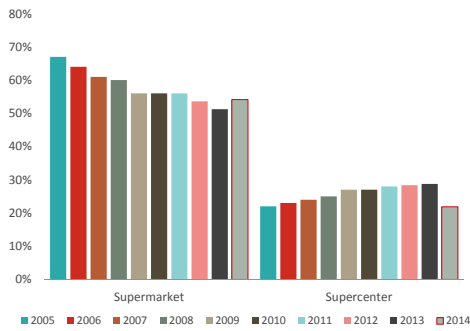
12 Source: FMI U.S. Grocery Shopper Trends, 2005-2014. 2014 n=2116.

1 – DIVERSIFICATION OF PRIMARY STORE

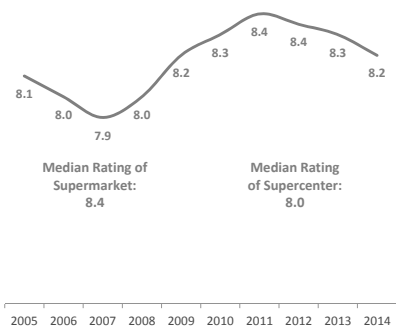
For Years, Shoppers Have Migrated Their Loyalty To Channels Better Aligned With Their Specific Needs

A steady climb in shopper satisfaction with their primary store was likely a reflection of a “sorting effect”: With more retail formats available, shoppers moved to the retailers that best fit their specific needs, not necessarily stores that tended to get higher ratings from other shoppers.

Channel of Primary Store, 2005-2014



Shopper Ratings of their Primary Store



The slight decline in overall satisfaction over the last few years is a reflection of how consumers are now increasingly dividing their spending across retailers.

13 Source: FMI U.S. Grocery Shopper Trends, 2005-2014, 2012 estimated via interpolation. At right, rating of primary grocery store Scale 1-10, where 10 is best (“Excellent”)

Polling Question #1

Across 16 grocery categories, which type of retailer saw the greatest numbers of increases in shoppers using the retailer as the preferred destination for category purchase?

- 1) Mid-market retailers
- 2) Up-market retailers
- 3) Down-market retailers

1 – DIVERSIFICATION OF PRIMARY STORE

Consumers Are Dividing Their Spending Across Retailers, Choosing Different Favorites In Each Grocery Category

Compared to 2011, in 2014 mid-market stores are *less likely* to be named as the primary purchasing venue in all of the 16 grocery categories tracked by FMI. Up-market retailers have *increased* their share of consumer loyalty across every category while down-market focused food retailers are more likely to be named as the go-to vendor in eight categories.

Gains/Losses in Share of Shopper Preference by Store Category

Category	Mid-Market Retailers	Up-Market Retailers	Down-Market Retailers
Frozen food	↓	↑	↑
Breakfast cereals	↓	↑	↑
Natural or organic foods	↓	↑	↓
Fresh Produce	↓	↑	↑
Beverages	↓	↑	↑
Paper products	↓	↑	↓
Non-prescription drugs	↓	↑	↑
Household cleaning	↓	↑	↓
Snacks (chips, crackers, etc.)	↓	↑	↑
Pasta & Rice	↓	↑	↑
Canned goods	↓	↑	↑
Meat or poultry	↓	↑	↓
Health & beauty products	↓	↑	↓
Pet products	↓	↑	↓

79% of shoppers say they usually get their frozen food from a mid-market retailer, down 7% since 2011 (86%)

10% of shoppers now say they usually buy their snacks from an up-market store, 4% more than in 2011 (6%)

15

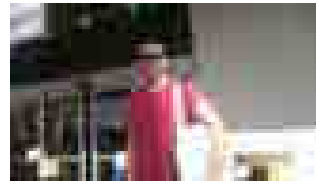
Source: FMI U.S. Grocery Shopper Trends, 2011-2014. 2014 n varies depending on category =340-2030.

1 – DIVERSIFICATION OF PRIMARY STORE

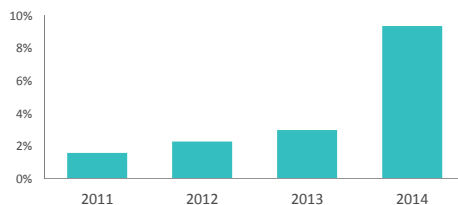
This Year, 9% Of Shoppers Indicate That They Have No One Primary Store - Triple That Of The Past Few Years

What appears to be driving these shifts is the dynamic of diversification -- shoppers are becoming less likely to choose any one store to satisfy all their needs. Shoppers are optimizing their satisfaction store by store and by department.

Media reports that shoppers have been “firing” their grocery stores miss the bigger story: *shoppers are now less likely to fire or hire whole stores at all.*



Shoppers indicating “no primary store”



“I like to be a savvy shopper, and since I live in an area with a lot of places spread out in a small area, I can go to a lot of places. Sometimes I’m just picking up food for that night or the next day. But I don’t do a whole excursion as much as I do smaller trips. I go to different places for different needs.” (Male, 42)

16

Source: FMI U.S. Grocery Shopper Trends, 2005-2014, 2012 estimated via interpolation.



02

Fragmentation of the Primary Shopper

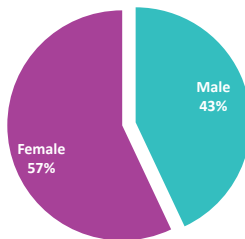
2 – FRAGMENTATION OF THE PRIMARY SHOPPER

A Shared Role Of “Primary Shopper” Within Households Is Replacing A Singular Focus Of Food Purchases

For decades, the fact that women largely served as the primary shopper meant that retailers and producers had a relatively well-defined target around which to build product and services attributes. How times have changed....

Primary Food Shoppers by Gender

Female Primary Shoppers
 76% claim to have all or most of grocery shopping responsibility
 24 % claim to share at least 50% of responsibility



Male Primary Shoppers
 57% claim to have all or most of grocery shopping responsibility
 43% claim to share at least 50% of responsibility

Narrowing attention only to those adults with full responsibility for shopping would yield a primary-shopper base more aligned with conventional ideas of the female shopper, but would also entirely exclude a great many households and their new ways of shopping.

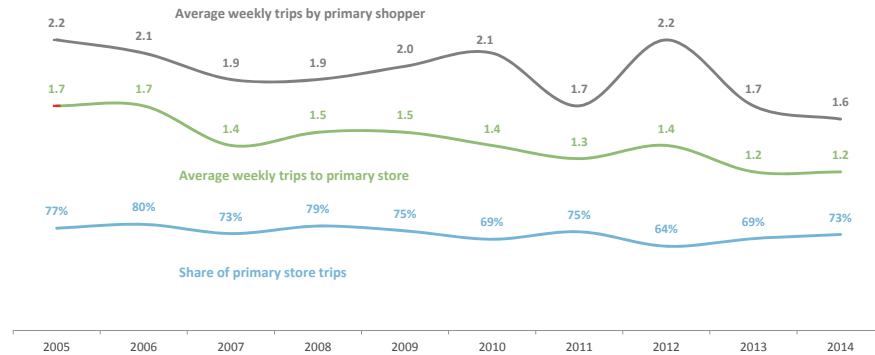
2 – FRAGMENTATION OF THE PRIMARY SHOPPER

More Diversity In Household Shoppers Leads To Fewer Trips For Any Single Shopper

While grocery visits by primary shoppers may be down, this likely reflects the diversification of shopping among household members, rather than a consolidation of purchases within visits.

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Weekly Visits to Grocery Store



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Source: FMI U.S. Grocery Shopper Trends, 2005-2014. n=2116-2014; n=1548-2013; n=1401-2012; n=2046-2011; n=2003-2010.

2 – FRAGMENTATION OF THE PRIMARY SHOPPER

Shared Shopping Roles Means Any One Shopper Understands Less About The Household's Total Shopping

The increasing number of men who qualify as shoppers - with their tendency to share, rather than wholly fulfill grocery-shopping responsibilities - means that primary shoppers themselves, if asked to report their own behaviors, each report on a smaller share of all household visits to grocery. Additionally, consideration needs to be given to the fact that men shop differently than women.

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Source: Hartman Group Shopping Topography Study, 2012: When you are shopping at a [insert selected channel], how do you shop? N=1,900; Male Grocery n=379; Female Grocery n=589

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FMI THE WORK OF FOOD-MEDIA

TRENDS 2014

Upcoming Webinars

The Male Shopper August 7th @ 2pm EDT

Health and Wellness
August 12th @ 2pm EDT

The Millennial Shopper
August 19th @ 2pm EDT

21



03

A Generational Transformation in Planning

3 – TRANSFORMATION OF “PLANNING”

Eating Is Spontaneous

Planned eating has made way for immediate and same-day consumption. Consumers want whatever food they want to be available whenever they want it, and shifts in the retail landscape mean these expectations are increasingly being met. Immediate consumption (consuming a product within an hour of purchase) is no longer relegated to snacks and planned restaurant meals, it’s now a normal part of food management.

- More than one-fourth of all meals consumed by 20-somethings include items purchased earlier in the day.

Meals & Snacks Consumed the Same Day as Purchased



23 Source: Hartman Compass, 2013, adult n=57,409 occasions

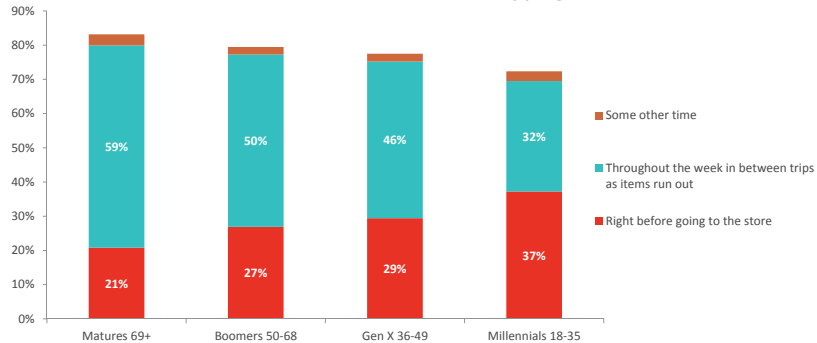
3 – TRANSFORMATION OF “PLANNING”

Young Adults Plan Less, But They Do Plan

Most shoppers build lists, but young adult shoppers wait until the last minute. How consumers plan for shopping occasions varies significantly by age group and has shifted along with macro-changes effecting eating culture.

- Shoppers aged 50 and over primarily build their lists throughout the week, monitoring what they have enough of and what’s running low
- Although Millennials plan using lists, most create their lists right before going to the store

When Generations Make Their Shopping Lists



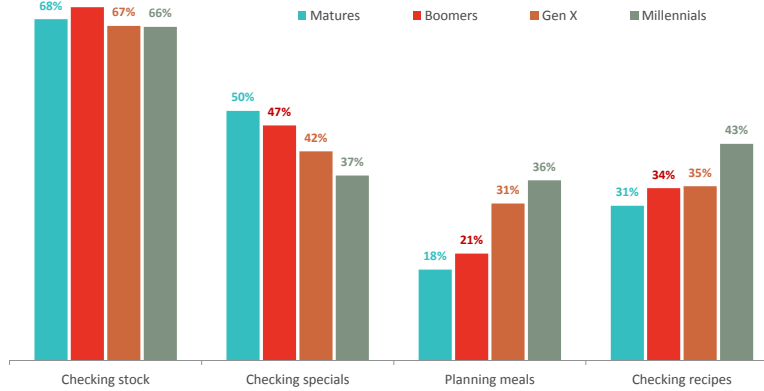
24 Source: FMI U.S. Grocery Shopper Trends, 2014. n=2116-Total; n=222-Matures 1945 and earlier; n=826-Baby Boomers 1946-1964.

3 – TRANSFORMATION OF “PLANNING”

Millennials Plan Backwards From What They Want To Eat, Not What They Want To Keep In Stock At Home

For younger generations in particular, planning for a shopping trip is much more likely to be about building a meal or other eating occasion rather than stocking up the pantry with a list of basics and trusted items that a meal can be built from later.

How Generations Are Inspired to Make Shopping Lists



25

Source: FMI U.S. Grocery Shopper Trends, 2005-2014. 2014 n=2116.



Upcoming Webinars

The Male Shopper
August 7th @ 2pm EDT

Health and Wellness
August 12th @ 2pm EDT

The Millennial Shopper
August 19th @ 2pm EDT

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04

A Re-orientation of Consumer Attitudes around Wellness

Polling Question #2

Is your company emphasizing consumer wellness and family health as a competitive strategy?

- 1.) Yes
- 2.) No
- 3.) Don't know

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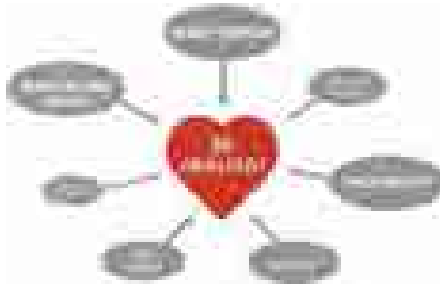
Culture Has Shifted from a Reactive to a Proactive Wellness Paradigm

Then...

REACTIVE HEALTH

"Do as I say!"

- Condition management • Externally measured • Authoritative • Compliance • Crisis • Quick fixes • Control • Asceticism

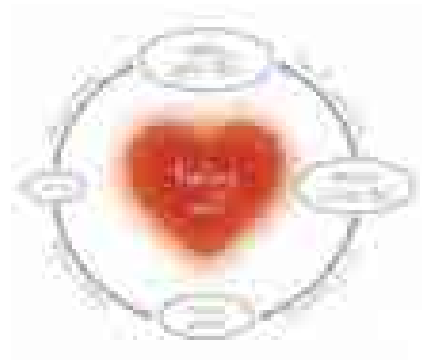


Now...

PROACTIVE WELLNESS

"Know thyself"

- Preventative • Internally validated • Self-assessed • Common sense • Holistic • Integrated • Balanced energy • Fun and enjoyment



29

Source: The Hartman Group Health + Wellness Reports, 2007-2013 n=2551-2013.

Wellness Is About A Higher Quality Of Life, Not Just Health And Nutrition As Conventionally Understood

Today, health and wellness has become a tacit part of modern food culture. No longer an alternative movement, health and wellness today is about a higher quality of life, for longer.

- Wellness culture – especially among young adults – has shifted away from disciplined regimes and towards flexible, less intentional activities
- Alongside conventional health/nutrition, consumers value “fresh,” less processed as a primary marker of quality and wellness



Stacy, a single mom with two daughters, is trying to make changes in the way she and her family eat.

The family has been buying more fresh foods, including vegetables and fruits, ever since they brought their new blender home. With the blender, convenience has been the pathway to healthier (and more flavorful) eating.

When Shopping, I look for Food & Beverages...



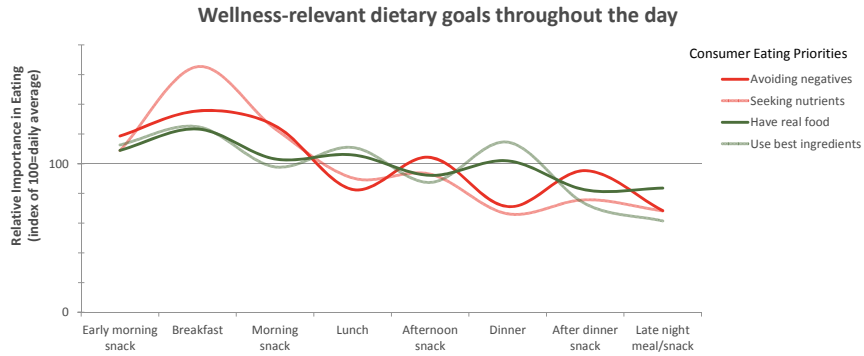
30

Source: The Hartman Group Health + Wellness Reports, 2007-2013 n=2551-2013; n=2744-2010; n=2978-2007.

4 – REORIENTATION OF CONSUMER ATTITUDES AROUND WELLNESS

Specific Wellness Priorities Vary Throughout The Day

The degree to which eaters incorporate their array of wellness-related priorities varies across the day.



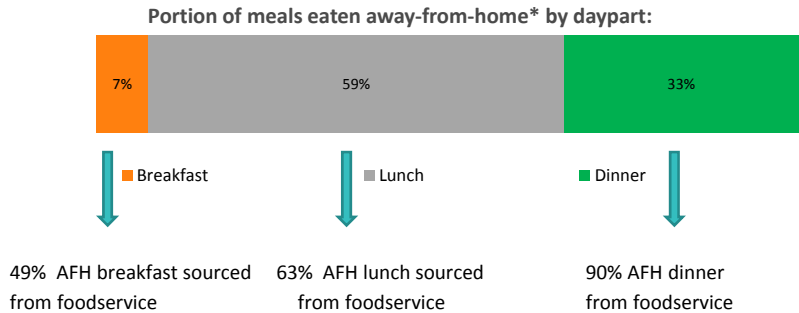
Lunch-time presents an interesting middle-ground, where conventional health and nutrition maintain their relevance – eaters still attend to their do’s and don’ts – but might be satisfied through assurances of fresh and minimally processed

31 Source: Hartman Compass, 2012-2013, adults n=41,363 occasions. Vertical axis: Portion of each daypart in which priority is important, relative to all occasions throughout the day (index of 100 = average across day).

4 – REORIENTATION OF CONSUMER ATTITUDES AROUND WELLNESS

Away-from-home Meals Are Typically Sourced From Food Service, Even At Lunchtime Where Retail Is Best Positioned

Lunchtime is a clear area of opportunity for grocery stores – beyond simply the “packed lunch” crowd. Lunch accounts for more than half of all away-from-home meals, and if convenience priorities can be satisfied (e.g. speed, and away-from-home meal-prep), retailers are well-situated to address the midday mix of wellness needs.



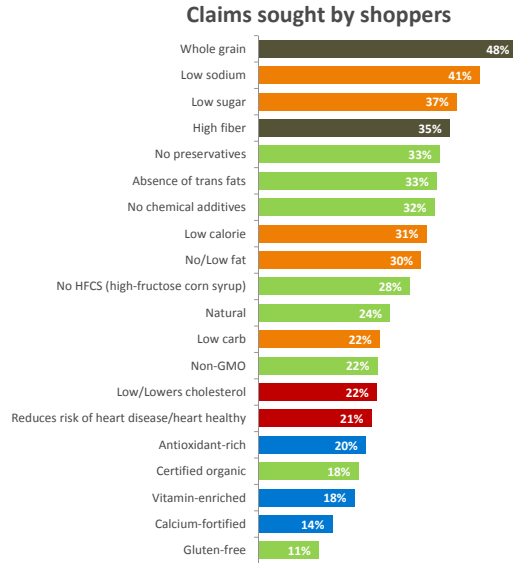
32 Source: FMI U.S. Grocery Shopper Trends, 2014 *Away-from-home meals include those sourced from home, from foodservice and grocery, but eaten elsewhere

Shoppers Focus Their Attention on Front-of-Package Claims First, Then Flip Over for Detail

Shoppers tend to have sets of claims they seek in tandem, corresponding with underlying interests and values. Those who seek high fiber, for example, tend to be among those who seek whole grain. Those who seek low calories tend to be among those who seek low sugar on the one hand and low carb on the other.

Seeking “Non-GMO” is the single strongest indicator of an underlying interest in minimal processing, cued by an array of alternative claims such as “Certified organic” or “No preservatives.”

Claim patterns identified via factor analysis*



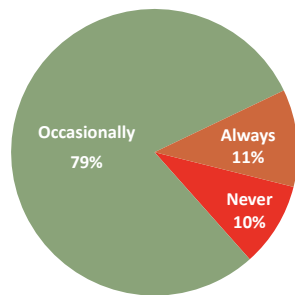
33

Source: FMI U.S. Grocery Shopper Trends, 2014. *Principal-axis factor analysis, Varimax rotation. N=1,081.

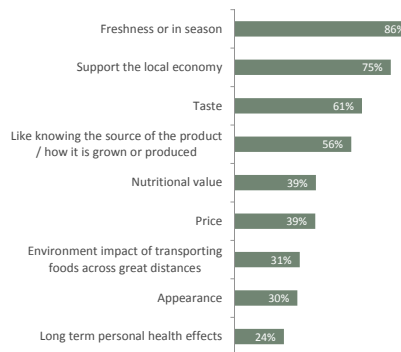
Locally sourced signals freshness and quality

The vast majority of consumers say they purchase locally grown products at least occasionally (90%). Consumers exhibit a level of inherent trust in the quality they associate with local products.

Frequency purchasing locally grown products



Reasons for buying locally grown at retail



34

Source: FMI U.S. Grocery Shopper Trends 2014, n=2116.



Upcoming Webinars

The Male Shopper
August 7th @ 2pm EDT

**Health and Wellness
August 12th @ 2pm EDT**

The Millennial Shopper
August 19th @ 2pm EDT

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35



05

Building Trust

5 – BUILDING TRUST

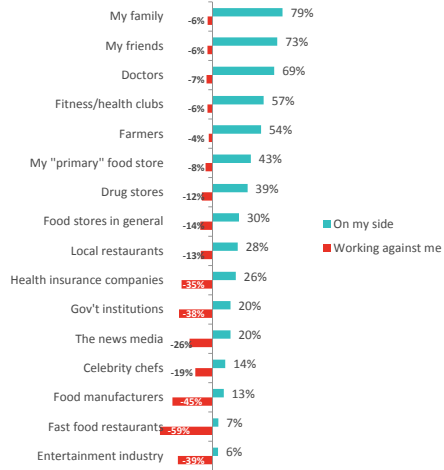
Food Retailers are Better Positioned than Government and Other Industry Players to Win and Leverage Consumer Trust Around Health & Wellness

The retailer relationship with consumers rests broadly on a foundation of assurance, or trust. This trust is that the retailer not only shares consumers' values, but advocates for them.

Food retailers are better positioned than other industry players to win and leverage consumer trust around Health & Wellness. Food retail is far more often considered by shoppers to be a Health and Wellness ally, especially their primary store.

"I think grocery stores should advocate for manufacturers to put things on labels, and for more information. And the stores should do it themselves, too." (Female, 39)

Which help you stay healthy, which make it more difficult for you?



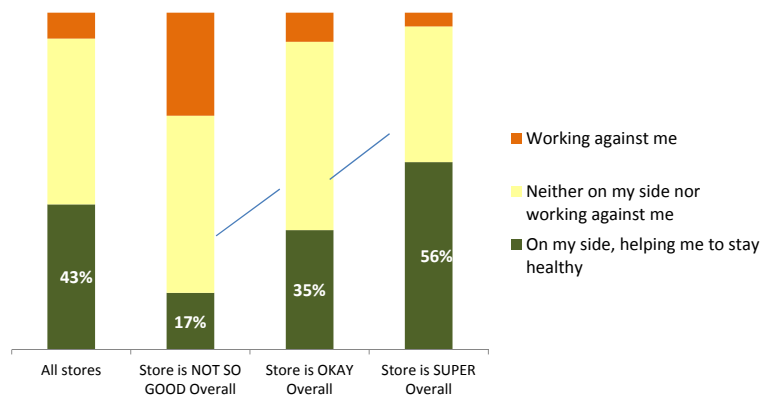
37

Source: FMI U.S. Grocery Shopper Trends, 2014, n=1059.

5 – BUILDING TRUST

Shopper Trust Around Wellness Hinders Or Amplifies The Effects Of Other Store Benefits

Poorly regarded stores don't become acceptable through trying to be the shopper's health or wellness partner. But shoppers credit already acceptable stores they perceive truly to be their ally or curator, elevating them from good to great.



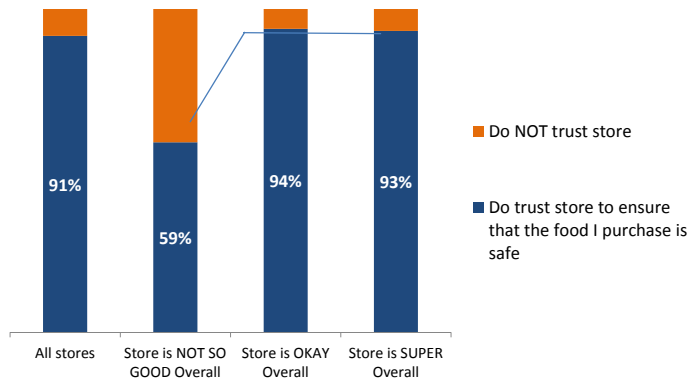
38

Source: FMI U.S. Grocery Shopper Trends, 2014. N=1059. Q. "When it comes to helping you stay healthy, which of these people and institutions would you say tend to be on your side (helping you), and which tend to be working against you (making it more difficult to stay healthy)?" Base: Those who selected my "primary" food store

5 – BUILDING TRUST

Shopper Trust Around Food Safety is a Must Have, But Not an Amplifier

Perceptions of food safety are must-haves. Other benefits fail to gain traction without a baseline trust in safety, though after this baseline is crossed, enhanced safety doesn't yield further gains in overall ratings.

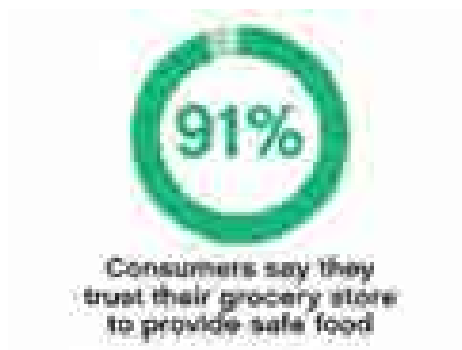


Source: FMI U.S. Grocery Shopper Trends, 2014. N=1059. Q. "I trust my grocery store to ensure that the food I purchase is safe." Somewhat/Strongly disagree="Do not trust," Somewhat/Strongly agree="Do trust..."

5 – BUILDING TRUST

Shoppers Generally Trust Food Retailers To Provide Safe Food

Overall, there is relatively high confidence in the food supply found at grocers. This level of basic confidence has remained consistent over the past ten years.



Source: FMI U.S. Grocery Shopper Trends, 2014. H33 Top-2 Box Agree n=1059 Source: FMI U.S. Grocery Shopper Trends, 2014, n=1059-2014; n=772-2013; n=1026-2011; n=1001-2010.

Questions?

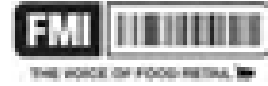
Please type any questions you have into the "Q&A box" of the webinar system

Thank you



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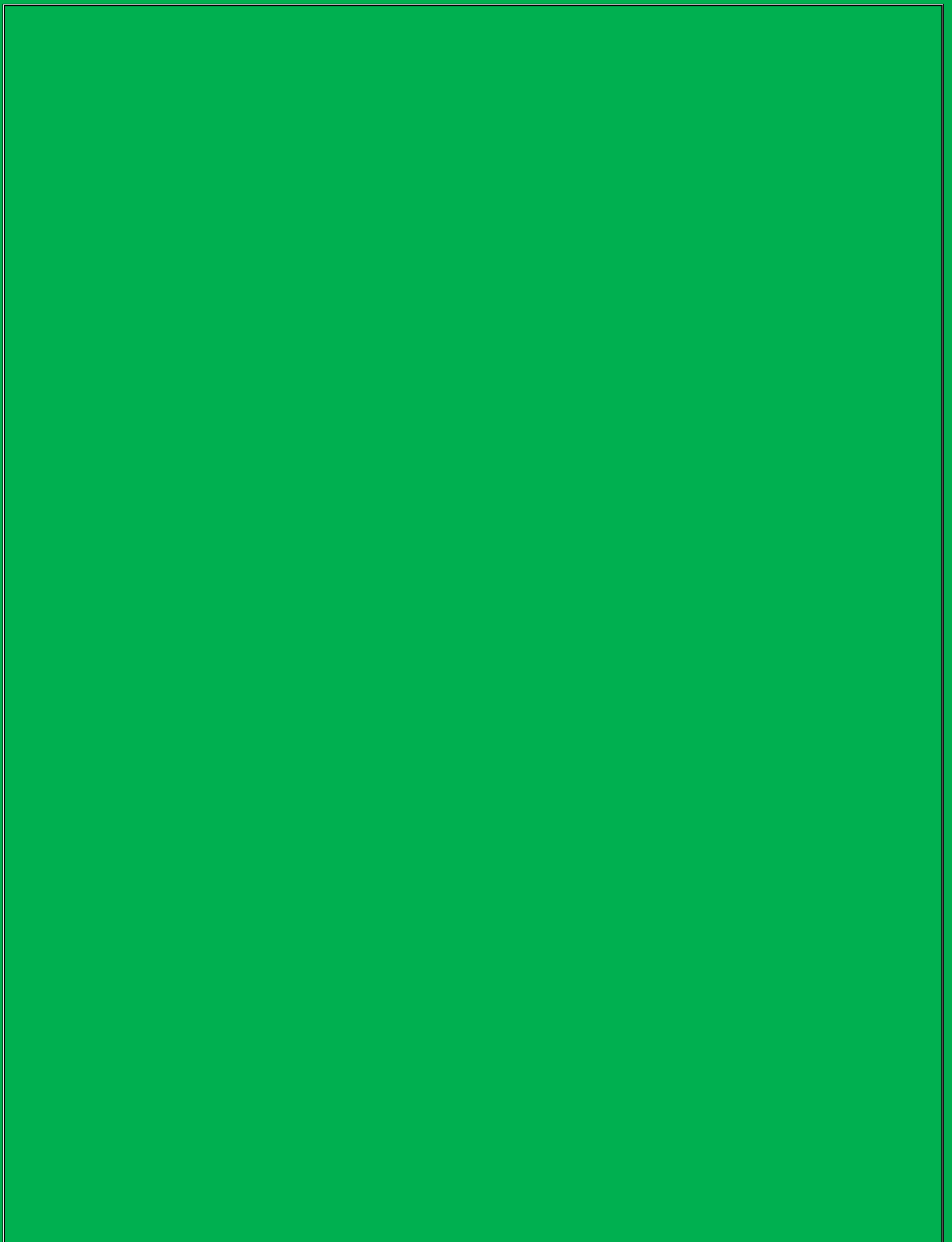
Register for upcoming Webinars at:
www.fmi.org/forms/MeetingCalendar/

The Male Shopper
August 7th @ 2pm EDT

Health and Wellness
August 12th @ 2pm EDT

The Millennial Shopper
August 19th @ 2pm EDT

To download the report and access this archived webinar visit:
www.fmi.org/trends2014



**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

1. **SUBJECT**

Budget transfer of Contingency to Professional Services.

2. **REASON FOR CONSIDERATION**

Request of budget transfer from contingency account to legal services and other contractual accounts to cover professional and legal fees related to investigations, cooperation with law enforcement, ordinary legal services and interim management.

3. **BACKGROUND INFORMATION**

The FY2016 Budget included \$3.4 million of ordinary legal and professional fees and \$4.0 million of contingency to cover one-time costs associated with the issues at the College. A portion of the \$3.4 million of ordinary legal and professional fee budget has been used to fund one-time costs.

At the time the FY2016 Budget was developed there was significant uncertainty regarding the one-time costs. As a result of the uncertainty the FY2016 Budget also included a \$4.0 million contingency to fund unknown one-time costs related to investigations, cooperation with law enforcement, ordinary legal services and interim management. Management utilized the contingency account to ensure adequate funding was included in the FY2016 Budget and to allow for additional Board oversight.

Based on FY2016 incurred fees through February 2016 and estimate of incurred fees through June 2016 management is requesting a transfer of \$500 thousand from the contingency account to fund any potential outstanding legal and professional obligations.

SIGNATURE PAGE FOR
BUDGET TRANSFER OF CONTINGENCY

ITEM(S) ON REQUEST

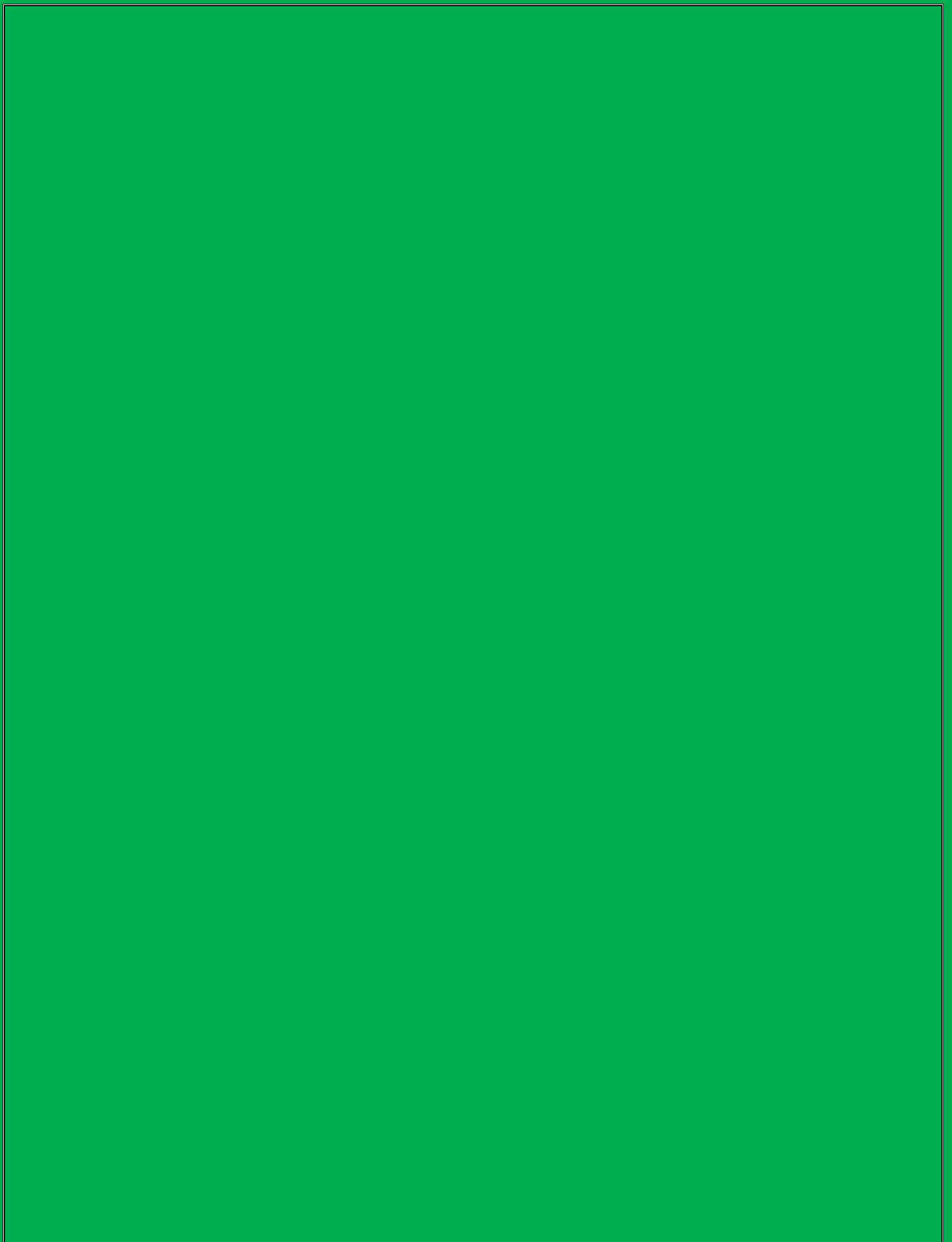
THAT THE BOARD OF TRUSTEES APPROVES THE BUDGET TRANSFER OF CONTINGENCY TO PROFESSIONAL SERVICES.

ACTING CHAIR

DATE

SECRETARY

DATE



COLLEGE OF DuPAGE
REGULAR BOARD MEETING

BOARD APPROVAL

1. **SUBJECT**

Approval of the Revision to the 2016-2017 Academic Calendar.

2. **REASON FOR CONSIDERATION**

The Academic Calendar Task Force, consisting of Administrators, Faculty members and the Coordinator of Curriculum, will develop an academic calendar for approval by the Board of Trustees for each school year.

3. **BACKGROUND INFORMATION**

A request was made at the March 29, 2016 Shared Governance Council meeting to revise the dates of Spring Break to align with the same week as the recommended Spring Break of DuPage Regional Office of Education.

The Academic Calendar Task Force then met, and the proposed revision to the Academic Calendar for 2016-2017, moving Spring Break to one week later than originally scheduled, has been shared with College Administration and with Faculty Senate, per the contractual agreement. The proposed calendar conforms to all guidelines outlined in the Administrative Rules of the Illinois Community College Board, April 2006.

4. **RECOMMENDATION**

That the Board of Trustees approves the revision to the 2016-2017 Academic Calendar.

Staff Contact: Dr. Joseph Collins, Acting Interim President

Approved:
 11/21/13 Board of Trustees Meeting
 Revision Approved:
 04/21/16 Board of Trustees Meeting

COLLEGE OF DuPAGE
 ACADEMIC CALENDAR
 2016- 2017

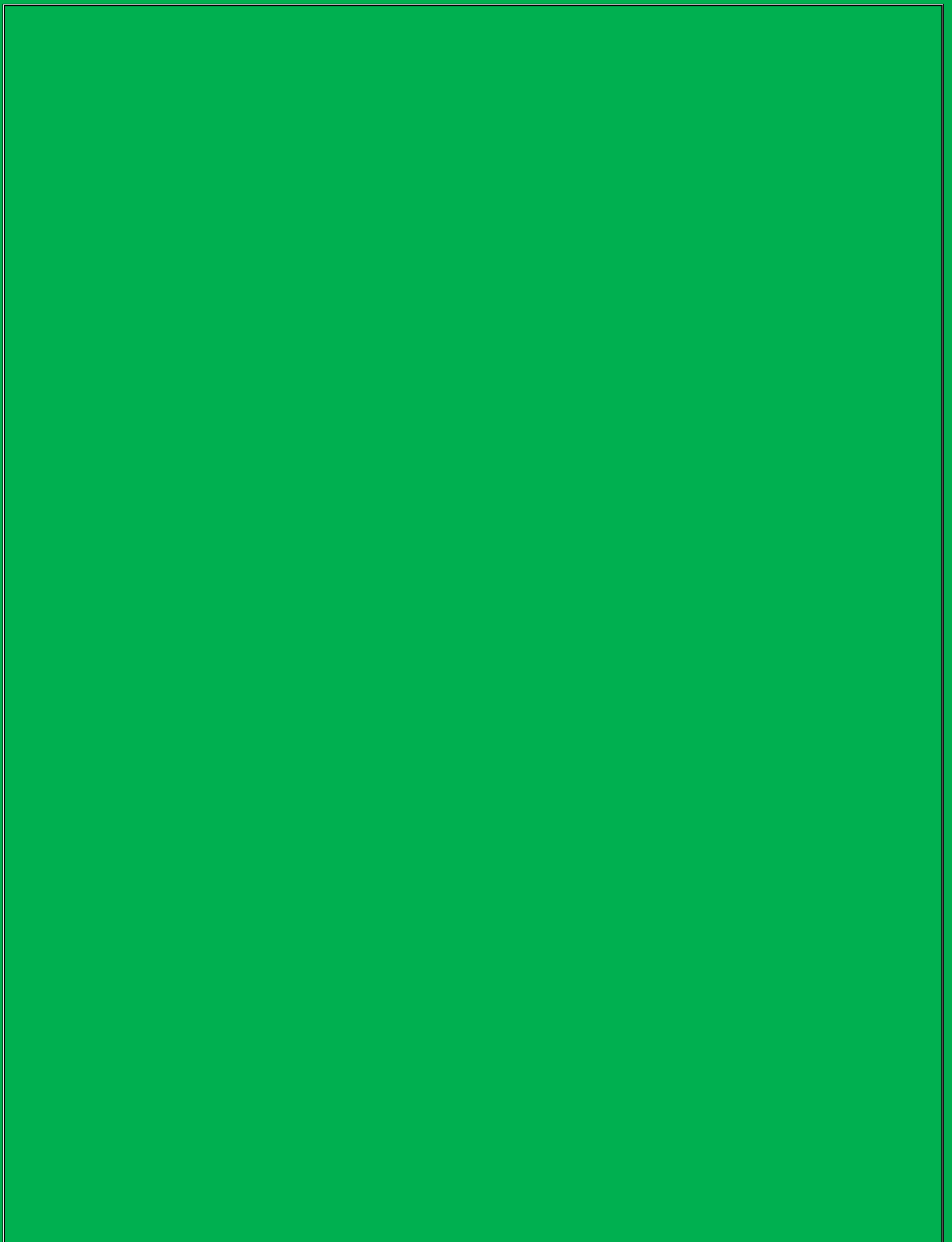
FALL SESSION, 2016			
Wednesday-Friday	August	17-18-19	All Faculty Return / Convocation Days
Monday	August	22	16-Week and 1 st 8-Week Classes Begin
Monday	September	5	Legal Holiday (Labor Day) (No Classes)
Tuesday	September	13	12-Week Classes Begin
Thursday	September	29	Last Day to Withdraw - 1st 8-Week
Wednesday	October	12	End of 1 st 8-Week Classes
Thursday	October	13	2 nd 8-Week Classes Begin
Tuesday	October	18	In-Service Day/Professional Day (No Classes)
Saturday	November	12	Last Day to Withdraw - 16-Week
Friday	November	18	Last Day to Withdraw - 12-Week
Monday	November	21	Last Day to Withdraw - 2nd 8-Week
Wednesday	November	23	College Open; No Classes
Thursday-Sunday	November	24-27	Thanksgiving Recess
Saturday	December	10	End of 2nd 8-Week Classes
Saturday-Friday	December	10-16	Final Evaluations/Culminating Activities
Friday	December	16	End of 16-Week and 12-Week Classes
SPRING SESSION, 2017			
Thursday-Friday	January	19-20	In-Service Days/Professional Days (No Classes)
Monday	January	23	16-Week and 1 st 8-Week Classes Begin
Monday	February	13	12-Week Classes Begin
Thursday	March	2	Last Day to Withdraw - 1st 8-Week
Tuesday	March	14	End of 1 st 8-Week Classes
Wednesday	March	15	2 nd 8-Week Classes Begin
Saturday	April	15	Last Day to Withdraw - 16-Week
Monday-Sunday	March/April	27-2	Spring Break (No Classes)
Sunday	April	16	Easter (No Classes)
Thursday	April	20	Last Day to Withdraw - 12-Week
Sunday	April	23	Last Day to Withdraw - 2nd 8-Week
Friday	May	12	End of 2nd 8-Week Classes
Saturday-Friday	May	13-19	Final Evaluations/Culminating Activities
Friday	May	19	End of 16-Week and 12 Week Clases
Friday	May	19	Commencement

Approved:
 11/21/13 Board of Trustees Meeting
 Revision Approved:
 04/21/16 Board of Trustees Meeting

COLLEGE OF DuPAGE
 ACADEMIC CALENDAR
 2016- 2017

SUMMER SESSION, 2017

Monday	May	29	Legal Holiday (Memorial Day) (No Classes)
Tuesday	May	30	1 st 5-Week and 10-Week Classes Begin
Monday	June	5	8-Week Classes Begin
Sunday	June	25	Last Day to Withdraw - 1st 5-Week
Monday	July	3	End of 1 st 5-Week Classes
Tuesday	July	4	Legal Holiday (Independence Day) (No Classes)
Wednesday	July	5	2 nd 5-Week Classes Begin
Thursday	July	20	Last Day to Withdraw - 10-Week
Sunday	July	16	Last Day to Withdraw - 8-Week
Saturday	July	29	Last Day to Withdraw - 2nd 5-Week
Sunday	July	30	End of 8-Week Classes
Sunday	August	6	End of 10-Week and 2 nd 5-Week Classes



**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

1. **SUBJECT**

Property Tax Appeals Board (PTAB) Representation.

2. **REASON FOR CONSIDERATION**

To authorize the College's attorneys to serve as our legal representatives to intervene on our behalf in certain property tax assessment appeals.

3. **BACKGROUND INFORMATION**

Pursuant to Section 16-180 of the Illinois Property Tax Code, taxing districts such as College of DuPage, are to be given notice and an opportunity to participate in all tax appeals where a change in assessed value of \$100,000 or more is sought by a property owner. Taxing body participation in these appeals is important as successful appeals before PTAB result in refunds being taken directly from the taxing bodies current property tax distributions.

The goal in these tax appeal cases is to resolve them efficiently by spending less money on the appeals process than could be lost if the taxpayer appeal is successful. We are proposing that when the total tax refund is \$10,000 per year or more, we intervene in these tax appeal cases before PTAB. We believe that by working with the parties to reach a reasonable settlement, that the College's potential refund liability is limited.

4. **RECOMMENDATION**

That the Board of Trustees approves the attached Resolution authorizing the College's attorneys to intervene in certain cases before the Property Tax Appeals Board in order to protect the revenue interests of the College.

Staff Contact: Kim Michael-Lee, Interim VP Administration and Treasurer,
Administrative Affairs

SIGNATURE PAGE FOR
PROPERTY TAX APPEALS BOARD REPRESENTATION

ITEM(S) ON REQUEST

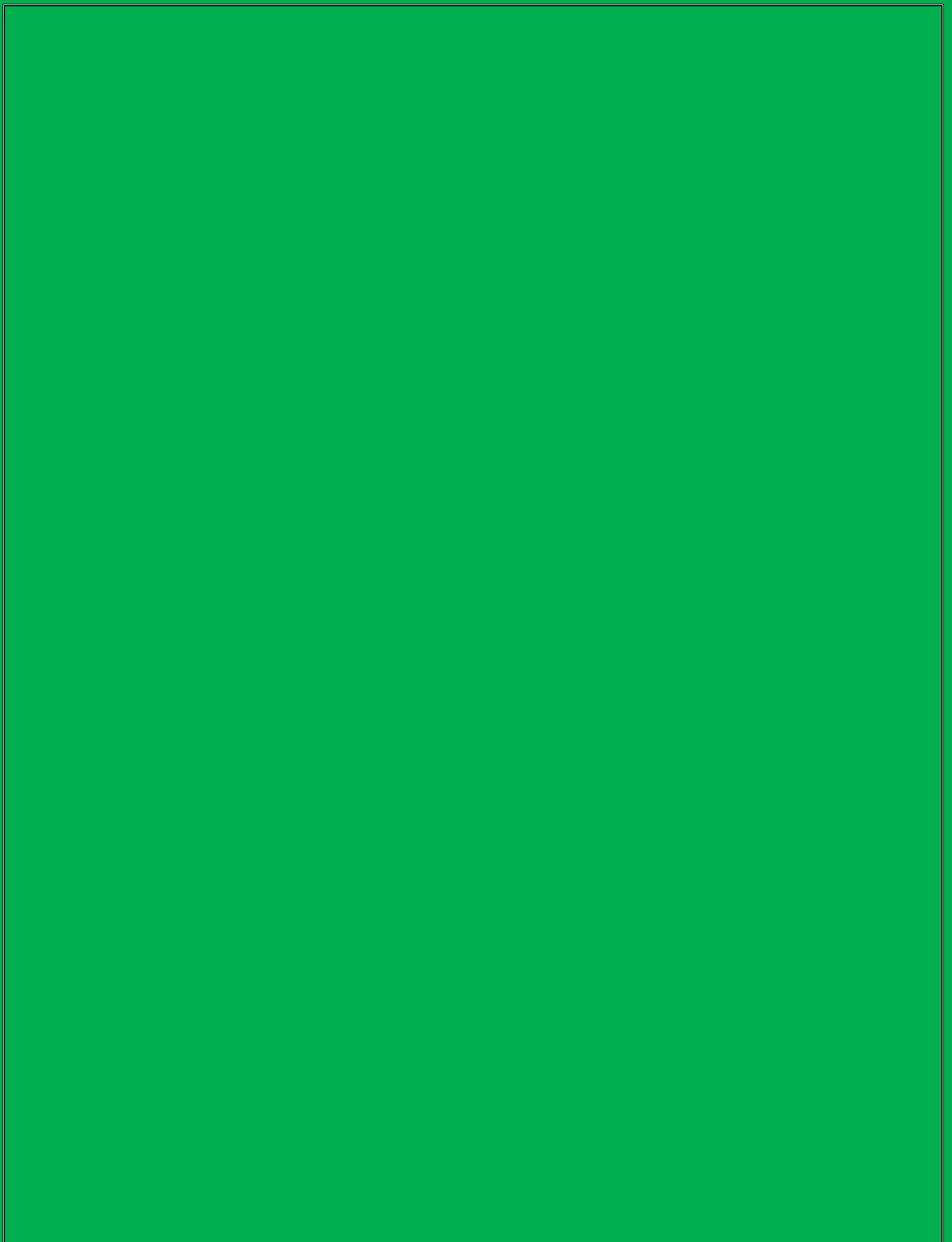
That the Board of Trustees approves the attached Resolution authorizing the College's attorneys to intervene in certain cases before the Property Tax Appeals Board in order to protect the revenue interests of the College.

ACTING BOARD CHAIR

DATE

SECRETARY

DATE



COLLEGE OF DuPAGE
REGULAR BOARD MEETING

BOARD APPROVAL

1. **SUBJECT**

Five –year contract with Ellucian for Elevate Workforce Development license and implementation not to exceed \$400,750.00.

2. **REASON FOR CONSIDERATION**

A single contract exceeding the statutory limit of \$25,000 must be approved by the Board of Trustees.

3. **BACKGROUND INFORMATION**

Functions of the Continuing Education division have been serviced to date by Ellucian's Colleague Student system. Colleague Student provides an integrated platform for all students, course offerings, registration functions, and financial aid along with Colleague Human Resources and Colleague Financial. However, Colleague does not adequately serve the unique needs of Continuing Education.

Continuing Education serves a broad spectrum of students, from ELA (English Language Acquisition), and HSE (High School Equivalency), to community education and business contract training. These diverse populations and offerings can be better served by solutions that are specifically designed for workforce development and continuing education programs.

Continuing Education staff in partnership with Information Technology staff have reviewed vendor solutions for continuing education services. Foremost among the needs of Continuing Education were customer relationship management (CRM), enhanced marketing features, streamlined registration and freedom from the term based processes of credit education and Colleague. Competing products from Augusoft, Ellucian, and Jenzabar were

reviewed prior to the selection of Ellucian's Elevate product. While Jenzabar and Augusoft had slightly lower acquisition costs neither of these two solutions offered robust integration to Ellucian Colleague, a requirement for efficient operations.

Based on program needs and ease of administration the evaluation team selected Ellucian's Elevate Workforce Development solution as being the best fit for the College of DuPage and the solution with the lowest cost of ownership. The following is the breakdown of the negotiated cost:

- Year 1 license - \$63,750.00
- Years 2 – 5 licenses - \$63,750.00 each year
- Year 1 implementation costs not to exceed - \$82,000.00
- Five year total not to exceed - \$400,750.00

This funding is allocated in the Information Technology Strategic Plan budget.

This purchase complies with State Statute, Board Policy and Administrative Procedures. Purchases and contracts for the use, purchase, delivery, movement, or installation of data processing equipment, software, or services and telecommunications and inter-connect equipment, software, and services are exempt from bidding under Illinois Public Community College Act, 110 ILCS 805/3-27.1 (f).

4. RECOMMENDATION

That the Board of Trustees approves a contract with Ellucian, Inc., 4375 Fair Lakes Ct., Fairfax, VA 22033 for a total five-year expenditure not to exceed \$400,750.00.

Staff Contact: Chuck Carrier, Vice President Information Technology



**COLLEGE OF DUPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

1. **SUBJECT**

Eye Care Assistant Certificate Program

2. **REASON FOR CONSIDERATION**

Board approval is required for new degree and certificate programs.

3. **BACKGROUND INFORMATION**

The Eye Care Assistant certificate program will prepare students with the skills and knowledge to sit for the national certifying exam, and will provide graduates with the opportunity to obtain employment in entry-level employment in the Eye Care career field.

New degrees and certificates are originated by faculty members. This degree followed the College Curriculum Process below:

- Review by subject discipline faculty members;
- Review by Library Liaison for resource support;
- Review by Associate Dean;
- Approval by Division Curriculum Committee – February 18, 2016(faculty members only)
- Approval by College Curriculum Committee – March 4, 2016 (faculty members and administrators);
- Approval by Vice President for Academic Affairs

4. **RECOMMENDATION**

That the Board of Trustees approves the 33-credit hour Eye Care Assistant Certificate Program.

Staff Contact: Tom Cameron, Dean of Health Sciences

Illinois Community College Board

Application for Permanent Approval Career & Technical Education Curriculum

Submit TWO Complete Copies

COLLEGE NAME:	College of DuPage	5-DIGIT COLLEGE NUMBER:	502-01
CONTACT PERSON:	Tom Cameron	PHONE:	630-942-2291
EMAIL:	Cameron@cod.edu	FAX:	630-942-2759

CURRICULUM INFORMATION

AAS TITLE:		CREDIT HOURS:		CIP CODE:	
AAS TITLE:		CREDIT HOURS:		CIP CODE:	
CERTIFICATE TITLE:	EYE 4310 Eye Care Assistant	CREDIT HOURS:	33	CIP CODE:	51.1802
CERTIFICATE TITLE:		CREDIT HOURS:		CIP CODE:	
CERTIFICATE TITLE:		CREDIT HOURS:		CIP CODE:	
CERTIFICATE TITLE:		CREDIT HOURS:		CIP CODE:	

PROPOSED CLASSIFICATION:	District	<input checked="" type="checkbox"/>	Regional	<input type="checkbox"/>	Statewide	<input type="checkbox"/>
PROPOSED IMPLEMENTATION DATE:	Spring 2017					

SUBMISSION INCLUDES:	
<input checked="" type="checkbox"/>	Part A: Feasibility, Curriculum Quality and Cost Analysis
<input checked="" type="checkbox"/>	Part B: Supportive Documentation and Data

<i>This curriculum was approved by the college Board of Trustees on:</i>	Date:	
State approval is hereby requested:		
Signature		Date
<i>Required- Chief Administrative Officer</i>		

ICCB USE ONLY:			
ICCB APPROVAL DATE:	AAS:	7-29 cr. hrs. Cert:	30+ Cert:
IBHE APPROVAL DATE for AAS:			

OCCUPATIONAL CURRICULUM APPROVAL APPLICATION
PART A: Feasibility, Curriculum Quality and Cost Analysis

1.

FEASIBILITY

1. Labor Market Need. Verify that the program is feasible from a labor market standpoint and demonstrate convincing evidence of labor market need.

- a. **The Program Purpose:** Briefly describe the purpose of the program. (i.e. “...to provide entry-level employment training or support the pursuance of advancement opportunities”.) If more than one program is included in the application, delineate the purpose for each program.

The goal of the Eye Care Assistant Certificate Program is to provide a career path for the student in a growing field and provide the eye care community with skilled graduates who meet the entry-level competencies as defined by the Joint Commission on Allied Health Personnel in Ophthalmology (JCAHPO). Additionally, community employers requested development of the program.

- b. **Target Population.** Describe the target audience for the proposed program. Indicate whether this program is intended for individuals seeking entry-level employment, for advancement or cross-training opportunities for existing employees, or for those looking to increase their skill set through specialized education and training.

Graduates of the Eye Care Assistant Certificate Program will have the knowledge and skills needed to assist them in preparation for the national certifying exam, Certified Ophthalmic Assistant, (COA), administered by the Joint Commission on Allied Health Personnel in Ophthalmology (JCAHPO). Vision services is an increasingly attractive entry level career field as a mid-level health care professional, with potential for advancement.

The target population of this program would come from several sources:

- Practicing ophthalmology and optometric personnel who are seeking to enhance their career through continuing education and professional certification.
- COD students enrolled in the Health Science Career Cluster seeking to specialize in a particular field of healthcare.
- Applicants with previous work experience in another field, possibly some college and responsibility for a family.

- c. **Related Occupations.** Describe the types of jobs for which the program(s) will train graduates (i.e. specific occupational titles and/or multiple jobs within a Career Cluster/Pathway(s) and specify cluster). See [CTE Career Clusters](#) or [Illinois Programs of Study](#) for more information on Career Clusters and Programs of Study in Illinois. Complete the **Occupational Chart** (Part B).

The Eye Care Assistant Certificate Program is designed to provide the medical eye care community with skilled Ophthalmology and Optometric Assistants who, under the supervision of a licensed eye care professional, render support services and aid in the treatment of eye conditions and diseases. This occupation would be covered by the Health Science Career Cluster, Diagnostic Services Pathway.

- d. **Supply-Demand Information.** Append in Part B labor market information from current sources (i.e., the Illinois Department of Employment Security) which represent projected demand/job openings versus existing supply/completers in related programs in *your district and/or neighboring districts as appropriate*. For comparison purposes you may want to include statewide data and/or regional data. Regional proposals should include data reflective of all districts to be served. Complete the **Enrollment Chart** (Part B).

According to the United States Department of Labor, Bureau of Labor Statistics:

Job Outlook

Employment of opticians is projected to grow 23 percent from 2012 to 2022, much faster than the average for all occupations. An aging population and increasing rates of chronic disease are expected to lead to greater demand for corrective eyewear.

According to [Joint Commission on Allied Health Personnel in Ophthalmology](#):

Excellent job opportunities

There has been a shortage of Eye Care Assistants for the past decade and will continue to be in high demand for decades to come.

Employment of assistants in fields such as Optometrist/Ophthalmology ranks third on the list of the 30 Fastest-Growing Occupations in the U.S.

The aging population (65 or older) is projected to double by 2030, the need for Eye Care Assistants will continue to increase.

There is an estimated need for approximately an additional 3,500 Eye Care Assistants in the U.S. and Canada.

According to [Health Careers Center](#)

Career Outlook:

Employment opportunities for eye care assistants should be very good over the next decade. The demand will continue to increase because of the growing elderly population in this country. As the baby boom generation grows older, more vision care specialists will be needed to keep up with demand. Employment opportunities will also become available as people within the profession retire or leave the workplace for other reasons.

According to [Recruiter](#)

The overall job outlook for [ophthalmic careers](#) has been positive since 2004. Vacancies in this field have increased by 10.81 percent nationwide in that time, with an average growth of 1.80 percent per year. Demand for Eye Care Assistants is expected to go up, with an expected 12,510 new jobs filled by 2018. This represents an annual increase of 5.61 percent over the next few years.

Nancy Crotti writes, Outlook Bright for ophthalmic personnel– see link

<http://www.startribune.com/outlook-bright-for-ophthalmic-medical-technician-career/29748554/>

According to [CollegeRag.net](#)

According to the US Department of Labor, careers in the ophthalmic profession rank third when it comes to the fastest growing occupations in the country.

State and National Trends Ophthalmic Medical Technicians (O*NET 29-2057.00) **

United States	Employment		Percent Change	Projected Annual Job Openings ¹
	2012	2022		
Ophthalmic Medical Technicians	29,600	38,400	+30%	1,170
Illinois	Employment		Percent Change	Projected Annual Job Openings ¹
	2010	2020		
Health Technologists and Technicians, All Other***	6,800	7,270	+7%	180

- May 2013 median annual wage: \$34,940****

Education and training:

- Typical entry-level education: Postsecondary non degree award
- Work experience in a related occupation: None

* Data provided from the Occupational Employment Statistics program, U.S. Department of Labor, U.S. Bureau of Labor Statistics

** National Data Source: Bureau of Labor Statistics, Office of Occupational Statistics and Employment Projections

State Data Source: Illinois Department of Employment Security, Economic Information and Analysis Division
Alternate Documentation

*** The State of Illinois Department of Employment Security category of “Health Technologists, All Other” is used as comparison with the national data for this position.

**** *The salary information listed is based on a national average. Actual salaries may vary based on specialization within the field, location, years of experience and a variety of other factors.*

- e. **Alternate Documentation.** If labor market data is not applicable (such as with some new and emerging occupations), or not available (such as for your district) provide alternate documentation of program need. This might include survey data, local classified /online advertisements for related occupations, or job outlook information from reputable sources. Append to Part B of this application. See ICCB’s “Labor Market Analysis: Ten Easy Steps to Conduct a Basic Analysis for Program Approval” for more information. [Appendix B - Labor Market Need Analysis: Ten Easy Steps to Conduct a Basic Analysis for Program Approval](#)

Generally held expectations in all areas of healthcare are that demand will continue to exceed supply for the foreseeable future. The Eye Care Assistant program is a career ladder approach for individuals desiring to become a Certified Ophthalmic Assistant (COA), Certified Ophthalmic Technician (COT), Certified Ophthalmic Medical Technologist (COMT), or an Ophthalmic Surgical Assisting (OSA). The U.S. Bureau of Labor announced in 2010 that ophthalmic careers would be recognized as a separate occupational classification. Previously, ophthalmic technicians were nationally recognized under the classification Other Healthcare Support Occupations, Medical Assistants. OMT’s are now recognized under the major category of Health Technologists and Technicians with the separate classification of 29-2057, Ophthalmic Medical Technician. The distinction of Ophthalmic Medical Technician with its own classification on the national level is an important advancement for the profession. This separate classification should continue to heighten the visibility of the career and aid in recruiting people into the profession. The classification should also serve to validate requirements for both College of DuPage and the Illinois Community College Board (ICCB).

- f. **Planning and Collaboration.** Describe how the proposed curriculum fits into the colleges overall plans and goals to meet career and technical education/workforce preparation needs within the district/region.

- 1) **Educational & Workforce Partnerships.** Address how the program meets priority needs, and describe steps taken to plan and deliver the curriculum in collaboration with others, such as the Program Advisory Committee, Secondary institutions, Baccalaureate Institutions, Local Workforce Boards, Labor Councils and other appropriate partners.

The College of DuPage currently offers 79 associate of applied arts degrees and 161 certificate programs for entry into vocational fields or to upgrade skills. In 2012, the College of DuPage provided a choice of 77 associate degrees and 158 certificates. The increase in these types of programs in just one year demonstrates that the College reviews national, state and local employment trends to ensure that it is providing students with the most up-to-date educational opportunities for the community so students are able to enter career fields experiencing substantial growth with potential for advancement. This formal structured training program offered by the College of DuPage will help meet the growing demand for trained eye care assistant personnel in the DuPage County area.

The Eye Care Assistant Certificate program at the College of DuPage will utilize various optometric and ophthalmology practices for clinical and lab experiences, as well as adjunct faculty. The Eye Care Assistant Certificate program will enhance COD’s Health Science Discipline program by offering a certificate in the rapidly expanding field of optometry/ophthalmology.

- 2) **Employer Input.** Append employer advisory committee meeting minutes and other pertinent documents to reflect the private sector input obtained in the development of the proposed curriculum.
See attached documents

- g. **Related Offerings:** Describe what similar programs are being offered by your institution and other training providers within your district. Include information on neighboring districts or border state providers as appropriate.

Other Community Colleges in Illinois offering a similar program are Triton College in River Grove and Olive Harvey College located in Chicago.

The College of DuPage Eye Care Assistant Certificate program will offer opportunity for the growing population in suburban DuPage County to have access to a career in one of the fastest growing segments in the health care field.

- h. **Regional Programs:** If the college is seeking "regional" designation for the proposed program, define the "region" to be served, describe how the college will ensure the region is adequately served by the program, (i.e. via distance learning, online education or campus branches) and include separate letters from each of the colleges within the defined region indicating their support for the proposed program at your college.

The program is not seeking regional designation.

2. **Need Summary.** Provide a brief summary of your findings which support the need to develop and offer the proposed program(s) within your district. Include any additional information not already reported that illustrates demand for the program(s).

Based on the statistics and information previously referenced, it is apparent that health personnel in all areas of health care will continue to be in demand in the foreseeable future. Population growth, especially among those over age 65, is unprecedented and will continue for many years.

Statistics on the age composition for DuPage County cited in a report from the Department of Economic Development and Planning compiled after the last national census taken in 2010 states:

"The 2010 population was considerably older than the 2000 population. Although the total population increased by only 1.4% from 2000 to 2010, the 65 and over group grew by 19.8% (from 88,794 to 106,398) during the same period. Also, the older working-age population group (45 to 64 years) grew by 27.3%, primarily due to the aging of the Baby Boom population. The rapid growth rate of this group means that there will be significant increases in the 65 and over population down the road."

Associated with this trend, ophthalmology has made significant advances in treating many diseases like diabetes and macular degeneration. These advances allow patients in these age groups to seek even greater amounts of eye care. There is also an expected increase in demand for care of younger patients.

In a study prepared by Market Scope, LLC* titled "Demand for Ophthalmic Services and Ophthalmologists – A Resource Assessment" the conclusion was that "Ophthalmologists will need to improve efficiencies, delegate more patient care, and take other actions that increase capacity and or productivity in order to meet demands for patient care". One potential strategy recommended to deal with this concern was "the addition of support staff and delegation of duties".

Within the healthcare profession, the ophthalmic assistant field continues to expand rapidly resulting in a strong need for qualified personnel. This field offers excellent opportunities for employment in diverse practice areas as well as opportunities for specialization.

"Ophthalmic assistants will enjoy virtually unlimited job opportunities nationwide and even internationally because of their specialized skills," said Lynn D. Anderson, executive director of the Joint Commission on Allied Health Personnel in Ophthalmology Inc. in St. Paul, Minn.

It is clear that the Eye Care Assistant Certificate program is needed in the DuPage County area to train qualified students who will be prepared to meet the many needs in the eye care field both now and in the future.

*Market Scope is the leading source for market data, independent perspective, and objective analysis in today's ophthalmic marketplace.

CURRICULUM QUALITY

1) Curriculum Information. Demonstrate the college has developed quality curricula that aligns with federal, state and local requirements, is responsive to local workforce needs, and will prepare graduates with the appropriate level of skill to meet their educational and employment goals.

- a. Program purpose:** Describe the goal for individuals completing this program(s) in terms of gaining employment and continuing their education. If submitting a degree and certificate together, delineate the level of education, skill and employment for each.

The goal of the Eye Care Assistant Certificate Program is to provide an excellent career path for the student in a growing field and provide the eye care community with skilled graduates who meet the entry-level competencies as defined by the Joint Commission on Allied Health Personnel in Ophthalmology (JCAHPO.)

1) Catalog Description. Provide a description of the program(s) as it will appear in the college's catalog.

The Eye Care Assistant certificate is designed to prepare students for entry-level positions as assistants in optometrist/ophthalmology practices. Under the supervision of a licensed eye care professional, eye care assistants render support services and aid in the treatment of eye conditions and diseases. Graduates will be prepared to sit for the certification examination administered by the Joint Commission on Allied Health Personnel in Ophthalmology (JCAHPO).

2) Curriculum. Complete the Curriculum Chart (Part B) indicating the general education, career and technical education, work-based learning and elective requirements and options to complete the program. Include a Curriculum Chart for each program.

See Part B

- b. Educational alignment:** Describe how the proposed program(s) illustrate a Program of Study. See ICCB's Programs of Study website for more information: [Illinois Programs of Study](#).

1) Academic / Curricular Alignment. Describe the alignment of content between secondary and postsecondary coursework and curricula. Include opportunities for dual credit or articulated credit in both academic and career/technical areas between high school and community college. How will the college ensure a smooth transition for students entering the program, whether from high school, adult education, or other workforce training pipelines?

Students entering this program must have a High School Diploma or GED.

2) Relationship to existing curricula at the college: Indicate how this program(s) may provide educational laddering opportunities between short- and long-term certificates and degree curricula.

This program will provide students with an educational laddering opportunity. Upon successful completion of this program students are eligible to take the entry-level ophthalmic assistant national exam. This could lead to steps in advancement of their career to intermediate level, Certified Ophthalmic Technician and advanced level, Certified Ophthalmic Medical Technologist.

- 3) **Articulation.** Specify how the program is structured or articulated to provide educational opportunities for students beyond community college (i.e. baccalaureate capstone programs). If applicable, include information on the specific programs and baccalaureate institutions with which the college has been working towards articulation.

Dual credit or articulated credit will not be applicable.

- 4) **Academic and Technical Skill Requirements.** Describe how the college ensures that the proposed curricula will provide needed education and skills for the occupation and will meet program objectives by addressing the following:

- (a) **Academic Entry Skills:** Describe the reading, writing, math and/or science knowledge/skill requirements for students to enter and be successful in the proposed program. How will the college ensure appropriate remediation for students (e.g. through Academic Support Services or CTE/DevEd Bridge Instruction).

Students will complete ANAT 1500 (Survey of Anatomy and Physiology) or its equivalent and Health Sciences 1110 Biomedical Terminology prior to acceptance into the program. Cardiopulmonary resuscitation, health requirements, and background checks will also need to be completed according to College of DuPage Health Science Program admissions.

- (b) **General Education:** Describe how the general education requirements support the technical skill requirements of the CTE program. Do each of the courses in Math, Communication, Science, etc. support the level of technical skill required to complete the program and obtain employment?

All general education courses support the technical skill requirements of this program.

- (c) **Technical Skills:** Describe what industry skill standards have been set for related occupations and what professional credentialing (licensure, certification, registration, etc...) is required or optional to students, when and through what agency/entity? Is it optional or required (i.e., is licensure or certification required or optional for job entry?) What steps has the college completed to ensure that students will learn the skills required to obtain the necessary licensure or certification?

Certified Ophthalmic Assistant:

The current credentialing organization is the Joint Commission on Allied Health Personnel in Ophthalmology (JCAHPO.)

- 5) **Career Development.** Describe how career information, resume building and job search activities are incorporated into the curriculum.

Career information, resume building and job search activities will be covered within the program courses.

- 6) **Course Syllabi.** Append in Part B the appropriate ICCB course forms and course syllabi for new courses or any existing courses that are being modified significantly for the proposed curricula.

See Attached

- c. **Work-Based Learning.** Describe how work-based learning will be incorporated into the curricula. Append to Part B a list of work-based learning sites to be used for internship, career exploration, job shadowing, clinical practicum, or apprenticeship coursework.

Clinical training for students would take place at various optometric and ophthalmology practices in DuPage and surrounding counties.

- d. **Accreditation for Programs.** Describe what external approval or accreditation is required and/or optional for this program, when and through what agency/entity it is available. (i.e., is program approval/accreditation by a regulatory agency or industry-related entity required prior to enrolling students or graduates earning their licensure/certification? What steps has the college completed to obtain that approval/accreditation?)

The Commission on Accreditation of Ophthalmic Medical Programs (CoA-OMP) provides accreditation to ophthalmic medical technician educational training programs. The American Academy of Ophthalmology (AAO), the Joint Commission on Allied Health Personnel in Ophthalmology (JCAHPO), the Association of Technical Personnel in Ophthalmology (ATPO), and the American Society of Ophthalmic Registered Nurses (ASORN) also provide direction on standards of care and best medical practice.

- e. **Assessment of Student Learning:** Describe how the college plans to ensure students will meet the objectives for this program through evaluation of knowledge and skills at both the course and program-level.

- 1) **Student Learning Objectives.** Describe or list the broad program-level learning objectives/outcomes that each student is expected to have mastered upon completion of each program related to:
- the general education component of the curriculum, and
 - the career and technical education component of the curriculum.

Upon completion of the program, students will be able to:

1. Summarize the various levels of training and certification for eye care assistants.
2. Demonstrate appropriate skills required of eye care assistants.
3. Identify refractive errors: hyperopia, myopia, astigmatism, and presbyopia.
4. Calculate approximate magnification needed to read a target acuity level.
5. Define concepts and procedures related to refractometry, retinoscopy, and refinement.
6. Perform proper spectacle fitting.
7. Review the various methods of assessing visual acuity on diverse populations.
8. Summarize automated and manual keratometry and recording of these readings.
9. Maintain eye equipment according to manufacturer's recommendation.
10. Define tonometry and how to measure intraocular pressure.
11. Describe basic eye supplementary tests.
12. List ocular manifestations that occur from systemic disease processes.
13. Maintain appropriate aseptic and sterile technique.

- 2) **Assessment of Student Learning Objectives.** Describe the overall course-level assessment method(s) to be used, and the end-of-program assessment method(s) the college will use to ensure that students demonstrate these learning objectives just prior to program completion. (i.e., assessment through portfolio review, cumulative course completion, team project, comprehensive written/performance test, or industry/state pre-certification/licensure examination).

Course-level assessment methods to be used include:

Students will be evaluated by tests, projects, class participation, and class attendance. A clinical evaluation will also be used to assess student's clinical performance.

End-of-program assessment methods the program will use to ensure students demonstrate learning objectives just prior to program completion include:

Students will successfully complete a comprehensive written/performance test. Students will successfully complete the national Certified Ophthalmic Assistant exam. A comprehensive clinical evaluation will also be used to assess student's clinical performance.

f. Continuous Quality Improvement.

- 1) Describe how the college will utilize continuous quality improvement to ensure the curricula remains rigorous and relevant.
- 2) Describe how the college will use Assessment of Student Learning information/data to improve the curricula.
- 3) Include a list of educational, business and community partners that participate in the improvement process.

The College of DuPage has an extensive continuous quality improvement mechanism that is part of the Academic Program Review process. Each program is required to conduct an annual Student Outcomes Assessment Project (SOAP) which will report the findings of the project each year and report on how the data obtained from the project was used to improve the quality of the program.

2. **Unique or noteworthy features of the program.** Describe how the proposed program(s) stands apart from other programs similar in nature. Include Information on instructional delivery method(s). (i.e., classroom only, online only, hybrid, distance learning).

The College of DuPage is creating two programs as a career ladder approach for eye care careers. The Eye Care Assistant Program is a certificate program that is a prerequisite for the Ophthalmic Technician Associates of Applied Science Degree Program. The program Eye Care Assistant Program instructional delivery method will be a hybrid approach. There are no other programs similar in nature in DuPage County. There are no other programs in the Chicagoland area offering programs of this kind in a hybrid format.

3. **Faculty Requirements.** Describe the number of other faculty, existing and new, that will be required to implement and support the program.

- a) **Faculty Qualifications.** Complete the **Faculty Qualifications Chart** (Part B). Include general minimum qualifications and those credentials that are specific to instructors in the proposed field of study (i.e. Cosmetology Instructor Certification to teach Cosmetology).

See Faculty Qualifications Chart (Part B).

- b) **Faculty Needs.** Complete the **Faculty Needs Chart** (Part B) to specify the number of full- and part-time faculty the program will need for each of the first three years, including new and existing faculty.

See Faculty Needs Chart (Part B).

4. **Academic Control.** Describe how the college will maintain academic control over the program, including student admissions, faculty, and program content and quality.

- a) **Internal Oversight.** Indicate what department and staff at the institution are responsible for maintaining the academic integrity of the program.

Academic control of the program will be maintained by the Associate Dean of Health and Biological Sciences at the College of DuPage.

- b) Contractual/Cooperative Agreements.** Append to Part B a copy of the contractual or cooperative agreement to the application if another entity is involved in the delivery of the program. This includes any partnership agreement with another college, university, the regional consortia, an apprenticeship or labor organization, a private institution, business, or other outside entity.

College of DuPage currently has an affiliation agreement with Wheaton Eye Clinic. Facilities that have agreed to host students include Kovach Eye Institute, Spectrios Institute, Hauser-Ross Eye Institute, Fox Valley Ophthalmology, and numerous optometrist practices in the area.

COST ANALYSIS

Verify the college has the fiscal resources in place or budgeted to support the program in a cost-effective manner. Document the financial feasibility of the proposed program.

- 1. Source of Funds.** Specify the source of funds the college will use to support the proposed program and note what portion of funds will come from reallocation of existing resources as compared to new resources. Indicate how this program(s) will share resources (i.e. faculty, facilities, etc...) with existing programs. Include grant resources and amounts (i.e. Postsecondary Perkins, \$5,000 for program development; or USDOL Grant, \$10,000 for equipment).

Program operating budget

- 2. Equipment.** If necessary, append to Part B of the application a list of new (new to the institution or program) equipment to be purchased, shared, or leased to implement the curriculum. Include donations of equipment.

Necessary equipment will be purchased as part of the routine budgeting process at the College.

- 3. Facilities.** Verify the college has adequate facilities (i.e. classroom or laboratory space) to implement and support the program. Include plans for utilizing facilities through partners (i.e. local businesses, labor councils, community organizations, etc...) to deliver the program accordingly. Also describe any new costs associated with renovation or development of facilities.

College of DuPage currently has an affiliation agreement with Wheaton Eye Clinic. Facilities that have agreed to host students include Kovach Eye Institute, Spectrios Institute, Hauser-Ross Eye Institute, Fox Valley Ophthalmology, and numerous optometrist practices in the area. College of DuPage will provide necessary space for classroom instruction.

- 4. Finance.** Complete the **Finance Chart** (Part B) to identify new direct costs to establish the program over the next three years.

See Finance chart (Part B)

**OCCUPATIONAL CURRICULUM APPROVAL APPLICATION
PART B: Supportive Documentation and Data**

This part of the application is designed to document the program-to-occupational demand connection, the college's projected enrollment, proposed curricular structure, faculty requirements, and fiscal support.

OCCUPATIONAL DEMAND

1. a) Labor Market Data. *Append* any occupational or industry projections data that supports the need for the proposed program(s).

1. b) Occupational Chart. List occupational titles related to the proposed program(s) and corresponding employment projections and completer data.

SOC Job Titles & Codes * (and other Job titles if alternate date also submitted)	Annual District Openings*	Employment Projections: Annual Program Completers ** (indicate from which surrounding districts)
29-2057	Ophthalmic Medical Technicians	22

* SOC (Standard Occupational Classification) Job titles/codes & AAJO (Average Annual Job Openings) by Community College district can be found through the IDES [Illinois Dept. of Employment Security website](http://www.ides.state.il.us/).

** Program completer data can be used from the most current ICCB Data and Characteristics Report or completer data provided by the college.

1. c) Enrollment Chart. Provide an estimate of enrollments and completions over the first three years of the program. Include separate figures for each program (i.e. separate estimates for each degree and/or certificate included in this application).

	First Year	Second Year	Third Year
Full-Time Enrollments:	8-10	10- 12	12
Part-Time Enrollments:	0	0	0
Completions:	8-9	10-11	11-12

CURRICULUM STRUCTURE

2. a) Curriculum Chart. List general education, career and technical education, work-based learning, and elective courses within the proposed program. Asterisk "*" courses with pre-requisites; *Italicize* transferrable courses. **BOLD** new courses.

Program Title:	Eye Care Assistant Certificate				
	Course Prefix/#	Course Title	Credit Hours	Lecture Hours (include contact hrs <u>new courses only</u>)	Lab Hours (include contact hrs <u>new courses only</u>)
General Education Courses (<i>required</i> coursework). Specify Courses.	ANAT 1500 *	Survey of Anatomy & Physiology	4		
	or		4		
	ANAT 1551* <i>and</i>	Human Anatomy & Physiology I			
	ANAT 1552* <i>or</i>	Human Anatomy & Physiology II	4		
	ANAT 1571* <i>and</i>	Anatomy & Physiology with Cadaver I	4		
	ANAT 1572*	Anatomy & Physiology with Cadaver II	4		
Total			4 to 8		
Career and Technical Education (CTE) Courses (<i>required</i> coursework)	EYE 1101	Principles of Eye Care Assistant I	8	5	5
	EYE 1102	Principles of Eye Care Assistant II	8	5	5
	EYE 1103	Principles of Eye Care Assistant III	9	4	7
	HLTHS 1110	Medical Terminology	4		
Total			29	14	17
Work-Based Learning Courses (internship, practicum, apprenticeship, etc.)					
Total					
CTE Electives					
Total					
TOTAL CREDIT HOURS REQUIRED FOR COMPLETION			33-37	14	17

2. b) Curriculum Sequence. Provide a copy of the term-by-term sequence of courses required to complete the program as it will appear in the college’s catalog.

The Eye Care Assistant Certificate program provides students with information about optometry and ophthalmology practices through a variety of instructional methods including lecture, laboratory, and clinical experience. The Eye Care Assistant Certificate program will present students with knowledge and experience in eye anatomy and function of eye structures. The Eye Care Assistant Certificate program will also provide students with the knowledge and skills necessary in preparation for the certification exam.

Three Semester Completion

- Semester “1” **EYE** 1101
- Semester “2” **EYE** 1102
- Semester “3” **EYE** 1103

2. c) Contractual/Cooperative Agreements. Append to Part B a copy of the contractual or cooperative agreement if another entity is involved in the delivery of the program. This includes any partnership agreement with another college, university, the regional consortia, an apprenticeship or labor organization, a private institution, business, or other outside entity.

The Eye Care Assistant Certificate program will be offered through College of DuPage. College of DuPage currently has an affiliation agreement with Wheaton Eye Clinic. Facilities that have agreed to host students include Kovach Eye Institute, Spectrios Institute, Hauser-Ross Eye Institute, Fox Valley Ophthalmology, and numerous optometrist practices in the area.

FACULTY REQUIREMENTS

3. a) Faculty Qualifications. Cite the minimum qualifications for new and existing faculty.

Degree	Field	Credential	Years of Related Occupational Experience	Years of Teaching Experience
Certificate	Ophthalmic Assistant	C.O.A. or higher	5	1-3 preferred
BS or higher	Physician	M.D.	5	1-3 preferred

3. b) Faculty Needs. Cite the number of faculty, including new and existing faculty that the program will need for each of the first three years noting if they will serve as full-time faculty or part-time.

	First Year		Second Year		Third Year	
	Full-Time	Part-time	Full-Time	Part-time	Full-Time	Part-time
# of New Faculty	0	5	0		0	0
# of Existing Faculty	0	0	0	5	0	5

FISCAL SUPPORT

5. **a) Equipment.** If necessary, append to Part B a list of new (new to the institution or program) equipment to be purchased, shared, or leased to implement the curriculum. Include donations of equipment.

Please see attached Equipment Costs Char

4. b) Finance Chart. Identify projected new direct costs to establish the program.			
	First Year	Second Year	Third Year
Faculty Costs	\$30,000	\$35,000	\$40,000
Administrator Costs	0	0	0
Other Personnel costs (specify positions)	\$1500.00 (for mileage for clinical site visits)	\$1500.00 (for mileage for clinical site visits)	\$1550.00 (for mileage for clinical site visits)
Equipment Costs	\$3000.00	\$2000.00	0
Library/LRC Costs	\$3000.00	0	0
Facility Costs*	0	0	0
Other (specify) Contractual Agreement	\$3600.00 (stipends for additional speakers)	\$3600.00 (stipends for additional speakers)	\$3600.00 (stipends for additional speakers)
TOTAL NEW COSTS	41,100.00	42,100.00	45,150.00?

*Capital projects that use state funds require prior ICCB approval, as do capital projects over \$250,000 that use local funds.



**COLLEGE OF DUPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

1. **SUBJECT**

Landscape Contracting and Management Degree Program

2. **REASON FOR CONSIDERATION**

Board approval is required for new degree and certificate programs.

3. **BACKGROUND INFORMATION**

This degree program will provide employment opportunities for entry level positions in horticulture related careers. Graduates will have the skills and abilities to design landscapes, estimate and bid projects, landscape construction and ground maintenance. They will have hands-on training using the most advanced materials and components available in the horticulture industry.


New degrees and certificates are originated by faculty members. This degree followed the College Curriculum Process below:

- Review by subject discipline faculty members;
- Review by Library Liaison for resource support;
- Review by Associate Dean;
- Approval by Division Curriculum Committee – December 9, 2015 (faculty members only)
- Approval by College Curriculum Committee – March 4, 2016 (faculty members and administrators);
- Approval by Vice President for Academic Affairs

4. **RECOMMENDATION**

That the Board of Trustees approves the 71-credit hour Landscape Contracting and Management Degree Program.

Staff Contact: Donna Stewart, Dean of Business and Technology

Date: April 4, 2016
To: Dr. Jean Kartje, Vice President of Academic Affairs
From: Dr. Donna Stewart, Dean of Business & Technology 
Subject: A.A.S. Landscape Contracting and Management (HORT 3337)

I recommend the approval of the proposed associate degree program in Landscape Contracting and Management HORT 3337. The program will prepare students for entry level career opportunities with growing demand in the DuPage County district. The Bureau of Labor data included indicates tremendous need for students with the skill set developed through this comprehensive curriculum including opportunities in a variety of landscaping and grounds maintenance related positions. The curriculum aligns very well with the existing horticulture programs and certificates.

The program consists of 71 credits including new requirements identified by the National Association of Landscape Professionals (NALP) accreditation team as necessary components for adequate preparation in this field. New courses have been developed and approved to address OSHA requirements and Estimating & Bidding content areas. Additionally, per NALP requirements, a course in Economics has been included in the curriculum. This would most likely be a terminal degree for a professional in this industry.

Application for Permanent Approval Career & Technical Education Curriculum

Submit TWO Complete Copies

COLLEGE NAME:	College of DuPage	5-DIGIT COLLEGE NUMBER:	502-01
CONTACT PERSON:	Donna Stewart	PHONE:	(630) 942-3978
EMAIL:	stewartdo@cod.edu	FAX:	(630) 942-3923

CURRICULUM INFORMATION

AAS TITLE:	Landscape Contracting and Management HORT 3337	CREDIT HOURS:	71	CIP CODE:	01.0605
AAS TITLE:		CREDIT HOURS:		CIP CODE:	
CERTIFICATE TITLE:		CREDIT HOURS:		CIP CODE:	
CERTIFICATE TITLE:		CREDIT HOURS:		CIP CODE:	
CERTIFICATE TITLE:		CREDIT HOURS:		CIP CODE:	
CERTIFICATE TITLE:		CREDIT HOURS:		CIP CODE:	

PROPOSED CLASSIFICATION:	District	<input checked="" type="checkbox"/>	Regional	<input type="checkbox"/>	Statewide	<input type="checkbox"/>
PROPOSED IMPLEMENTATION DATE:						

SUBMISSION INCLUDES:	
X	Part A: Feasibility, Curriculum Quality and Cost Analysis
X	Part B: Supportive Documentation and Data

<i>This curriculum was approved by the college Board of Trustees on:</i>	<i>Date:</i>	
State approval is hereby requested:		
Signature	<i>Required- Chief Administrative Officer</i>	<i>Date</i>

ICCB USE ONLY:			
ICCB APPROVAL DATE:	AAS:	7-29 cr. hrs Cert:	30+ Cert:
IBHE APPROVAL DATE for AAS:			

OCCUPATIONAL CURRICULUM APPROVAL APPLICATION
PART A: Feasibility, Curriculum Quality and Cost Analysis

FEASIBILITY

1. Labor Market Need. Verify that the program is feasible from a labor market standpoint and demonstrate convincing evidence of labor market need.

- a. **Program purpose:** Briefly describe the purpose of the program. (i.e. “....to provide entry-level employment training or support the pursuance of advancement opportunities”.) If more than one program is included in the application, delineate the purpose for each program.

The Mission of the College of DuPage Horticulture Department is to prepare students to enter the green industry as well as provide additional professional development opportunities for those already in the industry.

The purpose of the new Landscape Contracting and Management AAS Degree is to:

- ***Introduce students to occupations within the green industry***
- ***Prepare students for successful employment through classroom and practical experiences including business and management skills utilized in the landscape industry.***
- ***Encourage students to be responsible stewards of the environment by demonstrating and valuing sustainable practices***
- ***Demonstrate the safe use of equipment, chemicals, and tools used in the industry***
- ***Identify and explain benefits of professional organizations in the green industry***
- ***Maintain strong industry contacts and link classroom knowledge with the industry through field trips and guest speakers***

- b. **Target population.** Describe the target audience for the proposed program. Indicate whether this program is intended for individuals seeking entry-level employment, for advancement or cross-training opportunities for existing employees, or for those looking to increase their skill set through specialized education and training.

The target population for the Landscape Contracting and Management degree is students who desire entry level employment in the field of Horticulture, currently enrolled students who wish to cross train, and returning students and industry employers who wish to increase their skill set. The Horticulture program meets the needs of students entering the horticulture industry as well as those presently employed who wish to continue their professional growth. In addition to providing horticultural knowledge and skills, the program emphasizes the business and management proficiency necessary to complete successfully in the horticulture industry.

- c. **Related occupations.** Describe the types of jobs for which the program(s) will train graduates (i.e. specific occupational titles and/or multiple jobs within a Career Cluster/Pathway(s) and specify cluster). See [CTE Career Clusters](#) or [Illinois Programs of Study](#) for more information on Career Clusters and Programs of Study in Illinois. Complete the **Occupational Chart** (Part B).

The graduates will be qualified for entry level positions in a variety of horticulture related work settings, including those associated with landscape contracting and management, landscaping and grounds maintenance, or a variety of other jobs found in the horticultural industry.

- d. **Supply-Demand Information.** Append in Part B labor market information from current sources (i.e., the Illinois Department of Employment Security) which represent projected demand/job openings versus

existing supply/completers in related programs in *your district and/or neighboring districts as appropriate*. For comparison purposes you may want to include statewide data and/or regional data. Regional proposals should include data reflective of all districts to be served. Complete the **Enrollment Chart** (Part B).

e. Alternate Documentation. If labor market data is not applicable (such as with some new and emerging occupations), or not available (such as for your district) provide alternate documentation of program need. This might include survey data, local classified /online advertisements for related occupations, or job outlook information from reputable sources. Append to Part B of this application. See ICCB’s “Labor Market Analysis: Ten Easy Steps to Conduct a Basic Analysis for Program Approval” for more information. [Appendix B - Labor Market Need Analysis: Ten Easy Steps to Conduct a Basic Analysis for Program Approval](#)

See attached supporting documentation

f. Planning and Collaboration. Describe how the proposed curriculum fits into the colleges overall plans and goals to meet career and technical education/workforce preparation needs within the district/region.

1) Educational & Workforce Partnerships. Address how the program meets priority needs, and describe steps taken to plan and deliver the curriculum in collaboration with others, such as the Program Advisory Committee, Secondary institutions, Baccalaureate Institutions, Local Workforce Boards, Labor Councils and other appropriate partners.

- ***The proposed curriculum and degree will meet the needs of the community we serve by educating and training students to fill the positions in the Landscape and Horticulture Industry.***
- ***There are currently no articulation agreements.***
- ***The program advisory committee is in strong support of this curriculum and has provided valuable input on course development, degree development, as well as supporting the program with guest speakers, potential new adjunct faculty to teach new and current classes and field trip sites. Meeting minutes are attached to this document.***
- ***College of DuPage (COD) Faculty are active in various professional organizations including the Illinois Landscape Contractors Association, the Green Industry Association, Illinois Landscape Contractor’s Education Committee, the Illinois Landscape Contractors Association Future Landscape Industry Professionals Committee, the DuPage County Farm Bureau Agriculture Coalition Board, and the National Association of Landscape Professionals (NALP).***
- ***The department is working with the DuPage County Workforce Board to help try to fill the employment gap of qualified workers in the county.***

2) Employer Input. Append employer advisory committee meeting minutes and other pertinent documents to reflect the private sector input obtained in the development of the proposed curriculum.

See attached Advisory Committee Meeting Minutes for the COD Horticulture Program in supporting documentation.

g. Related Offerings: Describe what similar programs are being offered by your institution and other training providers within your district. Include information on neighboring districts or border state providers as appropriate.

The proposed Landscape Contracting and Management AAS Degree requires 71 to 72 credits to meet the accreditation requirements of National Association of Landscape Professionals and our general education requirements for an AAS Degree (please see NALP accreditation requirements in attached documentation). Two additional courses to meet accreditation standards have been developed, including HORT 1109 OSHA 10-Hour Landscape Safety and HORT 2235 Landscape Estimating and Bidding. This also puts this degree in line with course work and credit hours with other nationally accredited schools/programs such as Joliet Junior College, Sandhills Community College, Hawkeye Community College, Cincinnati State Technical and Community College offering the same degree.

This is not a transferable degree. Most students who earn an AAS Degree enter the profession directly after the completion of this AAS degree with the skills needed to be successful. University of Illinois in Champaign discontinued its horticulture program. Illinois State University and Southern Illinois University offer Bachelor degrees in horticulture.

h. Regional Programs: If the college is seeking "regional" designation for the proposed program, define the "region" to be served, describe how the college will ensure the region is adequately served by the program, (i.e. via distance learning, online education or campus branches) and include separate letters from each of the colleges within the defined region indicating their support for the proposed program at your college.

We are not seeking regional designation for this degree.

2. Need Summary. Provide a brief summary of your findings which support the need to develop and offer the proposed program(s) within your district. Include any additional information not already reported that illustrates demand for the program(s).

The increased development of private and public lands has created a need for trained landscape contractors and designers. The Landscape Contracting and Management AAS degree specialization addresses this need and offers opportunities for individuals seeking employment in the landscape industry. Training at College of DuPage allows students to focus on topics such as landscape design, estimating and bidding, landscape construction and ground maintenance. It combines intensive coursework with practical hands-on training and allows students to work with the most advanced materials and components available. Students utilize the outdoor labs as part of their hands-on training experience. Field trips and guest speakers keep the students and faculty in close contact with the industry and its concerns.

Graduates of College of DuPage's Landscape Contracting program will have professional training, experience, and skills in the basics of landscape contracting. Professional training emphasizes plant identification, care and culture, designing full-scale landscapes, construction techniques, bidding, estimating, maintenance practices, and installation techniques.

Employment opportunities exist for supervisors and managers in residential and commercial landscaping, garden design, park management and maintenance and in horticultural supply companies. Career opportunities include: landscape designer, landscape sales and marketing supervisor, landscape maintenance supervisor, computer landscape designer, landscape construction supervisor, park management supervisor, and golf course

maintenance supervisor. Professional positions are currently available in the following areas: sales and marketing, design, installation and maintenance, computer landscape design, crew foreman, and construction. The college maintains professional affiliations with the National Association of Landscape Professionals (NALP), the Illinois Landscape Contractors Association (ILCA) as well as with other related industry organizations.

According to the Department of Labor Statistics (DSL), College of DuPage is situated in a Chicago metropolitan area with the highest employment level of landscaping and grounds workers in the United States employing over 20,030 people with one of the highest annual mean wages in this occupation.

Employment in the Landscape Industry is projected to grow as fast as or faster than most occupations in DuPage County:

- Grounds Maintenance Workers is projected to grow 13.20 percent from 2012 to 2022 with 238 annual job openings in DuPage County. Nationally, employment is projected to grow 18.2%.*
- Landscaping and Groundskeeping Workers is projected to grow 13.05 percent from 2012 to 2022 with 213 annual job openings in DuPage County. Nationally, employment is projected to grow 18 percent.*
- Pesticide Handlers, Sprayers & Applicators is projected to grow 2 percent from 2012 to 2022 with 6 annual job openings in DuPage County. Nationally, employment is projected to grow 17.7%.*
- Tree Trimmers & Pruners is projected to grow 5 percent from 2012 to 2022 with 11 annual job openings in DuPage County. Nationally, employment is projected to grow 26.3%.*
- Grounds Maintenance Workers, All Others is projected to grow 3 percent from 2012 to 2022 with 9 annual job openings in DuPage County. Nationally, employment is projected to grow 11.8%.*

Employment projections for surrounding counties are also very high, reinforcing the need for qualified workers. See attached supporting detail for employment projects in surrounding counties.

The National Association of Landscape Professionals (NALP), which provides national accreditation of COD's programs requires a specific Landscape Contracting and Management Degree track that meets specific requirements (see specific accreditation requirements in supporting documentation). The accreditation team found that COD currently has no degree, major, or track identified with landscape contracting.

CURRICULUM QUALITY

1. Curriculum Information. Demonstrate the college has developed quality curricula that aligns with federal, state and local requirements, is responsive to local workforce needs, and will prepare graduates with the appropriate level of skill to meet their educational and employment goals.

a. Program purpose: Describe the goal for individuals completing this program(s) in terms of gaining employment and continuing their education. If submitting a degree and certificate together, delineate the level of education, skill and employment for each.

- 1) Catalog description.** Provide a description of the program(s) as it will appear in the college's catalog.

The Landscape Contracting and Management program develops a student's ability to design, implement, and maintain landscape projects. Students build professional skills in plant healthcare, design, estimating, installation, project management and sustainable landscaping.

- 2) Curriculum.** Complete the Curriculum Chart (Part B) indicating the general education, career and technical education, work-based learning and elective requirements and options to complete the program. Include a Curriculum Chart for each program.

b. Educational alignment: Describe how the proposed program(s) illustrate a Program of Study. See ICCB's Programs of Study website for more information: [Illinois Programs of Study](#).

- 1) Academic/Curricular Alignment.** Describe the alignment of content between secondary and postsecondary coursework and curricula. Include opportunities for dual credit or articulated credit in both academic and career/technical areas between high school and community college. How will the college ensure a smooth transition for students entering the program, whether from high school, adult education, or other workforce training pipelines?

Having this new AAS degree in place would allow for future dual credit agreements, would allow for a smooth transition for students in high school interested in pursuing a degree in the field of Landscape Contracting and Management and allow the program to better meet the needs and interests of the community. We are currently working with local high schools developing program of studies and career pathways. The proposed new degree illustrates a specific program of study for a student wanting to go into Landscape Contracting and Management. This degree would fall under the Agriculture, Food, and Natural Resources Career Cluster, as well as the existing horticulture Parent program. Both degrees fall under the Plant Systems Career Pathway.

- 2) Relationship to existing curricula at the college:** Indicate how this program(s) may provide educational laddering opportunities between short- and long-term certificates and degree curricula.

Many of the courses included in the Landscape Contracting and Management AAS Degree are required for existing certificates in the Horticulture program. A student can earn one or more certificates while also completing the degree.

- 3) Articulation.** Specify how the program is structured or articulated to provide educational opportunities for students beyond community college (i.e. baccalaureate capstone programs). If applicable, include information on the specific programs and baccalaureate institutions with which the college has been working towards articulation.

DeVry University currently has a flexible Bachelor's degree in Technical Management that is a possibility for graduates that wish to pursue a Bachelor's Degree after completion of this AAS degree. DeVry will transfer and use nearly every credit earned toward an AAS degree as well as up to 20 additional general education COD credits if a student wishes to complete them with us. The balance of the DeVry Business Core courses can be taken online.

The majority of the students in this degree program will begin work in the industry upon completion with the required skills needed to be successful. This AAS degree is designed to be a non-transferable degree.

University of Illinois discontinued its horticulture program for students to transfer into, so student's wishing to get additional training and education is limited in the state of Illinois. Illinois State University and Southern Illinois University offer Bachelor degrees in horticulture.

- 4) Academic & Technical Skill Requirements.** Describe how the college ensures that the proposed curricula will provide needed education and skills for the occupation and will meet program objectives by addressing the following:

- (a) Academic Entry Skills:** Describe the reading, writing, math and/or science knowledge/skill

requirements for students to enter and be successful in the proposed program. How will the college ensure appropriate remediation for students (e.g. through Academic Support Services or CTE/DevEd Bridge Instruction).

The following is applicable to students completing the AAS Degree that includes general education course work:

Reading Placement Test

The Reading Placement Test assesses a student's readiness for demands of college-level reading. Upon completion of the test, students will receive a score that places them in one of four categories. These categories are used as prerequisites for most college-level courses at College of DuPage.

Students do not need to take this test and qualify as "Reading Category 1" (college ready) if they meet ONE of the following conditions:

- ***College-level totaling 12 semester hours with at least a "C" average.***
- ***ACT composite score of 20. Proof of score must be provided.***
- ***A score of 550 paper/pencil, 213 computer-based or 79 internet-based on the Test of English as a Foreign Language (TOEFL). Proof of score must be provided.***
- ***College certificate, Associate degree, BA/BS degree, Graduate/Professional degree.***

If after entering the College of DuPage Horticulture Program, the student is found to be deficient in reading, math or writing, the coordinator or instructor should refer the student to the Academic Learning Center for tutoring in these subjects.

(b) General Education: Describe how the general education requirements support the technical skill requirements of the CTE program. Do each of the courses in Math, Communication, Science, etc. support the level of technical skill required to complete the program and obtain employment?

The general education courses that students take in Math, Communication, Science, etc. at College of DuPage fully support the level of technical skill required for a student to complete this program successfully and obtain employment in the workforce. Career and Technical Education (CTE) has the potential to engage students through relevant learning experiences and, when infused with rigorous academic standards, to thoroughly prepare students for college and career success.

(c) Technical Skills: Describe what industry skill standards have been set for related occupations and what professional credentialing (licensure, certification, registration, etc...) is required or optional to students, when and through what agency/entity? Is it optional or required (i.e., is licensure or certification required or optional for job entry?) What steps has the college completed to ensure that students will learn the skills required to obtain the necessary licensure or certification?

Students completing the AAS Degree in Landscape Contracting and Management will have the required skills to obtain various types of industry certifications:

- ***The Landscape Industry Certification is a voluntary, national, hands-on testing program administered by the Illinois Landscape Contractors Association (ILCA) that seeks to recognize proficiency in the landscape workforce and upgrade the status of***

the landscape professional. Certification recognizes those landscape technicians who demonstrate they can meet strict performance and safety standards in installation or maintenance modules.

- *The Irrigation Association also offers a number of certification programs for professionals specializing in agriculture, turf/landscape and golf irrigation. These certifications include:*
 - *Certified Irrigation Contractors*
 - *Certified Irrigation Designers*
 - *Certified Irrigation Auditors*
 - *Certified Golf Irrigation Auditors*
 - *Certified Landscape Water Managers*
 - *Certified Irrigation Technician*

Students also completing the AAS Degree are highly encouraged to obtain their 10-hour Occupational Safety & Health Administration (OSHA) Safety Card. Students are able to complete this requirement by taking the new HORT-1109 OSHA 10 Hour Landscape Safety Course. Many employers require their employees to get this certification.

5) Career Development. Describe how career information, resume building and job search activities are incorporated into the curriculum.

There are two individuals assigned as CTE counselors available to students for job seeking skills. The Horticulture Department incorporates resume building into classes including Coop/Internships, as does the on-campus Career Services Office. Various career-ready workshops are also available to students, alumni and community members at no charge.

6) Course Syllabi. Append in Part B the appropriate ICCB course forms and course syllabi for new courses or any existing courses that are being modified significantly for the proposed curricula.

New courses being added to the horticulture program to support this new AAS Degree in Landscape Contracting and Management include: HORT 1109 - OSHA 10-Hour Landscape Safety (1 credit) and HORT 2235 - Landscape Estimating and Bidding (3 credits). These courses were required as part of the accreditation and were recommended by the accrediting agency.

c. Work-Based Learning. Describe how work-based learning will be incorporated into the curricula. Append to Part B a list of work-based learning sites to be used for internship, career exploration, job shadowing, clinical practicum, or apprenticeship coursework.

There is a 3 credit hour internship required in this new degree. Students are required to set measurable learning goals and complete a portfolio demonstrating workplace skills.

d. Accreditation for Programs. Describe what external approval or accreditation is required and/or optional for this program, when and through what agency/entity it is available. (i.e., is program approval/accreditation by a regulatory agency or industry-related entity required prior to enrolling students or graduates earning their licensure/certification? What steps has the college completed to obtain that approval/accreditation?)

A requirement of the national accreditation we received through the National Association of Landscape Professionals (NALP) requires a specific Landscape Contracting and Management Degree track that meets the following requirements listed below. The accreditation team found that we

currently have no degree, major, or track identified with landscape contracting and that the current horticulture degree has a minimal number of required classes and a very large array of electives. This past fall, the horticulture department at College of DuPage was granted "Provisional Accreditation". Accreditation will be for seven years, until the year 2022, at which time another review will be required. A requirement of the accreditation is to create an identifiable AAS landscape track that ensures each student in that track meets the NALP standards. This involves an increase in program requirements with fewer electives and will not affect other certificates or subject areas or the general horticulture degree.

Note: See attached document for accreditation requirements for Landscape Contracting and Management Degree.

e. Assessment of Student Learning: Describe how the college plans to ensure students will meet the objectives for this program through evaluation of knowledge and skills at both the course and program-level.

- 1) Student Learning Objectives.** Describe or list the broad program-level learning objectives/outcomes that each student is expected to have mastered upon completion of each program related to:
- the general education component of the curriculum, and
 - the career and technical education component of the curriculum.

The General Education Outcomes that are incorporated in program-level learning are:

- ***Critical Thinking***
- ***Information Literacy***
- ***Knowledge Integration***
- ***Effective Communication***
- ***Mathematical Reasoning***
- ***Scientific Reasoning***
- ***Social Awareness***

The career and technical education component of the curriculum:

Upon completion of the Landscape Contracting and Management Associate Degree in Applied Science, the student will be able to:

- ***Understand the principles of plant structure, function and plant growth***
- ***Identify trees, shrubs, annuals, perennials and turf grass species commonly used in the landscape***
- ***Using standard industry practices, develop guidelines and demonstrate the ability to perform proper fertilizing, pruning, mulch application and irrigation in landscapes***
- ***Demonstrate the safe use of equipment, chemicals, and tools used in the landscape industry***
- ***Understand the elements of water management of a landscape site***
- ***Explain types of sustainable practices used in the landscape industry***
- ***Describe the interrelationships of people, society and plants***
- ***Demonstrate effective written, visual and verbal communication skills***
- ***Describe the benefits of professional organizations in the green industry***
- ***Gain practical experience utilizing learned skills working in the landscape industry***
- ***Describe business management practices utilized in the landscape industry***

2) Assessment of Student Learning Objectives. Describe the overall course-level assessment method(s) to be used, and the end-of-program assessment method(s) the college will use to ensure that students demonstrate these learning objectives just prior to program completion. (i.e., assessment through portfolio review, cumulative course completion, team project, comprehensive written/performance test, or industry/state pre-certification/licensure examination).

- *Students will be evaluated by projects, assignments, labs, discussion boards, and/or quizzes/tests. Class attendance and participation may also be a factor in evaluation along with compliance with safety procedures.*
- *The primary component of the end of program assessment is the development of a portfolio in HORT 2863, Internship. Students are required to complete a 3 credit hour internship consisting of 225 hours on the job work experience. Students determine what type of experience they would like, the ideal location for that experience, and reach out to employers to ask them for an opportunity. The student creates 4 measurable learning goals based on the internship description, which will improve assessed skills. The portfolio includes a current resume, long and short term goals specific to the course work in horticulture and the landscape industry, proof of applied and acquired skill sets, as well as work samples and other evidence of achievement in the program.*
- *Students will be evaluated by their landscape design final project that incorporates many of the course objectives in the courses required by this degree (HORT 1111, HORT 2211, HORT 2212, HORT 2213, HORT 2214, and HORT 2271).*

f. Continuous Quality Improvement.

- 1) Describe how the college will utilize continuous quality improvement to ensure the curricula remains rigorous and relevant.
- 2) Describe how the college will use Assessment of Student Learning information/data to improve the curricula.
- 3) Include a list of educational, business and community partners that participate in the improvement process.

Program improvement is facilitated through comprehensive program review every five years. The College is accredited through the Higher Learning Commission, using the Academic Quality Improvement Program method of innovation and ongoing self-assessment. The same concepts that are used on a college-wide basis for continuous improvement are employed at the department level through curriculum meetings with Horticulture faculty and industry advisory committee. The full and part-time faculty who teach in the Program are dedicated to creating the highest quality curriculum. In addition, the Advisory Committee of the Horticulture Program is comprised of industry professionals who provide a continuing review of curriculum relevance.

2. Unique or noteworthy features of the program. Describe how the proposed program(s) stands apart from other programs similar in nature. Include information on instructional delivery method(s). (i.e., classroom only, online only, hybrid, distance learning).

The current Landscape Lab at the college will support hands-on learning for students of the program. The Degree program will offer some courses in hybrid format, as well as possible online format.

3. Faculty Requirements. Describe the number of other faculty, existing and new, that will be required to implement and support the program.

a) Faculty Qualifications. Complete the **Faculty Qualifications Chart** (Part B). Include general minimum qualifications and those credentials that are specific to instructors in the proposed field of study (i.e. Cosmetology Instructor Certification to teach Cosmetology).

b) Faculty Needs. Complete the **Faculty Needs Chart** (Part B) to specify the number of full- and part-time faculty the program will need for each of the first three years, including new and existing faculty.

4. Academic Control. Describe how the college will maintain academic control over the program, including student admissions, faculty, and program content and quality.

a) Internal Oversight. Indicate what department and staff at the institution are responsible for maintaining the academic integrity of the program.

Judy Burgholzer, Horticulture Program Coordinator, is responsible for maintaining the academic integrity of these programs.

b) Contractual/Cooperative Agreements. Append to Part B a copy of the contractual or cooperative agreement to the application if another entity is involved in the delivery of the program. This includes any partnership agreement with another college, university, the regional consortia, an apprenticeship or labor organization, a private institution, business, or other outside entity.

There are no contractual or cooperative agreements at this time.

COST ANALYSIS

Verify the college has the fiscal resources in place or budgeted to support the program in a cost-effective manner. Document the financial feasibility of the proposed program.

1. Source of Funds. Specify the source of funds the college will use to support the proposed program and note what portion of funds will come from reallocation of existing resources as compared to new resources. Indicate how this program(s) will share resources (i.e. faculty, facilities, etc....) with existing programs. Include grant resources and amounts (i.e. Postsecondary Perkins, \$5,000 for program development; or USDOL Grant, \$10,000 for equipment).

The department has requested capital budget funding for FY2017 to meet the recommendations the accreditation agency made in terms of the department's ability to adequately train students on pieces of landscape equipment typically used in the industry. Additional grant sources and College funds will provide for future expansion of training equipment.

2. Equipment. If necessary, append to Part B of the application a list of new (new to the institution or program) equipment to be purchased, shared, or leased to implement the curriculum. Include donations of equipment.

- **Dingo TX 525/25 HP Kubota Diesel wide track with attachments \$30,304.00**
- **Sod Cutter Jr 18" 5.5hp Honda Engine \$5,383.00**
- **Aerator 19" Lawnaire IV 4hp Honda Engine \$3,241.00**
- **Zero Turn Riding Mower \$7,168.00**
- **Spreader/Sprayer Triumph 5.5hp Honda Engine \$7,450.00**

- 3. Facilities.** Verify the college has adequate facilities (i.e. classroom or laboratory space) to implement and support the program. Include plans for utilizing facilities through partners (i.e. local businesses, labor councils, community organizations, etc...) to deliver the program accordingly. Also describe any new costs associated with renovation or development of facilities.

We will utilize current Horticulture Classrooms for courses. Additional classroom space in the TEC Building may be needed due to an increase in course offerings, especially during peak hours.

- 4. Finance.** Complete the **Finance Chart** (Part B) to identify new direct costs to establish the program over the next three years.

OCCUPATIONAL CURRICULUM APPROVAL APPLICATION
PART B: Supportive Documentation and Data

This part of the application is designed to document the program-to-occupational demand connection, the college's projected enrollment, proposed curricular structure, faculty requirements, and fiscal support.

OCCUPATIONAL DEMAND

OO

1. a) Labor Market Data. Append any occupational or industry projections data that supports the need for the proposed program(s).

1. b) Occupational Chart. List occupational titles related to the proposed program(s) and corresponding employment projections and completer data.

Soc Job Titles & Codes * and other Job titles if alternate date also submitted	Annual District Openings*	Employment Projections: Annual Program Completers ** (indicate from which surrounding districts)
37-3000	238	Employment of Grounds Maintenance Workers is projected to grow 13.20% from 2012 to 2022 in DuPage County. Nationally, employment is projected to grow 18.2%.
37-3011	213	Employment of Landscaping & Groundskeeping Workers is projected to grow 13.05% from 2012 to 2022 in DuPage County. Nationally, employment is projected to grow 18 percent.
37-3012	6	Employment in Pesticide Handlers, Sprayers and Applicators is projected to grow 10.95% from 2012 to 2022 in DuPage County. Nationally, employment is projected to grow 17.7%
37-3013	11	Employment of Tree Trimmers and Pruners is projected to grow 21.28% from 2012 to 2022 in DuPage County. Nationally, employment is projected to grow 26.3%
37-3019	9	Employment of Grounds Maintenance Workers, All Others is projected to grow 10.12 % from 2012 to 2022 in DuPage County. Nationally, employment is projected to grow 11.8%

* SOC (Standard Occupational Classification) Job titles/codes & AAJO (Average Annual Job Openings) by Community College district can be found through the IDES [Illinois Dept. of Employment Security website](http://www.ides.state.il.us/).

** Program completer data can be used from the most current ICCB Data and Characteristics Report or completer data provided by the college.

1. c) Enrollment Chart. Provide an estimate of enrollments and completions over the first three years of the program. Include separate figures for each program (i.e. separate estimates for each degree and/or certificate included in this application).

	First Year	Second Year	Third Year
Full-Time Enrollments:	15	20	25
Part-Time Enrollments:	25	30	35
Completions:	0	10	20

CURRICULUM STRUCTURE

Rationale

The program includes 71 credits including new requirements identified by the National Association of Landscape Professionals (NALP) accreditation team as necessary components for adequate preparation in this field. These accreditation standards are set forth by the NALP appointed Landscape Contracting Accreditation Board (LCAB). This new degree also meets the requirements for an AAS Degree in Applied Science. New courses have been developed and approved to address OSHA and Landscape Estimating and Bidding. Additionally, per NALP requirements, a course in Economics has been included in the curriculum. This would most likely be a terminal degree for a professional in this industry. The industry hires a staggering 300,000 employees each year according to the National Association of Landscape Professionals. The majority of those jobs only require an Associate's Degree with specialized training.

Accreditation through the National Association of Landscape Professionals is an endorsement of colleges and universities with outstanding landscape contracting or horticultural degrees. This recognition is extended to schools that meet or exceed industry standards for a model curricula. Graduates of accredited programs are highly sought after by every facet of the landscape profession. Companies are assured any student from an accredited school has the training and skills to enter the workforce and make an impact right away. The National Association of Landscape Professionals Accreditation is the only nationally recognized endorsement offered to colleges with landscape/horticulture curricula.

2. a) Curriculum Chart. List general education, career and technical education, work-based learning, and elective courses within the proposed program. Asterisk"*"courses with pre-requisites; *Italicize* transferrable courses. **BOLD** new courses.

Program Title: Landscape Contracting and Management AAS Degree (HORT 3337)					
	Course Prefix/#	Course Title	Credit Hours	Lecture Hours (include contact hrs <u>new</u> courses only)	Lab Hours (include contact hrs <u>new</u> courses only)
General Education Courses (<i>required</i> coursework). Specify Courses.	Biolo 1110	<i>Environmental Biology*</i>	4		
	Or				
	Biolo 1151	<i>Principles of Biological Science *</i>	5		
	Or				
	Chemi 1211	<i>Survey of General Chemistry *</i>	5		
	Math 1104	Mathematics for Horticulture	3		
	Econ 2201	<i>Macroeconomics and the Global Economy *</i>	3		
	Or				
Econ 2202	<i>Microeconomics and the Global Economy *</i>	3			
		Communications (6 credits)*	6		
		Humanities and Fine Arts (3 credits)*	3		
Total			19 or 20		
Career and Technical Education (CTE) Courses (<i>required</i> coursework)	HORT 1100	Introduction to Horticulture	3		
	HORT 1101	Soils and Fertilizers	3		
	HORT 1109	OSHA 10-Hour Landscape Safety	1	1	0
	HORT 1111	Landscape Design I	3		
	HORT 1112	Landscape Maintenance	3		
	HORT 1113	Landscape Construction	3		
	HORT 1114	Irrigation and Water Management	3		
	HORT 1130	Horticulture Business	3		
	HORT 2211	Computer-Aided Drafting for Landscape *	3		
	HORT 2213	3D Landscape Design	3		

Career and Technical Education (CTE) Courses (required coursework)	HORT 2231	Turf Science and Management	3		
	HORT 2235	Landscape Estimating and Bidding	3	3	0
	HORT 2241	Landscape Plants I *	3		
	HORT 2242	Landscape Plants II *	3		
	HORT 2251	Diseases of Ornamental Plants	3		
	HORT 2261	Insects of Ornamental Plants*	3		
Total			46	3	0
Work-Based Learning Courses (internship, practicum, apprenticeship, etc.)	HORT 2863	Internship (Career & Technical Education) *	3		
Total			3		

CTE Electives <i>Students select a <u>minimum of 3</u> credits from the courses listed...</i>	HORT 1125	Water Use and Conservation in the Landscape			
	HORT 1131	Landscaping for Wildlife			
	HORT 1135	Introduction to Green Roofs			
	HORT 1140	Landscape Graphics			
	HORT 1141	Sustainable Landscape Design			
	HORT 1145	Perennial Plant Communities I			
	HORT 1151	2-Cycle Small Engine Repair and Maintenance			
	HORT 1152	4-Cycle Small Engine Repair and Maintenance			
	HORT 1185	Arboriculture			
	HORT 2212	Advanced Computer-Aided Drafting for Landscape *			
	HORT 2214	Advanced 3D Landscape Design *			
	HORT 2221	Plant Propagation			
	HORT 2243	Ornamental Grasses			
	HORT 2244	Herbaceous Perennials *			
	HORT 2245	Perennial Plant Communities II *			
HORT 2271	Landscape Design II *				
Total			3		
TOTAL CREDIT HOURS REQUIRED FOR COMPLETION			71-72		

Each candidate for an Associate in Applied Science (A.A.S.) degree shall satisfactorily complete a minimum of 18 credits in General Education. For the **Horticulture degree**, some General Education courses are already listed under program requirements. Therefore, students need 12 to 14 credits besides those listed under program requirements.

Under the specified General Education headings below, the following courses are required for the Sustainable Urban Agriculture degree:

Communication: 6 credits

Written: (3 credits) English 1101 or 1105

Oral: (3 credits) Speech 1100, 1120 or 1150

Physical and Life Sciences: 3 to 5 credits

At least one course with a laboratory component

(Biology 1110, 1151 or Chemistry 1211 in program requirements fulfills this requirement)

Mathematics: 3 to 5 credits

Select a minimum of 3 credits (1000 level or above).

Select Mathematics 1102, 1104 or 1120 only where required in the degree program. Only one from the following three courses may count toward overall degree requirement credit: Mathematics 1635, Psychology 2280 or Sociology 2205. Only one of the following courses may count toward overall degree credit: Mathematics 1428 or Mathematics 1431. ***(Math 1104 in program requirements fulfills this requirement)***

Humanities and Fine Arts: 3 credits

Social and Behavioral Sciences: 3 credits ***(ECON 2202 in program requirements fulfills this requirement)***

Complete at least 2 credits from the list of courses in the **Global/Multicultural Studies** or **Contemporary Life Skills** Category. ***(HORT 1100 in program requirements fulfills this requirement)***

TOTAL CREDITS FOR AAS DEGREE 71 to 72

2. b) Curriculum Sequence. Provide a copy of the term-by-term sequence of courses required to complete the program as it will appear in the college's catalog.

(Full-Time Enrollment) 71 to 72 credits

Please note: A student's readiness to perform college-level coursework is based on the student's placement test and/or ACT scores. Below 1000 level coursework may be required prior to the student taking courses in the suggested sequences.

First Semester (16 credits)

- Engli 1101 (3)
- Hort 1100 (3)
- Hort 1101 (3)
- Hort 1109 (1)
- Hort 1130 (3)
- Hort 1111 (3)

Second Semester (16 to 17 credits)

- Spec 1100 (3)
- Biolo 1110 OR Chemi 1151 OR Chemi 1211 (4 to 5)
- Math 1104 (3)
- Hort 1113 (3)
- Hort 2211 (3)

Summer Term (9 credits)

- Hort 1114 (3)
- Hort 2231 (3)
- Program Elective(s) from list below (3)

Third Semester (15 credits)

- Econ 2201 (3) or Econ 2202 (3)
- Hort 2213 (3)
- Hort 2241 (3)
- Hort 2251 (3)
- Hort 1112 (3)

Fourth Semester (15 credits)

- Humanities and Fine Arts (3)
- Hort 2863 (3)
- Hort 2242 (3)
- Hort 2235 (3)
- Hort 2261 (3)

Elective(s): Select a minimum of 3 credits from the courses listed below...

Hort 1125 (1)	Hort 1141 (1)	Hort 1185 (3)	Hort 2243 (2)
Hort 1131 (1)	Hort 1145 (2)	Hort 2212 (3)	Hort 2244 (3)
Hort 1135 (1)	Hort 1151 (2)	Hort 2214 (2)	Hort 2245 (1)
Hort 1140 (2)	Hort 1152 (3)	Hort 2221 (3)	Hort 2271 (3)

2. c) Contractual/Cooperative Agreements. Append to Part B a copy of the contractual or cooperative agreement if another entity is involved in the delivery of the program. This includes any partnership agreement with another college, university, the regional consortia, an apprenticeship or labor organization, a private institution, business, or other outside entity.

FACULTY REQUIREMENTS

3. a) Faculty Qualifications. Cite the minimum qualifications for new and existing faculty.

Degree	Field	Credential	Years of Related Occupational Experience	Years of Teaching Experience
Associates Degree in Horticulture or seven (7) year's management experiences in subject area in a business	Horticulture/Landscape	N/A	7	1
Master's Degree and some teaching experience preferred				

3. b) Faculty Needs. Cite the number of faculty, including new and existing faculty that the program will need for each of the first three years noting if they will serve as full-time faculty or part-time.

	First Year		Second Year		Third Year	
	Full-Time	Part-time	Full-Time	Part-time	Full-Time	Part-time
# of New Faculty	0	1	0	0	0	0
# of Existing Faculty	2	20	2	21	2	21

FISCAL SUPPORT

4. a) Equipment. If necessary, append to Part B a list of new (new to the institution or program) equipment to be purchased, shared, or leased to implement the curriculum. Include donations of equipment.

4. b) Finance Chart. Identify projected new direct costs to establish the program.

	First Year	Second Year	Third Year
Faculty Costs	\$9,000	\$9,000	\$9,000
Administrator Costs	0	0	0
Other Personnel costs (specify positions)	0	0	0
Equipment Costs	\$30,000	\$10,000	\$10,000
Library/LRC Costs	\$300	\$300	\$300
Facility Costs*	0	0	0
Other (specify)	0	0	0
TOTAL NEW COSTS	\$39,300.00	\$19,300.00	\$19,300.00

*Capital projects that use state funds require prior ICCB approval, as do capital projects over \$250,000 that use local funds.

Work-Based Learning (Part B). Describe how work-based learning will be incorporated into the curricula. Work-based learning sites to be used for internship, career exploration, job shadowing, clinical practicum, or apprenticeship coursework.

There is a 3 credit hour internship requirement in this new degree. Students are required to set measurable learning goals and complete a portfolio demonstrating workplace skills.

Possible work-based learning/internship sites include, but are not limited to the following:

- Shady Hill Gardens- Elburn, IL <http://www.shadyhill.com/>
- Ball Horticultural - West Chicago, IL <http://ballhort.com/>
- Hausermann's Greenhouses - Addison, IL <http://orchidsbyhausermann.com/>
- U of I Hort Research Center- St. Charles, IL <http://research.aces.illinois.edu/content/st-charles-horticulture-research-center>
- Schaefer's Greenhouse- Montgomery, IL <http://www.schaefergreenhouses.com/>
- Cantigny Grounds and Greenhouses- Winfield, IL <http://www.cantigny.org/>
- The Morton Arboretum- Lisle, IL <http://www.mortonarb.org/>
- Midwest Groundcovers- St. Charles, IL <http://www.midwestgroundcovers.com/>
- Midwest Trading- Virgil, IL <http://www.midwest-trading.com/>
- The Conservation Foundation- Naperville, IL <http://www.ilcf.org/portal/>
- Numerous Private Gardens in the area (Perennials and Ornamental Grasses)
- Floral Wholesalers
- Aquascape- St. Charles, IL <http://www.aquascapeinc.com/>
- Unilock- Aurora, IL <http://unilock.com/>
- Chicago City Hall Green Roof – Chicago, IL <http://www.greenroofs.com/projects/pview.php?id=21>
- Sebert Landscape Company- Bartlett, IL <http://www.sebert.com/Welcome.html>
- Russo Power Equipment- Shiller Park, IL <http://www.russopower.com/>
- EarthStone Midwest- Schiller Park, IL <http://www.earthstonemidwest.com/>
- Garfield Park Conservatory, Chicago, IL <http://www.garfield-conservatory.org/>
- Echo Factory – Lake Zurich, IL <http://www.echo-usa.com/>
- Martin and Associates- Vernon Hills, IL <http://www.jamesmartinassociates.com/>
- Chicago Botanic Garden – Glencoe, IL <http://www.chicagobotanic.org/>
- Pottawatomie Golf Course- St. Charles, IL <http://www.pottawatomiegc.com/>
- Sugar Creek Golf Course- Villa Park, IL <http://www.sugarcreekgolfcourse.org/>
- Patten CAT- Elmhurst, IL <http://www.pattencat.com/>

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Name of Career & Technical Education Program or Regional Center: Horticulture Program
Date: March 15, 2015 Time: 11:30 a.m. Location of Meeting: Luncheon/Meeting in TE1011
Members Present (full names) and Expertise/Area Represented: Dino Castino, Russo Power Equipment; Kevin Goss, Sugar Creek Golf Course Superintendent; Scott Grams, Executive Director, Illinois Landscape Contractors Association; Eric Gundersen, The Growing Place Nursery, Inc.; Richard Hentschel, University of Illinois Extension; Mike Rizzi, Midwest Groundcovers, Inc.; Denise Walden, Walden Floral Design Co.
College of DuPage Administrators/Staff Present (names and titles): Brian Clement, Instructor; Jeanne Kempiak; Counselor; Lisa Pastore, Horticulture Program Specialist; Cindy Vervynck, Horticulture Student Representative
Meeting Facilitator (name): Judy Burgholzer, Professor/Coordinator, Horticulture
The Minutes: Meeting called to order at 12:15 and approval of the agenda. Minutes approved from the last meeting. I. Curriculum Development/Revisions: Fall curriculum follow-up. The following courses were approved by the college curriculum committee: Hort 1112, Landscape Maintenance Hort 1113, Landscape Construction Hort 1114, Irrigation and Water Management Hort 2213, 3D Landscape Design Hort 2251, 2-cycle Small Engine Repair and Maintenance Hort 2252, 4-cycle Small Engine Repair and Maintenance The following courses were added to the Landscape and Turf Maintenance certificate:

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Hort 1112, Landscape Maintenance, Hort 1113, Landscape Construction, Hort 1114, Irrigation and Water Management. The old Hort 1112, Landscape Maintenance and Construction was deleted.

The following courses were added to the Landscape Design and Construction certificate:

The committee did not feel it is necessary at this time to include the 3D Landscape Design course in the certificate since 2D is still more widely used in the industry. Students can take 3D as an elective in the degree if they wish to gain this additional skill.

- a. Update on Spanish for Horticulture class: At the fall college-wide curriculum meeting, the proposal shared at our fall meeting was tabled to get input from the Spanish faculty. Discussion took place on the title, course objectives and topical outline. The advisory committee still feels strongly that the title needs to reflect that Spanish phrases and communication skills with Hispanics in the green industry will be taught in the class. They do not think generalizing the course title is a good idea and should be avoided. They suggested the title, “English/Spanish Communication in the Green Industry” or “Communicating with Hispanics in the Green Industry.” It was also suggested that the topical outline include the topics Leadership, Empowerment and Supervision.
- b. Advanced 3D Landscape Design class: Due to student and industry request, we would like to add an advanced 3D class as an elective in the degree program. The committee unanimously approved the course proposal.
- c. Outdoor Power Generators class: Industry has also requested training in outdoor power generators. The committee unanimously approved the development of a new course. Judy indicated we can use committee help in finding an instructor for the course once it is developed.
- d. Online classes: We offered our first online course this spring – Hort 2231, Turf Science and Management. Brian gave a brief demonstration of the materials created and used in the class. The turf class will be offered again this summer. Hort 1100, Introduction to Horticulture is currently being developed as an online course and will be offered in fall 2015.

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- e. Power Equipment Technology certificate: Brian asked for input on developing a Power Equipment Technology certificate. Dino indicated there is a huge need for equipment technicians in the industry. Jeanne suggested that program advisors could visit HVACR/AUTO classes to promote the certificate if it is developed. Dino suggested recruiting students from the roofing industry. The committee approved moving forward in developing the Power Equipment Technology certificate, which would include the 2- and 4-cycle Small Engine Repair and Maintenance classes, and the Outdoor Power Generators class mentioned above.

- f. Urban Forestry/Arboriculture certificate and courses: We have had several calls asking if we offer urban forestry or climbing classes. The committee did not see the need to offer an Urban Forestry certificate as they believe we would not have a large population of students for it. However, they did see a need to incorporate more climbing into our existing Arboriculture class. Also, Scott mentioned there is a very definite need for a pruning course and that the addition of such a course would be more valuable. We will explore options and revisit this idea later.

- g. Sustainable Urban Agriculture certificate and courses: At the fall meeting we discussed the possible development of a Sustainable Urban Agriculture certificate. Horticulture faculty and staff met with Forest Preserve District of DuPage County and Kline Creek Farm personnel in the fall in an effort to work out an intergovernmental agreement for a site at Kline Creek Farm. As of now, development of the certificate is on hold since no agreement is in place yet. If we move forward, the committee suggested investigating other urban farms to model.

II. Announcements

- a. ILCA Landscape Design Contest Winners: Brian Clement reported on the contest this year. Our students did extremely well again this year.

Winners in the 3D Landscape Design Computer Generated Presentation from College of DuPage include Carol Jackson, First Place, South Elgin ([link to video presentation](#)); Tammy Cerveny,

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Elliott,
Stream.

Second Place, Lombard ([link to video presentation](#)); and Maisa Juber, Third Place, Addison ([link to video presentation](#)).
College CAD Landscape Plan winners from College of DuPage include **Kimberly Hendrich**, First Place, Bensenville; **Amy**

Second Place, Aurora; and **Carly Divito**, Third Place, Carol

b. PLANET Accreditation/Competition

We recently submitted all documentation required by the Professional Landcare Network (PLANET) to initiate the accreditation process. It includes a 2 day site visit, during which PLANET representatives will speak with faculty, staff, students, administrators and advisory committee members.

Brian Clement and Marty Bartz are leaving next week for the PLANET competition at North Carolina State University. The team consists of 6 students who worked with Brian and Marty to raise nearly \$5,000 for travel expenses. Donors included ILSECO and The Growing Place.

c. Floral CDE – March 12. Denise Walden has been instrumental in revamping the contest this year. Nine schools and approximately 63 high school students will be participating.

d. Career Fair Wrap-Up

We had about 25 employers and approximately 60 students attend our Career Fair in February.

e. Spring Sale Dates

The spring sale is scheduled for May 8, 9 and 11 – 13. Advisory Committee members will be invited to shop earlier in the week.

f. School visits/tours/recruitment: Faculty and staff are involved in numerous school visits, tours and recruitment events. Among them are the TCD 7th Grade Career Fair, iLandscape Student Career Day, DuPage Countywide Institute Day, Churchill Elementary High Interest Day, and Addison Trail High School Career Week.

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- g. MELA Conference: The MELA conference is being held at College of DuPage on March 12.
- h. Scott Grams provided a reminder of the upcoming deadline for ILCA Scholarship applications.

III. Schedule Fall Meeting

The fall meeting will be held in conjunction with the all-college advisory event, presumably to be scheduled for an evening in late October.

Date: The next meeting will be held in conjunction with the all-college advisory event hosted by Dr. Breuder in the fall, date TBD.

Time: TBD

Location of the next Committee Meeting: TBD

Proposed agenda items: TBD

Time that this meeting was adjourned: 2:00 p.m.

Minutes prepared by (full name and date): Judy Burgholzer, March 22, 2015

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Name of Career & Technical Education Program or Regional Center: Horticulture
Date: 9/28/15 Time: 5:00 p.m.-7:30 p.m. Location of Meeting: TEC 1038b
Members Present (full names) and Expertise/Area Represented: Kevin Goss, Sugar Creek Golf Course Superintendent; Scott Grams, Executive Director, Illinois Landscape Contractors Association, Inc.; Richard Hentschel, University of Illinois Extension; Mike Rizzi, Midwest Groundcovers, Inc.; Denise Walden, Walden Floral Design Co.; Colby Gregg Naperville Central Agriculture Teacher/FFA Advisor;
College of DuPage Administrators/Staff Present (names and titles): John Kronenburger, Associate Dean Business and Technology; Dona Stuart, Dean Business and Technology; Judy Burgholzer Coordinator & Professor Horticulture, Brian Clement Instructor Horticulture
Meeting Facilitator (name): Judy Burgholzer
<p>The Minutes:</p> <p>Meeting called to order and approval of the agenda:</p> <ol style="list-style-type: none">1. NALP Accreditation team meeting2. Power Equipment and Technology Certificate Changes<ul style="list-style-type: none">• In the spring 2015 advisory committee meeting, the committee supported adding a Power Equipment and Technology Certificate under the Horticulture Program. The committee also supported adding a new Portable Power Generator Repair and Maintenance Course.• We are in the process of putting this certificate together that will be an accredited program through the Equipment and Engine Training Council (EETC). Under that accreditation, the certificate program would consist of 16 credits will look like the following:<ul style="list-style-type: none">○ HORT 1150 Power Equipment Electrical Systems (3 credits) Prerequisite for HORT 1153○ HORT 1151 2-Cycle Small Engine Repair and Maintenance (2 credits)○ HORT 1152 4-Cycle Small Engine Repair and Maintenance (3 credits)○ HORT 1153 Portable Power Generator Repair and Maintenance (2 credits)○ HORT 1154 Compact Diesel Engines (3 credits)○ HORT 1155 Drivelines/Hydraulics/Hydrostatics (3 credits) <p>Advisory board overwhelming approved the 3 additions and seeking accreditation from the EETC Engine and Equipment Council saying there were more jobs than qualified people to work in the small engine field not only at repair shops but at landscape companies who are trying to service their own machines and equipment.</p>

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3. **New AAS Degree under the Horticulture Department – AAS Degree in Sustainable Urban Agriculture**

Sustainable Urban Agriculture AAS curriculum is designed to provide students with the skills necessary to manage an environmentally sound and sustainable urban food production system. Graduates are qualified for numerous positions associated with environmental and sustainable agriculture including horticulture, nursery operations, agricultural education, and managing food production.

Upon completion of the Sustainable Agriculture Technology Associate Degree, the student will be able to:

- Choose sustainable food production practices for nutritious food
- Evaluate food distribution and storage practices
- Integrate appropriate sustainable practices to promote urban agriculture
- Describe the interrelationships of people, society and plants
- Demonstrate effective written, visual and verbal communication skills
- Utilize learned skills to advance in chosen career and continue professional development through four-year transfer programs.

Currently working out specific details with Loyola University on the AAS Degree transfer program

- **Under the new degree, will also be a Sustainable Urban Agriculture Certificate that a student must complete with 29 credits that will consist of the following courses:**

Note: Classes in Green are new courses that will be added

Required Courses under the certificate (21 credits) :

- **HORT 1100 Introduction to Horticulture (3 credits)**
Principles and practices in the development, production, and use of horticultural crops. Includes classification, structure, growth and development, environmental influences on horticultural plants, and vocational opportunities in the horticultural industries.
- **HORT 1101 Soils and Fertilizers (3 credits)**
Principles and practices in the development, production, and use of horticultural crops. Includes classification, structure, growth and development, environmental influences on horticultural plants, and vocational opportunities in the horticultural industries.
- **HORT 1130 Horticulture Business (3 credits)**
Principles and practices of operating a horticultural business and operational procedures for dealing with the perishable and seasonal nature of horticulture. Includes trends, skills and career opportunities in the various disciplines within horticulture.
- **SUA Sustainable Urban Agriculture (3 credits)**
Integrates theoretical and practical aspects of small-scale organic urban farming. It includes hands-on instruction and an introduction to a range of farm-related topics, including composting and vermicomposting, irrigation systems, propagation and greenhouse management, soil fertility, integrated pest management, plant pathology and disease management, permaculture techniques, and small fruit orchard management. Students explore personal agricultural interests through research projects, visit local farms and gardens and attend key sustainable garden and farm events throughout the semester. This

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course is intended for students interested in Agriculture, Environmental Science and Sustainability.

- **SUA Principles of Agroecology (3 credits)**

Ecological approach to agriculture including the interactions of crops with the environment, soil building and ecology, developing diverse cropping systems, managing biological competition, culminating in a whole systems perspective on sustainable agriculture.

- **SUA Sustainable Vegetable and Herb Production (3 credits)** *currently offered as selected topics* Overview of sustainable growing techniques on the home and commercial scale of vegetable production including planting, pest considerations, weed strategies, and harvesting. Prereq: Hort 1100, *Introduction to Horticulture*. **Advisory board recommended adding Prerequisite HORT 1100 Introduction to Horticulture**

- **HORT 2868 Cooperative Education Internship (3 credits)**

Course requires participation in Career and Technical Education work experience with onsite supervision. Internship learning objectives are developed by student and faculty member, with approval of employer, to provide appropriate work-based learning experiences. Credit is earned by working a minimum of 225 clock hours for three semester hours. **Prerequisite:** 2.0 cumulative grade point average; 12 semester credits earned in a related field of study; students work with Career Services staff to obtain approval of the internship by the Associated Dean from the academic discipline where the student is planning to earn credit.

Certificate Electives: Choose 8 from the following list as part of certificate.

- **SUA Urban Agriculture Issues (2 credits)**

Explore urban agricultural issues at the local, national, and global scales focusing on the roots of growing food in the city and highlight the ways in which the act of growing food was removed from the urban scene. Includes the current state of urban agriculture, as both a social movement working to create a more just society and as an aid in the implementation of urban environment sustainability.

- **SUA Hydroponic and Aquaponic Production Systems (2 credits)**

Introduction to sustainable hydroponic crop production and aquaponics. Aquaponics is sustainable aquaculture (raising aquatic animals such as snails, fish, crayfish, or tilapia in tanks), combined with hydroponics (cultivating plants in water) in a symbiotic environment.

- **SUA Food: Think Global, Buy Local (2 credits)**

Explore sustainable food production and its historical perspectives, urban and rural sustainable farming, world hunger, and the impact of genetically engineered food.
Advisory board recommended coming up with a new name for this course

- **SUA Introduction to Organic Farming (2 credits)**

Covers the history of organic farming principles, practices, and policies. USDA standards will be compared to similar standards in other countries and to “Green Labels” that compete with organic products in the marketplace. Industry trends as well as the basis of how to certify farms and food processors will be included.

- **HORT 1141 Sustainable Landscape Design (1 credit)**

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Sustainable landscape design and construction practices that minimize loss of natural resources. The economic benefits of sustainable practices will also be discussed.

- **HORT 1125 Water Use and Conservation in the Landscape (1 credit)**
Residential and commercial water management as it relates to understanding the intersection of the Plant-Soil-Water continuum. Includes best practices and strategies for sustainability.
- **HORT 1135 Introduction to Green Roofs (1 credit)**
The basics of green roof design, construction, and maintenance. Includes benefits of green roofs and a review of the products, plants, and growing media used in green roof applications.
- **HORT 2261 Insects of Ornamental Plants (3 credits)**
Detection, identification and ~~eradication~~ of local species of insects that damage ornamental plants. Includes ~~selection and use of pesticides for insect control.~~

Advisory Board recommends changing eradication to control, and last sentence to read:
Includes Integrated Pest Management Practices.

- **SUA Designing and Managing Food Production Systems in Urban Landscapes (3 credits)**
Emphasizes urban landscape design solutions to overcome barriers to providing local fresh food resources in an urban setting. Also crop and livestock selection and various community programs that address the nutritional needs in urban areas.
- ~~**SUA Natural Resources Management (Soils and Water) (3 credits)**
Contemporary practices of natural resource management, including issues in soil and water conservation, sustainable practices relevant to urban and rural areas, appropriate plant selection and environmental issues, and management practices that have an adverse effect on the environment and the solutions to such situations.~~
- **SUA Beekeeping 101 (1 credit)** *(Future tentative plans with Kline Creek Farm)*
Whether you are an experienced beekeeper, or thinking about starting a backyard beehive, this course is a one-of-a-kind learning experience. This class will walk you through all the basic knowledge to start hives in your backyard. Topics include bee biology, hive management, queen bee purchasing, honey extraction, bees in an urban setting.
- **SUA Fruit, Nut and Berry Production (3 credits)** *(Future tentative plans with Kline Creek Farm)*
Principles and practices of cultivating fruit and nut crops commercially. Introduces students to fruit tree selection, planting and care for small-scale orchards or home gardens. The course includes knowledge about desirable varieties, hands-on pruning and training methods, and details on pest management. The emphasis is on organic production methods. This course is intended for students interested in agricultural production, agricultural education and sustainability.
- **SUA Viticulture (2 credits)** *(Future tentative plans with Kline Creek Farm)*
Focus on the aspects of grapes, from vine anatomy to final products produced from them. Includes cultivars, propagation, canopy management, diseases, weed control, physiology, anatomy, irrigation, wine production, climates, etc.

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- **SUA Introduction to Vermicomposting: (1 credit)**

Introduction to the cultural requirements of worms, advantages and benefits of vermicomposting, substrates, economics. Course will include products, steps in establishing vermicomposting with the goal to encourage students to engage in vermicomposting.

- **Earth 1135 Water Science- Fundamentals of Hydrology (4 credits)**

An introduction to the water cycle, the dynamic processes of surface water, and ground water. Students investigate and analyze the impacts of population growth, urbanization, weather, and climate upon hydrological processes and water resource sustainability. One field trip is required. For any student concerned about water resources and those with intended majors in geology, hydrology, meteorology, environmental sciences/engineering, or resource management.

- **BIOLO 1110 Environmental Biology (4 credits)**

An interdisciplinary study of the environment investigating how nature works and how things are interconnected. Based on an understanding of ecological concepts and principles, students examine lifestyle issues and critically analyze the relationship among population, natural resources, land use, agriculture, biodiversity, industrialization and pollution. Environmental problems are examined from scientific, ethical, economic and sociological perspectives to enable students to understand the relevance of biology to contemporary issues in human society.

- **CHEMI 1237 Scientific Concepts in Sustainable Energy (4 credits)**

Non-mathematical approach in examining a range of sustainable energy sources including wind, solar, ethanol, biodiesel, gasification, geothermal, hydrogen and fuel cells. Fundamental laws governing energy conversion in sustainable energy are introduced. Economic and environmental issues and the role of climate change in sustainable energy will be reviewed. Intended for students interested in a career in the renewable energy industry and non-science majors. Provides experience from theoretical, laboratory and laboratory simulation perspectives.

Add HORT 2251 Diseases of Ornamental Plants (3 credits) to list of electives.

- **HORT 2251 Diseases of Ornamental Plants (3 credits)**

Detection, identification, and treatment of common plant diseases. Includes analysis of symptoms, selection of chemicals, preventive measures, and selection of disease resistant ornamental plants.

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Date: October 28, 2015 Time: 5:00 p.m. Location of the next Committee Meeting: TEC 0111
Proposed agenda items: Curriculum Updates, NALP Accreditation Updates, Program Updates
Time that this meeting was adjourned: 7:30 p.m.
Minutes prepared by (full name and date): Brian Clement 9/29/15

Burgholzer, Judith L.

Subject: FW: Degree and Certificate Proposals and New Course Proposals

From: info@waldenfloral.com info@waldenfloral.com [<mailto:info@waldenfloral.com>]

Sent: Saturday, November 21, 2015 1:17 PM

To: Burgholzer, Judith L.

Subject: Re: Degree and Certificate Proposals and New Course Proposals

Hi Judy and Brian -

Man oh man you have both been very busy!

Thank you for the agenda from our last meeting as well as the proposed changes in the Horticulture curriculum.

Yes, I agree with and approve the proposal for the Hort 1109 OSHA Safety Training course. I think offering this class will be beneficial to both the college and students.

Yes, I agree with and approve the proposal of the Hort 2235 Landscape Estimating and Bidding Course. As a small business owner, learning to estimate job costs is most valuable and often (unfortunately!) involves a lot of trial and error. This class would benefit new business' early financial health.

Yes, I agree with and approve the Sustainable Urban Ag degree and certificate. I believe that current interest and inquiry make this offering necessary.

Have a great Thanksgiving -

Denise

On November 18, 2015 at 5:52 PM "Burgholzer, Judith L." <burghoj@cod.edu> wrote:

Hi all,

We've been busy since our last meeting, and have a few things we'd like you to review! There are six documents attached. The fifth one is the minutes from our meeting on October 28, 2015. Please review and let me know of any changes or additions.

Documents three and four are proposals for two new classes: Hort 1109 is the OSHA Safety Training course that NALP would like us to add, and Hort 2235 is the Landscape Estimate and Bidding course, also a NALP requirement. The Form 21 document (second attachment) contains

the proposed Landscape Contracting and Management degree that NALP requires. You'll find a description of the degree, justification for it, as well as a listing of the current Hort Program degree (called the Parent program) and the proposed extension for the landscape contracting degree. We have met all the NALP requirements (found on pages 3 and 4 of Form 21), so we would like your input on the proposed degree and two new courses. Please send your comments, concerns or approvals by December 1. Document six is the current course listings, where you can identify course numbers in Form 21 by title.

The first attachment, Form 20, is the proposed Sustainable Urban Agriculture degree and certificate, pages 18 – 22. Please review these and let us know of any concerns or questions. We also need your feedback on this degree and certificate by December 1 as we are attending the division curriculum meeting in early December.

Judy and Brian

Walden Floral Design Co.
1701 Ogden Avenue
Downers Grove, IL 60515
630-353-0570

Burgholzer, Judith L.

Subject: FW: Degree and Certificate Proposals and New Course Proposals

From: Eric Gundersen [mailto:eric_g@thegrowingplace.com]
Sent: Friday, December 04, 2015 10:45 AM
To: Burgholzer, Judith L.
Subject: Re: Degree and Certificate Proposals and New Course Proposals

Judy

Sorry for not being able to attend this falls meeting. I did look through the proposals and approve of the new classes. My one comment on the landscape estimate class is will they have some hands on where they go to a job site to see what their estimating on. We've found that things like drainage, Utilities, existing plants, equipment access and soil conditions can have a significant affect on a quote that you don't always see from just quoting off a plan. You could even quote a plan from just a drawing and then after looking at t the job site, see what changes may need to be made.

Thanks Eric

> Hi all,
>
> We've been busy since our last meeting, and have a few things we'd like
> you to review! There are six documents attached. The fifth one is the
> minutes from our meeting on October 28, 2015. Please review and let me
> know of any changes or additions.
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> You'll find a description of the degree, justification for it, as well as
> a listing of the current Hort Program degree (called the Parent program)
> and the proposed extension for the landscape contracting degree. We have
> met all the NALP requirements (found on pages 3 and 4 of Form 21), so we
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>
> Judy and Brian

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The Growing Place
(630)355-4000

Burgholzer, Judith L.

Subject: FW: Degree and Certificate Proposals and New Course Proposals

From: Goss, Kevin [<mailto:kgoss@epd.org>]
Sent: Monday, December 07, 2015 10:37 AM
To: Burgholzer, Judith L.
Subject: RE: Degree and Certificate Proposals and New Course Proposals

I approve of all the changes. You, Brian, and staff are doing a great job amazingly quickly.

Kevin Goss
Superintendent, Sugar Creek Golf Course
Phone: 630-834-4456
www.sugarcreekgolfcourse.blogspot.com

The name of the sender appearing within this message is meant only to identify the sender and should not be construed as modifying or creating a legally binding agreement. This communication and any files transmitted with it may contain information that is privileged, confidential and/or exempt from disclosure under applicable law. If you are not the intended recipient, you are hereby notified that any disclosure, copying, distribution, or use of the information contained herein (including any reliance thereon) is strictly prohibited. If you received this communication in error, please immediately contact the sender and destroy the material in its entirety, whether in electronic or hard copy format. Thank you.

From: Burgholzer, Judith L. [burghoj@cod.edu]
Sent: Wednesday, November 18, 2015 5:52 PM
To: Austine Hartline; Clement, Brian; Colby Gregg; 'Dino Castino - Russo Power Equipment Schiller Park (dcastino@russopower.com)'; Eric Gundersen; Goss, Kevin; Hentschel, Richard; Hull, Amy; info@waldenfloral.com; Kempiak, Jeanne L.; Mike Rizzi (mrizzi@wowway.com); Scott Grams
Cc: Miller, Monica
Subject: Degree and Certificate Proposals and New Course Proposals

Hi all,

We've been busy since our last meeting, and have a few things we'd like you to review! There are six documents attached. The fifth one is the minutes from our meeting on October 28, 2015. Please review and let me know of any changes or additions.

Documents three and four are proposals for two new classes: Hort 1109 is the OSHA Safety Training course that NALP would like us to add, and Hort 2235 is the Landscape Estimate and Bidding course, also a NALP requirement. The Form 21 document (second attachment) contains the proposed Landscape Contracting and Management degree that NALP requires. You'll find a description of the degree, justification for it, as well as a listing of the current Hort Program degree (called the Parent program) and the proposed extension for the landscape contracting degree. We have met all the NALP requirements (found on pages 3 and 4 of Form 21), so we would like your input on the proposed degree and two new courses. Please send your comments, concerns or approvals by December 1. Document six is the current course listings, where you can identify course numbers in Form 21 by title.

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Judy and Brian

Burgholzer, Judith L.

Subject: FW: Degree and Certificate Proposals and New Course Proposals

From: Scott Grams [<mailto:sgrams@ilca.net>]
Sent: Tuesday, December 08, 2015 3:31 PM
To: Burgholzer, Judith L.
Subject: RE: Degree and Certificate Proposals and New Course Proposals

Judy,

Sorry, I thought I responded. I approve of these.

Scott Grams
Executive Director, ILCA

From: Burgholzer, Judith L. [<mailto:burghoj@cod.edu>]
Sent: Wednesday, November 18, 2015 5:53 PM
To: Austine Hartline; Clement, Brian; Colby Gregg; 'Dino Castino - Russo Power Equipment Schiller Park (dcastino@russopower.com)'; Eric Gundersen; Goss, Kevin; Hentschel, Richard; Hull, Amy; info@waldenfloral.com; Kempiak, Jeanne L.; Mike Rizzi (mrizzi@wowway.com); Scott Grams
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Judy and Brian

Burgholzer, Judith L.

Subject: FW: Degree and Certificate Proposals and New Course Proposals

From: Dino Castino [<mailto:dcastino@russopower.com>]
Sent: Tuesday, December 15, 2015 1:07 PM
To: Burgholzer, Judith L.
Subject: RE: Degree and Certificate Proposals and New Course Proposals

Yes I approve of this curriculum. Sorry for delay. Have a great holiday season.

From: Burgholzer, Judith L. [<mailto:burghoj@cod.edu>]
Sent: Monday, December 14, 2015 4:54 PM
To: Colby Gregg; dcastino@russopower.com; Kempiak, Jeanne L.; Mike Rizzi (mrizzi@wowway.com)
Subject: FW: Degree and Certificate Proposals and New Course Proposals

Hi –

One last reminder to provide any feedback or suggestions and/or approval of this curriculum. We would appreciate hearing from you by Wednesday morning so we can submit this before the holiday break.

Thanks!

Judy

From: Burgholzer, Judith L.
Sent: Wednesday, November 18, 2015 5:53 PM
To: Austine Hartline; Clement, Brian; Colby Gregg; 'Dino Castino - Russo Power Equipment Schiller Park (dcastino@russopower.com)'; Eric Gundersen; Goss, Kevin; Hentschel, Richard; Hull, Amy; info@waldenfloral.com; Kempiak, Jeanne L.; Mike Rizzi (mrizzi@wowway.com); Scott Grams
Cc: Miller, Monica
Subject: Degree and Certificate Proposals and New Course Proposals

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Judy and Brian

Burgholzer, Judith L.

Subject: FW: Sustainable Urban Ag Certificate Courses

From: Hentschel, Richard [<mailto:hentsche@illinois.edu>]

Sent: Tuesday, November 03, 2015 11:34 AM

To: Burgholzer, Judith L.

Subject: RE: Sustainable Urban Ag Certificate Courses

Hi Judy:

I read through the pdf's over the weekend and was total gone yesterday. Overall there is plenty there to cover I think given lecture and lab hours.

2203 No comments

2300 A,

1. correct spelling word among
2. Add Polyculture?
3. What is natural farming?

2301 General comment – surprised Prerequisite grade is a “D”

2302 General comment – surprised Prerequisite grade is a “D”

B, 4. Correct spelling families

2304 No comments

2305 No comments

2308 No comments

Let me know if you wanted more.

Cheers,

Richard



Richard Hentschel
Extension Educator Horticulture
University of Illinois Extension
535 Randall Road
St. Charles, IL 60174
Phone 630 584-6166 FAX 630 584-4610
Email hentsche@illinois.edu
<http://extension.illinois.edu>
<http://web.extension.illinois.edu/dkk/>

Past President, Illinois Extension Agricultural Association
Green Side Up Show WDCB 90.9 FM every Thursday morning during "Daylight Edition"
<http://extension.illinois.edu/go/greensideup>
http://twitter.com/uiextension_hort
<http://facebook.com/UIExtension>
<http://www.youtube.com/uiextension>

Under the Illinois Freedom of Information Act (FOIA), any written communication to or from University employees regarding University business is a public record and may be subject to public disclosure

From: Burgholzer, Judith L. [<mailto:burghoj@cod.edu>]
Sent: Friday, October 30, 2015 3:52 PM
To: Hentschel, Richard
Cc: Clement, Brian
Subject: Sustainable Urban Ag Certificate Courses

Hi Richard,

Attached are active course files for the courses in the Sustainable Urban Ag certificate. These are just drafts at this time, but we would appreciate your input on them. We still need to work on the topical outline for all the courses, and the course description and outline for Hort 2301, 2304, 2308 and 2203.

We would appreciate your feedback as soon as possible. Thanks!

Judy Burgholzer
Professor/Coordinator
Horticulture
College of DuPage
425 Fawell Blvd.
Glen Ellyn, IL 60137
(630) 942-3095

Application for Reasonable and Moderate Extension

(submit one copy)

COLLEGE NAME:		College of DuPage	5-DIGIT COLLEGE NUMBER:		502-01
CONTACT PERSON:		Brian Clement	PHONE:	(630) 942-2526	
EMAIL:	clement@cod.edu		FAX:		
PROPOSED REASONABLE AND MODERATE EXTENSION TITLE:			Landscape Contracting and Management AAS		
CREDIT HOURS:			71 to 72		
EXISTING /PARENT PROGRAM TITLE:			Horticulture AAS 64 to 65 credit hours		
PREFIX	HORT	NUMBER			

PLEASE ATTACH THE FOLLOWING ITEMS:

- 1. Employment objectives/program purpose.** Provide for both the parent and the proposed extension.
- 2. Catalog description.** Provide a description of the program as it will appear in the college's catalog.
- 3. Curriculum.** Provide a copy of the term-by-term sequence of courses for both the parent and the proposed extension.
- 4. Educational alignment.** Describe how the proposed extension illustrates a Program of Study. Provide the Career Cluster for the proposed Extension and the existing Parent program. See [ICCB's Programs of Study](#) website for more information.
- 5. Approval/accreditation.** Provide a description of accreditation requirements/procedures if this extension requires approval or review by other agencies or professional or regulatory entities.
- 6. Labor market need.** Provide information including employment projections and completer data (as applicable from surrounding districts) supporting need for the proposed reasonable and moderate extension, or alternative labor market data as available.
- 7. Information for the ICCB Master Files.** Completed form 22 (in duplicate) for the proposed new curriculum. Completed Form 11 (in duplicate) for each new course included in the proposed program.

VERIFICATION		
SIGNED		
	<i>Required-</i> Chief Administrative Officer Signature	<i>Date</i>

ICCB USE ONLY:		
REVIEWED BY:		Date:
APPROVED BY:		Date:

Please note: ICCB Use only Box must remain on front page of Application Form.

1. Employment objectives/program purpose. Provide for both the parent and proposed extension.

Parent Program:

The Horticulture program meets the needs of students entering the horticulture industry as well as those presently employed who wish to continue their professional growth. Besides providing horticultural knowledge and skills, the program emphasizes the business and management proficiency necessary to complete successfully in the horticulture industry.

Proposed Extension:

The increased development of private and public lands has created a need for trained landscape contractors and designers. The Landscape Contracting and Management AAS degree specialization addresses this need and offers opportunities for individuals seeking employment in the landscape industry. Training at College of DuPage allows students to focus on topics such as landscape design, estimating and bidding, landscape construction and ground maintenance. It combines intensive coursework with practical hands-on training and allows students to work with the most advanced materials and components available. Students utilize the outdoor labs as part of their hands-on training experience. Field trips and guest speakers keep the students and faculty in close contact with the industry and its concerns.

Graduates of College of DuPage's Landscape Contracting program will have professional training, experience, and skills in the basics of landscape contracting. Professional training emphasizes plant identification, care and culture, designing full-scale landscapes, construction techniques, bidding, estimating, maintenance practices, and installation techniques.

Employment opportunities exist for supervisors and managers in residential and commercial landscaping, garden design, park management and maintenance and in horticultural supply companies. Career opportunities include: landscape designer, landscape sales and marketing supervisor, landscape maintenance supervisor, computer landscape designer, landscape construction supervisor, park management supervisor, and golf course maintenance supervisor. Professional positions are currently available in the following areas: sales and marketing, design, installation and maintenance, computer landscape design, crew foreman, and construction.

The college maintains professional affiliations with the National Association of Landscape Professionals (NALP), the Illinois Landscape Contractors Association (ILCA) as well as with other related industry organizations.

2. Catalog Description. Provide a description of the program as it will appear in the college's catalog.

The Landscape Contracting and Management program develops a student's ability to design, implement, and maintain landscape projects. Students build professional skills in plant healthcare, design, estimating, installation and project management while earning an Associate's in Applied Science Degree. Landscape contracting graduates are well-placed to work in the growing field of sustainable landscaping, or enter a Bachelors program in Horticulture or related field.

3. **Curriculum.** Provide a copy of the term-by-term sequence of courses for both the parent and the proposed extension.

Suggested Course Sequence (Parent)

(Full-Time Enrollment) 64 to 65 credits

Please note: A student's readiness to perform college-level coursework is based on the student's placement test and/or ACT scores. Below 1000 level coursework may be required prior to the student taking courses in the suggested sequences.

First Semester (15 credits)

- Engli 1101 (3)
- Hort 1100 (3)
- Hort 1101 (3)
- Hort 1110 (3)
- Busin 1100 OR Hort 1130 (3)

Second Semester (11 to 17 credits)

- Speec 1100 (3)
- Biolo 1110 OR 1151 OR Chemi 1211 (4 to 5)
- Math 1104 (3)
- Program Elective (1 to 6)

Summer Term (1 to 6 credits)

- Program Elective (1 to 6)

Third Semester (6 to 9 credits)

- Social and Behavioral Sciences (3)
- Program Elective (3 to 9)

Fourth Semester (12 to 15 credits)

- Humanities and Fine Arts (3)
- Hort 2221 (3)
- Hort 2863 (3)
- Program Elective (3 to 6)

Suggested Course Sequence (New Extension)

(Full-Time Enrollment) 71 to 72 credits

Please note: A student's readiness to perform college-level coursework is based on the student's placement test and/or ACT scores. Below 1000 level coursework may be required prior to the student taking courses in the suggested sequences.

First Semester (16 credits)

- Engli 1101 (3)
- Hort 1100 (3)
- Hort 1101 (3)
- Hort 1109 (1)
- Hort 1130 (3)
- Hort 1111 (3)

Second Semester (16 to 17 credits)

- Speec 1100 (3)
- Biolo 1110 OR 1151 OR Chemi 1211 (4 to 5)
- Math 1104 (3)
- Hort 1113 (3)
- Hort 2211 (3)

Summer Term (6 credits)

- Hort 1114 (3)
- Hort 2231 (3)
- Program Elective(s) from list below (3)

Third Semester (15 credits)

- Econ 2201 (3) or Econ 2202 (3)
- Hort 2213 (3)
- Hort 2241 (3)
- Hort 2251 (3)
- Hort 1112 (3)

Fourth Semester (15 credits)

- Humanities and Fine Arts (3)
- Hort 2863 (3)
- Hort 2242 (3)
- Hort 2235 (3)
- Hort 2261 (3)

Elective(s): Select a minimum of 3 credits from the courses listed below...

Hort 1125 (1)	Hort 1141 (1)	Hort 1185 (3)	Hort 2243 (2)
Hort 1131 (1)	Hort 1145 (2)	Hort 2212 (3)	Hort 2244 (3)
Hort 1135 (1)	Hort 1151 (2)	Hort 2214 (2)	Hort 2245 (1)
Hort 1140 (2)	Hort 1152 (3)	Hort 2221 (3)	Hort 2271 (3)

Note: *The parent Horticulture AAS Degree required 64 to 65 credits. The new proposed extension Landscape Contracting and Management AAS Degree requires 71 to 72 credits to meet the accreditation requirements of National Association of Landscape Professionals. This also puts this degree in line with other accredited schools. We also had to add two new courses to meet accreditation standards including HORT 1109 OSHA 10-Hour Landscape Safety and HORT 2235 Landscape Estimating and Bidding.*

4. **Educational alignment.** Describe how the proposed extension illustrates a Program of Study. Provide the Career Cluster for the proposed Extension and the existing Parent program. See iCCB’s Programs of Study website for more information.

The proposed extension illustrates a specific program of study for a student wanting to go into Landscape Contracting and Management. This degree would fall under the Agriculture, Food, and Natural Resources Career Cluster, as well as the existing horticulture Parent program. Both degrees fall under the Plant Systems Career Pathway.

5. **Approval/accreditation.** Provide a description of accreditation requirements/procedures if this extension requires approval or review by other agencies or professional or regulatory entities.

A requirement of the national accreditation we received through the National Association of Landscape Professionals (NALP) requires a specific Landscape Contracting and Management Degree track that meets the following requirements listed below. The accreditation team found that we currently have no degree, major, or track identified with landscape contracting and that the current horticulture degree has a minimal number of required classes and a very large array of electives.

Areas of Competency (CREDIT NUMBERS GIVEN ARE SEMESTER HOURS)

Business and Communication - minimum 15

credits Suggested topics:

Composition	Business or technical writing
Public Speaking	Interpersonal Communications
Economics	Language (Spanish recommended)
Accounting	Marketing and Sales
Personnel Management	Business and Government Regulations
Estimating and Bidding (landscape construction and maintenance)	

Horticulture and Related Sciences - minimum 15 credits

Suggested topics:

Chemistry	Herbaceous Plant Material
Interior Plant Material	Soil Science and Soil
Fertility	
Plant Propagation	Horticulture, Botany or Plant Science
Woody Plant Material	Turf Grasses and Weeds

Computing and Technology Applications - minimum 6 credits

Some, or all of these credits, may be satisfied within courses counted for other categories. For example, a 3 credit estimating class with one third of the course dedicated to using a computer estimating software program would satisfy 3 credits in business and 1 credit in computing applications.

Suggested topics:

- Intro to computers or basic computing concepts Computer estimating
- Business computing applications
- Digital imaging techniques Computer-aided design and drafting

- Other technology

Internship - minimum 3 credits; maximum 9 credits

Formalized practical work experience acquired, preferably within an established landscape company. An internship may be called a co-op or practicum, but should include documented work experience, which is relevant to the landscape contracting business community. Typically, 10 - 12 weeks of monitored, full-time work experience counts for 3 academic credits. Practical work experience programs must have some formal mechanism in place for evaluation and monitoring by both the cooperating business and the academic institution. Refer to the Internship Guidelines found on the PLANET website, www.LandcareNetwork.org.

Landscape Contracting Specialty Credits

A minimum of 20 credits in any combination of A, B, C and D.
At least 3 credits are required from each of Emphasis A, B, and C.

Defined emphases

A. Landscape Design – minimum 3 credits

Suggested topics:

Basic principles of design or design appreciation

Planting design

Interior landscape design

Irrigation design

Advanced design issues (design sales, client relations, site inventory techniques, complex site design problems, health and safety, etc.)

Computer aided design and drafting

Grading and drainage design

Graphic communication

B. Landscape Installation & Implementation – minimum 3 credits

Suggested topics:

Land surveying

Construction materials and methods

Scheduling and project management

Irrigation installation techniques

Safety in the landscape

Landscape structures

Equipment use & safety

Plant material installation

Interior plantscaping

C. Landscape Management – minimum 3 credits

Suggested topics:

Arboriculture and urban plant management
management Landscape management principles

Entomology

Integrated pest management

Irrigation trouble shooting and repair

Small engine repair and maintenance

Turf grass

Plant pathology

Interior plantscape management

Maintenance equipment use and safety

D. Institution-defined emphasis

Landscape contracting may have special expressions beyond the previous defined emphases. Category D allows and encourages academic institutions to initiate and respond to changes in the landscape contracting industry by offering courses to suit these specialized needs.

For example, a defined emphasis titled, "Environmental Contracting" with topics

of: Landscaping for energy and water conservation

Ecology

Wetland construction and restoration

Erosion control systems

Permaculture and sustainable development

Re-vegetation of disturbed lands
Landscape waste management and recycling

6. **Labor market need.** Provide information including employment projections and complete data (as applicable from surrounding districts) supporting need for the proposed reasonable and moderate extension, or alternative labor market data as available.

According to the Department of Labor Statistics (DSL), College of DuPage is situated in a Chicago metropolitan area with the highest employment level of landscaping and grounds workers in the United States employing over 20,030 people with one of the highest annual mean wages in this occupation.

Employment in the Landscape Industry is projected to grow as fast as or faster than most occupations in DuPage County:

- Grounds Maintenance Workers is projected to grow 13.20 percent from 2012 to 2022 with 238 annual job openings in DuPage County
- Landscaping and Groundskeeping Workers is projected to grow 13.05 percent from 2012 to 2022 with 213 annual job openings in DuPage County
- Pesticide Handlers, Sprayers & Applicators is projected to grow 2 percent from 2012 to 2022 with 6 annual job openings in DuPage County
- Tree Trimmers & Pruners is projected to grow 5 percent from 2012 to 2022 with 11 annual job openings in DuPage County
- Grounds Maintenance Workers, All Others is projected to grow 3 percent from 2012 to 2022 with 9 annual job openings in DuPage County

College Of DuPage

Proposed Start: 2016 Fall

Degree: 3337 Landscape Contracting and Management AAS

Catalog Description: The Landscape Contracting and Management program develops a student's ability to design, implement, and maintain landscape projects. Students build professional skills in plant healthcare, design, estimating, installation and project management while earning an Associate's in Applied Science Degree. Landscape contracting graduates are well-placed to work in the growing field of sustainable landscaping, or enter a Bachelors program in Horticulture or related field.

Program Requirements

BIOLO 1110 Environmental Biology	4	or
BIOLO 1151 Principles of Biological Science	5	or
CHEMI 1211 Survey of General Chemistry	5	
HORT 1100 Introduction to Horticulture	3	
HORT 1101 Soils and Fertilizers	3	
HORT 1109 OSHA 10-Hour Landscape Safety	1	
HORT 1111 Landscape Design I	3	
HORT 1112 Landscape Maintenance	3	
HORT 1113 Landscape Construction	3	
HORT 1114 Irrigation and Water Management	3	
HORT 1130 Horticulture Business	3	
HORT 2211 Computer-Aided Drafting for Landscape	3	
HORT 2213 3D Landscape Design	3	
HORT 2231 Turf Science and Management	3	
HORT 2235 Landscape Estimating and Bidding	3	
HORT 2241 Landscape Plants I	3	
HORT 2242 Landscape Plants II	3	
HORT 2251 Diseases of Ornamental Plants	3	
HORT 2261 Insects of Ornamental Plants	3	
HORT 2863 Internship (Career/Tech Ed)	3	
ECONO 2201 Macroeconomics and the Global Economy	3	or
ECONO 2202 Microeconomics and the Global Economy	3	
MATH 1104 Mathematics for Horticulture	3	
Total Hours	59 - 60	

Electives

Select a minimum of 3 credits from the courses listed below.

HORT 1125 Water Use and Conservation in the Landscape	1
HORT 1131 Landscaping for Wildlife	1
HORT 1135 Introduction to Green Roofs	1
HORT 1140 Landscape Graphics	2
HORT 1141 Sustainable Landscape Design	1
HORT 1145 Perennial Plant Communities I	2
HORT 1151 2-Cycle Small Engine Repair and Maintenance	2
HORT 1152 4-Cycle Small Engine Repair and Maintenance	3
HORT 1185 Arboriculture	3
HORT 2212 Advanced Computer-Aided Drafting for Landscape	3
HORT 2214 Advanced 3D Landscape Design	2
HORT 2221 Plant Propagation	3
HORT 2243 Ornamental Grasses	2
HORT 2244 Herbaceous Perennials	3
HORT 2245 Perennial Plant Communities II	1
HORT 2271 Landscape Design II	3
Total Hours	3

General Education

Communications - 6 credits Humanities & Fine Arts - 3 credits	
Total Hours	9

Total Credits Required 71 - 72

ACTIVE COURSE FILE

*Curricular Area: HORTICULTURE		Course Number: 1109		
Course Title: OSHA 10-Hour Landscape Safety				
Semester	Credit Hours: 1	Clinical Hours: 0	Lecture Hours: 1	Lab Hours: 0

Course description to appear in catalog:

Occupational Safety and Health Administration (OSHA) Landscape training for entry level workers and employers on the recognition, avoidance, abatement, and prevention of safety and health hazards in workplaces in general industry and landscape. Includes information regarding workers' rights, employer responsibilities, and how to file a complaint. Students receive their 10 hour Card upon satisfactory completion of the course.

Repeatable for credit: No

Pre-Enrollment Criteria:

A. General Course Objectives:

Upon successful completion of the course the student should be able to do the following:

1. Explain why OSHA is important to workers and their rights
2. Describe worker rights, employer responsibilities and how to file a complaint
3. Discuss employer responsibilities, use of OSHA standards, and resources
4. Explain regulations that protect workers on elevated surfaces
5. Identify primary hazards associated with flammable and combustible liquids and potential sources of ignition
6. Describe workplace violence, stakeholders, and prevention strategies
7. Demonstrate safe use of equipment associated with welding and cutting
8. Explain importance of emergency planning, preparedness, and emergency guidelines
9. Define ergonomics, risk factors and lifting techniques
10. Describe environments in which OSHA's standards for walking-working surfaces apply and general requirements for maintenance
11. Identify precautions essential to safe use of different types of tools and equipment
12. Describe major elements of an effective occupational safety program, methods of hazard identification, and methods used in hazard prevention and control
13. Explain personal protective equipment (PPE) and various types
14. List handling injuries, storage, use and disposal of materials and safety precautions
15. Explain why chemical safety, "Right-to-Know" Law, HAZCOM Program, material safety data sheets, and warning labels
16. Recognize common electrocution hazards, types, and protective equipment
17. Describe disaster types, preparation strategies and emergency supplies

18. Explain safety guidelines and requirements for ladders and stairways
19. Describe fire hazards and safety precautions
20. Explain machine guarding, types of hazards and proper training
21. Describe pathogens, hazards, transmission, risk, and factors to exposure

B. Topical Outline:

1. OSHA
2. StartSafe StaySafe©
3. Flammable and combustible liquids
4. Hand and power Tools
5. Materials handling
6. Walking working surfaces
7. Stairways and ladders
8. Disaster preparedness
9. Welding and cutting
10. Safety and health programs
11. Fall hazards
12. Personal protective equipment
13. Bloodborne pathogens
14. Electrocution hazards
15. Fire prevention and protection
16. Machine guarding
17. Hazardous communication
18. Ergonomics
19. Preventing workplace violence
20. Emergency action

C. Methods of Evaluating Students:

Students will be evaluated with projects/assignments and/or tests/quizzes. Class attendance and participation may also be a factor in evaluation.

BRIAN CLEMENT	11-16-2015		
Initiator	Date	Division Dean	Date
BRIAN CLEMENT	11-16-2015		
Sponsor	Date		

ACTIVE COURSE FILE

*Curricular Area: HORTICULTURE		Course Number: 2235		
Course Title: Landscape Estimating and Bidding				
Semester	Credit Hours: 3	Clinical Hours: 0	Lecture Hours: 3	Lab Hours: 0

Course description to appear in catalog:

Fundamentals of creating landscape project estimates and bids to present to a client including reading landscape plans, take-off's, plant pricing, labor rates, measuring equipment, contingency, overhead costs and math calculations.

Repeatable for credit: No

Pre-Enrollment Criteria:

A. General Course Objectives:

Upon successful completion of the course the student should be able to do the following:

1. Interpret site plans, specifications and working drawings in order to prepare an estimate
2. Use formulas involving perimeter, area, volume, and percent
3. Define profit, overhead and contingency
4. Distinguish between costs, prices and breakeven points
5. Identify all components in an estimate including materials, labor, equipment, and general conditions
6. Understand the importance and cost of thorough record keeping
7. Identify pricing strategies for landscape installation, landscape maintenance, landscape design and snow removal
8. Describe key facets of cost analysis including types of costs, cost behavior, costing system design, activity-based costing, and cost-volume analysis.
9. Identify various types of presentation proposals used by landscape professionals
10. Assess contingencies and weather delays
11. Describe how supply chains impact speed, cost and efficiency in sourcing materials

B. Topical Outline:

1. Specifications and working drawings
2. Measuring area and volume
3. Estimating materials, labor, equipment and general conditions
4. Profit, overhead, and contingency
5. Understanding breakeven
6. Installation and maintenance contracts
7. Estimating landscape maintenance

8. Estimating landscape construction
9. Estimating snow removal
10. Profit analysis
11. Presentation proposals
12. Unexpected contingencies and weather delays
13. Sourcing materials and working with suppliers

C. Methods of Evaluating Students:

Students will be evaluated with projects/assignments and/or tests/quizzes. Class attendance and participation may also be a factor in evaluation.

BRIAN CLEMENT	10-27-2015	DONNA STEWART	12/10/2015
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Initiator	Date	Division Dean	Date
BRIAN CLEMENT	10-27-2015		
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Sponsor	Date		



Accreditation Standards

Accrediting Organization

Professional Landcare Network's (PLANET) appointed board, called Landscape Contracting Accreditation Board (LCAB).

Program Mission and Planning

The program shall have a clearly defined mission supported by educational objectives appropriate to the Landscape Contracting business community. The planning process shall demonstrate progress towards the attainment of the objectives.

Indicators -

- a. Mission reflects a broad perspective of the industry
- b. Mission is stated in terms of what students should be able to do when they graduate.
- c. Mission should address ethics, critical thinking and professionalism.
- d. Program is engaged in a continuous planning process to improve instruction.
- e. Academic mission, program objectives and continuous planning relate to the larger institutional mission, strengths and character.

Governance/Administration

The program shall have the authority and resources to achieve its educational goal.

Indicators -

- a. The number of faculty is adequate to achieve the program's mission and objectives.
- b. Funding is adequate to meet program objectives and provide for faculty development and student support such as conference attendance, computing equipment and technical support.
- c. The program has adequate personnel and support staff to accomplish its mission and objectives.

Faculty

The qualifications, academic position and professional activities of faculty and instructional personnel shall promote and enhance the academic mission and objectives of the program.

Indicators -

- a. Qualifications of the faculty and instructional personnel are appropriate to their roles.
- b. Faculty is continuously engaged in activities leading to their professional growth, the advancement of the contracting industry and the effectiveness of the program.
- c. Faculty is active in local, state, or national trade or professional organizations. Faculty pursues licensing or certification as is relevant to the program.
- d. Faculty engages in continuing education.
- e. Faculty produces appropriate peer-reviewed creative, scholarly or professional work.
- f. Those teaching design courses shall be Landscape Architects or credentialed landscape design professionals.

Students

Program shall demonstrate that students are being adequately prepared to pursue a career in the landscape contracting industry.

Indicators -

- a. Student work is evaluated by criteria related to program objectives, and the information gained from such evaluation is used to enhance curriculum, instruction and other program aspects.

- b. Students are encouraged to engage in activities that relate to the contracting industry and to participate in the enrichment of the larger community. Examples include membership in state and national organizations, student club activities, community service and outreach projects.
- c. Successful job placement.
- d. Positive internship evaluations by cooperating businesses.

Alumni

Program shall provide evidence of alumni's accomplishments and their involvement in advancing the program.

Indicators -

- a. Accomplishments include positions of responsibility in and service to the industry, professional awards, licensing, certification, etc.
- b. Program uses alumni as speakers, evaluators or advisory committee members.

Industry

Program shall provide evidence of interaction with industry representatives from a variety of businesses associated with landscape contracting.

Indicators -

- a. Career fairs for internships and employment.
- b. Lectures and presentations from industry representatives.
- c. Program receives support from regional or national organizations and businesses.

Advisory Committee

A fully functioning advisory committee made up of faculty, industry and student representatives shall be in place.

Relationship to the Overall Academic Institution and the Community

Program shall promote positive relationships with the overall academic institution and the community.

Indicators -

- a. Interdepartmental cooperation.
- b. Community service projects.
- c. Lectures and seminars by non-industry professionals.
- d. Outreach efforts for recruiting and enhancing the program's image.

Facilities, Equipment and Information Systems

Faculty, students and staff shall have access to facilities, equipment, library and other information systems necessary for a positive learning environment.



2 Year Degree Program

Objectives

1. Define the academic standards for programs in landscape contracting at two-year academic institutions. These standards establish expected areas of learning deemed relevant to the landscape contracting business community.
2. Allow flexibility to accommodate a variety of emphases in two-year academic programs.

Degree - Associate degree from an accredited academic institution.

Program Identification

Program title shall reflect the mission of the program. It is strongly suggested that the word "landscape" be incorporated into the title.

Areas of Competency

CREDIT NUMBERS GIVEN ARE SEMESTER HOURS. EQUIVALENT QUARTER CREDITS ARE REQUIRED FOR SCHOOLS USING THE QUARTER SYSTEM.

Business and Communication - minimum 15 credits

Suggested topics:

Composition	Business or technical writing
Public Speaking	Interpersonal Communications
Economics	Language (Spanish recommended)
Accounting	Marketing and Sales
Personnel Management	Business and Government Regulations
Estimating and Bidding (landscape construction and maintenance)	

Horticulture and Related Sciences - minimum 15 credits

Suggested topics:

Chemistry	Herbaceous Plant Material
Interior Plant Material	Soil Science and Soil Fertility
Plant Propagation	Horticulture, Botany or Plant Science
Woody Plant Material	Turf Grasses and Weeds

Computing and Technology Applications - minimum 6 credits

Some, or all of these credits, may be satisfied within courses counted for other categories. For example, a 3 credit estimating class with one third of the course dedicated to using a computer estimating software program would satisfy 3 credits in business and 1 credit in computing applications.

Suggested topics:

- Intro to computers or basic computing concepts
- Computer estimating
- Business computing applications
- Digital imaging techniques
- Computer-aided design and drafting
- Other technology

Internship - minimum 3 credits; maximum 9 credits

Formalized practical work experience acquired, preferably within an established landscape company. An internship may be called a co-op or practicum, but should include documented work experience, which is relevant to the landscape contracting business community. Typically, 10 - 12 weeks of monitored, full-time work experience counts for 3 academic credits. Practical work experience programs must have some formal mechanism in place for evaluation and monitoring by both the cooperating business and the academic institution. Refer to the Internship Guidelines found on the PLANET website, www.LandcareNetwork.org.

Landscape Contracting Specialty Credits

A minimum of 20 credits in any combination of A, B, C and D.

At least 3 credits are required from each of Emphasis A, B, and C.

Defined emphases

A. Landscape Design – minimum 3 credits

Suggested topics:

Basic principles of design or design appreciation

Planting design

Interior landscape design

Irrigation design

Advanced design issues (design sales, client relations, site inventory techniques, complex site design problems, health and safety, etc.)

Computer aided design and drafting

Grading and drainage design

Graphic communication

B. Landscape Installation & Implementation – minimum 3 credits

Suggested topics:

Land surveying

Construction materials and methods

Scheduling and project management

Irrigation installation techniques

Safety in the landscape

Landscape structures

Equipment use & safety

Plant material installation

Interior landscaping

C. Landscape Management – minimum 3 credits

Suggested topics:

Arboriculture and urban plant management

Landscape management principles

Integrated pest management

Irrigation trouble shooting and repair

Small engine repair and maintenance

Turf grass management

Entomology

Plant pathology

Interior landscape management

Maintenance equipment use and safety

D. Institution-defined emphasis

Landscape contracting may have special expressions beyond the previous defined emphases.

Category D allows and encourages academic institutions to initiate and respond to changes in the landscape contracting industry by offering courses to suit these specialized needs.

For example, a defined emphasis titled, “Environmental Contracting” with topics of:

Landscape for energy and water conservation

Ecology

Wetland construction and restoration

Erosion control systems

Permaculture and sustainable development

Re-vegetation of disturbed lands

Landscape waste management and recycling



Accreditation Procedures

- 1. Preliminary Review.** It is recommended to have the catalog and course descriptions reviewed by the Site Team Coordinator prior to making an official application to Professional Landcare Network (PLANET) for a Site Visit. There is no charge for this preliminary review. The information should be sent to the PLANET offices and will be distributed to the Site Team Coordinator.
- 2. Application.** After a favorable Preliminary Review, a site visit will be scheduled and PLANET will invoice for the \$2,500 fee. At this time, programs should submit the completed application to:
Accreditation Coordinator
Professional Landcare Network
950 Herndon Parkway – Suite 450
Herndon VA 20170
- 3. Self Study.** Thirty (30) days prior to site visit date mutually agreed on, distribute the Self-Study documents to Site Team members. The team is generally composed of a local landscape contractor, a non-local landscape contractor, an administrator or professor from an accredited school and site team chair.

 - a. College catalog containing course descriptions
 - b. Organization of school with names of administration and organizational chart
 - c. History of program
 - d. List of program faculty with qualifications and course responsibilities
 - e. Names and businesses of advisory committee members
 - f. Mission statement of program
 - g. Program activities and accomplishments
 - h. Profile of students
 - i. Course outlines relevant to the standards excluding General Education
 - j. Textbook lists and teaching resources relevant to the standards excluding General Education
 - k. Other patterns of evidence of general standards
- 4. Site Visit Agenda**

 - a. Meet with President/Provost/Academic Vice President
 - b. Meet with the college dean and department chairman
 - c. Meet with key faculty
 - d. Meet with students
 - e. Meet with alumni and employers
 - f. Meet members of advisory committee
 - g. Tour campus and facilities
 - h. Observe classes
 - i. Review current student project samples
 - j. Concluding Review and Assessment Meeting
- 5. Notification Procedure.** The school administration and program coordinator will be notified of accreditation status within sixty days after the site visit.

6. Accreditation Committee Actions

The Accreditation Committee can take the following actions after the initial site visit:

- a. **Initial Accreditation** - Granted on a first review when the standards are met with deficiencies. Requirements to satisfy deficiencies will be listed. Granted for three years. "Initial" status does not signify non-accreditation.
- b. **Full Accreditation** - Granted when all standards are met. Granted for seven (7) years inclusive of Initial term.
- c. **Accreditation Denied** - The result of standards not met.

7. Additional Accreditation Requirements

- a. Upon receiving Initial and/or Full Accreditation status, the program coordinator or other designated faculty will join PLANET as an affiliate member and the program will maintain a PLANET student chapter membership.
- b. Within first year of receiving Initial and/or Full Accreditation status and each year after, a faculty member shall attend at least one state, regional, or national PLANET workshop, seminar, symposium or annual meeting.
- c. Regardless of Accreditation status (Initial, Full or Provisional), the Annual Report will be submitted to LCAB. Form will be provided upon request.
- d. For at least 5 out of the 7 years prior to re-evaluation, the faculty shall lead a student delegation to the PLANET Student Career Days or PLANET-affiliated Student Career Days event.

Section IV Reaccreditation Procedures

During the 6th-year of the accreditation term, schools must apply for a reaccreditation visit in the 7th year. The submission requirements and procedure followed is identical to the procedures outlined in **Section III**.

Accreditation Committee Actions

The Accreditation Committee can take the following actions after a reaccreditation visit:

- a. **Full Accreditation** - Granted when all standards are met. Granted for seven (7) years inclusive of Provisional term.
- b. **Provisional Accreditation** - Granted when a previously accredited program applies for reaccreditation and the standards are met with deficiencies. Requirements to satisfy deficiencies will be listed. Granted for three years. "Provisional" status does not signify suspension or withdrawal of accreditation.
- c. **Accreditation Denied** - The result of standards not met.

For additional information about the PLANET Accreditation program, call 1-800-395-2522.



ACCREDITATION SITE VISIT APPLICATION

Initial Visit

Reaccreditation Visit

PLANET will invoice after the site visit is scheduled.

School Name: College of DuPage

Faculty Contact: Brian Clement

Address: 425 Fawell Blvd

City: Glen Ellyn **ST** Illinois **Zip** 60137

Phone: (630) 942-2526 **Fax** (630) 942-3923

E-Mail: clement@cod.edu

Website: www.cod.edu

Four Year Degree Offered

Two Year Degree Offered

The site visit will be scheduled for a time that is mutually acceptable to the evaluation team and to the school. Indicate the date agreed on or the preference for the time if not yet established.

Visit Scheduled _____

Visit Not Scheduled – Preferred Date(s) Let us know possible dates for site visit

The Site Team Coordinator will provide you with the names and addresses of the members of the team. Each team member should receive a set of the information required 30 days prior to the visit.

Email to zanecastle@landcarenetwork.org or fax to 703.736.9668.

Mail to: Zane Castle
Professional Landcare Network
950 Herndon Pkwy, Suite 450
Herndon VA 20170

Any questions, please call 800.395.2522.



Formerly the Professional Landcare Network

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BENEFITS OF ACCREDITATION

Accreditation is the National Association of Landscape Professionals endorsement of colleges and universities with outstanding landscape contracting or horticulture degrees. This recognition is extended to schools that meet or exceed industry standards for a model curriculum. The Accreditation program can serve as guidance to create and/or improve program curricula. Graduates of accredited programs are highly sought after by every facet of the landscape profession. Companies know any student from an accredited school has the training and skills to enter the workforce and make an impact right away.



The National Association of Landscape Professionals Accreditation is the only nationally recognized endorsement offered to colleges with landscape/horticulture curricula. It is designed to recognize schools with landscape contracting curricula that meet or exceed industry standards. Accreditation provides guidance to create and/or improve current program curricula, while providing both local and national recognition.

Benefits

- National recognition as a quality landscape contracting/horticulture program exams
- Use of accreditation for recruitment, program promotion and marketing
- Access to NALP members for internship or full-time employment opportunities
- Participation in the National Association of Landscape Professionals nationally recognized event — [The National Collegiate Landscape Competition](#)
- Significant discounts on select [Landscape Industry Certified](#) exams for students and faculty.
- Access to the latest industry technology through [publications](#)
- Outstanding networking opportunities for faculty and students

NALP Accredited Schools

To view a listing of current NALP Accredited Schools [click here](#).

Become Accredited

For information on being coming an accredited school [click here](#).



Having an academic program endorsed and recognized by a national industry trade organization is both an honor and a privilege. This seal of approval benefits the industry, the educational institution, the faculty and staff, and most importantly of all, the student.

— William A. Anderson, Associate Dean/Director

National Association of Landscape Professionals

Accreditation Review Team

Accreditation Report

For

College of DuPage

Horticulture

Glen Ellyn, Illinois

September 27-29, 2015

NALP Accreditation Site Visitation Team:

Edward Plaster, MEd., CP, Instructor, Dakota County Technical College, Rosemount, Minnesota, retired. Team Leader and Co-coordinator of Site Teams, National Association of Landscape Professionals (NALP)

Joe Hobson, President and COO, Midwest Trading Horticultural Supplies, Past President of Illinois Landscape Contractors Association (ILCA). Certified Landscape Professional.

Kent Hammond, M.S., Associate Professor Emeritus, Ohio State Agricultural Technical Institute, Wooster, Ohio, retired. Team Leader and Co-coordinator of Site Teams, NALP.

Randey Wall, Professor, Illinois Central College, retired. NALP.

**Report of NALP Accreditation Team Site Visit to College of DuPage
General Comments on meeting NALP Accreditation Standards**

The National Association of Landscape Professionals (NALP) Accreditation program recognizes landscaping curricula that meet the needs of the landscape industry. The program recognizes four-year Bachelor of Science and two-year Associate of Science Degree programs.

The Accreditation Team, selected by NALP, is charged with the responsibility and authority of the on-site review and recognition of institutions of higher learning. Our team is pleased to grant "Provisional Accreditation" to the College of DuPage Horticulture Program. Accreditation will be for seven years, until the year 2022, at which time another review will be required.

The observations decided upon by this site visitation team are reported in the form of:

- (a) Findings
- (b) Requirements
- (c) Recommendations
- (d) Requirements for continuing accreditation

Findings on General Standards

We have learned from meeting with various stakeholders that the Horticulture program at the College of DuPage (COD) enjoys an excellent reputation worthy of NALP support. The program is successful because of a passionate faculty well-connected with the industry. This report mainly concerns the AAS degree option.

Program Mission and Planning

- There is no degree, major, or track identified with landscape contracting. They have a minimal number of required classes and a very large array of electives. It is therefore difficult to determine who graduates with a concentration in landscape horticulture.
- The program has a well-thought out mission statement consistent with the college mission and appropriate to the educational programs offered and industry needs.
- Students are unfamiliar with the mission statement; it is not posted in the landscape area; nor is it published elsewhere.

- The mission statement, goals, and objectives stress professionalism, as called for in the NALP Accreditation Standards. An important goal of NALP is to promote professionalism in the industry, so we applaud this focus.
- One program objective aims to make students aware of the importance of professional organizations. We agree with this objective.
- There is no objective that states the students will learn technical skills needed by the industry.
- There is no mention of safety in the mission, goals, or objectives. Landscaping has a history of safety issues, and NALP focuses on promoting safe practices. This team feels that safety should be a central focus of all programs and as such, deserves an important place in the foundational statements of the program.
- The program actively engages in assessment via the internship portfolio and other avenues. The portfolio is constructed so that useful information for program improvement can be measured. However, because of the loose curriculum, students have often not taken certain classes when their performance is being evaluated
- The college and the program have an on-going learning assessment procedure in place (AQIP). According to the self-study, the college uses a College Outcomes Assessment Project but we learned little about this except for the program's portfolio tool.
- They do not appear to engage in long-range planning. They do plan for short-range change.

Governance and Administration

- The department has two full-time instructors and a large contingent of part-time and adjunct instructors. This would appear to be adequate instructional staffing to meet program goals.
- Two support staff maintain horticultural facilities. They also have student contact duties. They have little work-study assistance. This may be adequate to meet program goals with current duties and student load, but the staff may be strained by the work load. We were unsure.
- Funding seems adequate to achieve program goals. There is funding for professional development.
- The administration strongly supports the program. They thought the instructors were innovative and entrepreneurial, as well as passionate about their roles. The accreditation team was impressed by the administrators we spoke with.

- The Vice President supports the idea of accreditation and was pleased the program was pursuing NALP accreditation. She also noted Brian's efforts to resurrect and strengthen the urban farming curriculum and facilities.
- Faculty is encouraged to engage in self-improvement activities and the college offers staff development opportunities.
- The Technical Educational Center reflects financial support of the programs it contains.
- Horticulture students have five major scholarships they can apply for.

Faculty

- All members of the full-time faculty have a Master's Degree appropriate to their roles.
- All members of the full-time, part-time, and adjunct staff appear to hold superior credentials for their roles. Many appear to be high-powered representatives of their profession. For example, Roy Diblik was involved in design for the gardens at Millennium Park and the Art Institute of Chicago.
- The faculty appears to have appropriate and varied work experience. They appear to have experience specific to the classes they teach.
- The faculty's backgrounds complement each other and the program.
- Ryan Heitman and Mike Curry are registered landscape architects in the state of Illinois, as preferred by NALP standards for design instructors. Ryan Heitman teaches design classes.
- Most of the faculty are members of the Illinois Landscape Contractors Association (ILCA) and many are active in the organization and serve on committees. Several belong to NALP.
- Faculty as a group are members of and active in a wide variety of trade, professional, and community organizations appropriate to their roles.
- Jeff Dumas is a NALP Landscape Industry Certified Manager (formerly CLP). An excellent credential.
- Many members of the faculty have published and/or make presentations to a variety of groups. For instance, Pat Hollingsworth writes for American Nurserymen, an influential trade magazine.
- Many members of the faculty hold appropriate certifications. Several are Illinois Certified Pesticide Applicators, including Brian Clement. Stephanie Adams is a certified arborist. There are several other examples.
- Armando Actis serves as a judge for the NALP Landscape Industry Certified Technician program.
- Faculty has numerous connections with local businesses, public gardens, and community organizations that can assist in furthering department goals.

- Faculty appears to work together very well.
- Faculty seeks opportunities for continuing education and professional development.
- Faculty appears to engage in a variety of recruitment activities.
- We did not learn how faculty are reviewed and evaluated.
- All stakeholders we interviewed identified the faculty as the primary strength of the program.

Students

- Student teams have begun to attend the NALP National Collegiate Landscape Competition (formerly Student Career Days, SCD). A team of six attended in 2015, and performed admirably.
- Several students performed very well at an ILCA design competition. Perhaps competitions like these could serve as an assessment tool.
- Students were enthusiastic and positive about their learning experience and interaction with faculty.
- Students greatly appreciated the many guest speakers and field trips that they felt gave them a realistic view of the industry.
- Students appreciated the hands-on experience. All considered this a strength of the program.
- Students believe faculty to be highly knowledgeable and experienced, and that they teach in understandable ways.
- Some students felt they would like more field experience in pruning and hardscape construction.
- Some students have obtained scholarships, primarily through garden club offerings and in-house college scholarships. They do not seem to actively seek ILCA or NALP scholarships. Both organizations have well-endowed foundations for student recognition.
- Most students are from the community college district.
- Students are roughly half male and half female, a bit more the latter, and represent a variety of ages. A recent large influx of young students changed the demographics to a younger population than we usually see in two-year programs.
- No students that we met with came from a high school agriculture or horticulture program.

- Most students seem to stumble upon the program rather than hearing about it through actively managed recruitment programs. They were motivated often by location and cost as well as reputation of the program. Program flexibility was another plus.
- All the students we spoke with spent many years in the program before they graduated. Most of the students seem to be part-time, more so than we generally see.
- Students expressed interest in attending NALP Landscapes (formerly Green Industry Conference). Landscapes is the major trade show and convention event of NALP, held annually in Louisville, Kentucky. Several faculty attend.
- Student learning is assessed by means of the landscape portfolio and other means. The assessments are used to enhance instruction.
- We did not see any number of internship evaluations to determine employer satisfaction with interns.
- Considering the large number of students, relatively few students graduate. Those that did graduate expressed great satisfaction with the program, according to data provided in the self-study. Most were employed in their field of study. Most students that did graduate were older and largely female. Indeed, all the alumni we interviewed were women.
- Employers we spoke to were satisfied with the quality of DOD graduates, though it was a limited sampling.
- Enrollment is a concern to faculty and administration. According to the self-study, the program retained students well – some for a very long time.
- There is a student club, the DuPage Horticulture Club with a constitution and bylaws. It has just begun to meet for this school year. It is a NALP Student Chapter.
- The club only meets once a month, probably not often enough to sustain an active and motivated student organization.
- Club members we spoke with expressed an interest in volunteer projects and field trips.
- The club engages in fund raising to fund activities like the SCD. It does not currently retain proceeds from plant sales. Landscape programs around the country commonly do keep money raised by plant sales to fund club activities. Vice-President Dr. Jean Kartje felt it would be possible for this club to do so as well.

Alumni

- Alumni are difficult to keep track of for two-year colleges. Nevertheless, we did speak to several alumni and they were strongly supportive of the program. One stated that she uses everything that she learned in classes everyday.
- Some felt that the new sustainability classes might be attracting a younger cohort of students.
- According to the self-study many graduates have secured positions of responsibility in their firms or own their own businesses. This speaks well for the quality of graduate turned out by the program.
- It was noted that the program has a rich pool of alumni volunteers. This includes serving as guest speakers.
- Several alumni serve on the advisory committee.
- Graduates appear to be mainly employed in the greater Chicago area.
- It was noted by alumni that faculty reach out to graduates for input on new classes and other matters. It was also noted that faculty serves its students way beyond graduation, being available for advice and support.
- All the graduates we spoke to spent many years in the program before they graduated. Most of the students would seem to be part-time.
- Most alumni we spoke to felt that class availability had been a problem for them and that it was one factor prolonging their time in college.
- Alums felt the on-line classes were a real blessing and liked them.
- Some alumni expressed a desire to have continuing education classes offered on a shorter time period than a full semester.

Industry

- Industry firms donated \$5000 to fund the 2015 SCD team.
- A number of industry firms seem to be generous with in-kind donations. This and the above note indicate solid industry support.
- Numerous guest speakers from industry have addressed the students or supplied field trip sites. Students noted that this provides realistic knowledge of the industry.
- The self-study indicates that students have been hired by many local firms.
- ILCA executive director Scott Grams strongly supported the program and felt it has a fine reputation. The program has strong ties to ILCA, which we like to see.

- ILCA offers scholarships to landscape students in the state, but needs more applicants, including from COD.
- We learned that the current Chicagoland job market offers great opportunity for graduates. Green Industry supervisors are in great demand.

Advisory Committee

- The program has an advisory committee, as required by NALP. The advisory committee represents several segments of the green industry. However, we did not meet any industry representative of the landscape contracting industry.
- We appreciate the inclusion of Scott Grams, executive director of ILCA, as a member the advisory committee.
- A large proportion of the committee appear to be representatives of the college. However, the Dean or Associate Dean do not typically attend.
- Students are represented on the committee, as required by NALP.
- The committee meets twice a year or as needed. Judy Burgholzer serves as the chair of the committee, and faculty prepares the agenda. Agendas can be adjusted by the members. Between meetings members can be polled by email.
- There is some rotation of advisory committee members, though not a rigid schedule.
- Faculty identify new members for the committee.
- NALP prefers advisory committees to be more industry-driven and less faculty-driven, such as an industry person serving as the chair.
- The advisory committee believes the meetings are productive and efficiently run. The program seeks advice from industry and is pragmatic.
- The committee believes it is listened to and their suggestions acted upon. For instance, the committee has helped identify instructors for certain classes. The committee must agree to curriculum changes proposed by the faculty.
- The advisory committee is very active and supportive of the program. Many have strong connections to the department. Many are alumni.

Relationship to the Overall Institution and the Community

- The program does not enjoy a cooperative relationship with the grounds department. There is no sharing of equipment, common to two-year colleges. We heard about this

but we do not know the circumstances behind it. There is an opportunity to develop a better relationship that would benefit the program and the college.

- The program is active in FFA activities and recruits from FFA programs.
- They host state contests for high school students.
- Instructors are active in a wide variety of off-campus organizations.
- Several garden clubs offer scholarships to COD students.
- Plant sales contribute to campus life. So do floral arrangements they create for events.
- The college has articulation agreements with some other colleges. Most students do not seem to take advantage of them, but this is not unusual in a two-year college where the AAS is a terminal degree. It is, however, commendable that the opportunity is available.

Facilities, Equipment, and Information Systems

- According to the self-study, the library appears to have a good collection of current materials suitable for this program. Our visit to the library confirmed this. A librarian assigned to the program assists students in research and use of the library. Some assignments require library research.
- The student study area in the technical center includes a collection of current trade magazines and references.
- There is no real shop area and very few pieces of equipment. Most two-year landscape programs do have an inventory of landscape equipment for instructional use and for use on landscape projects and shops to support them. The program does make extensive use of outside suppliers like Caterpillar to serve this function. This may be a suitable replacement, but we wonder if it's enough to allow students to develop competency at equipment operation. Lack of a shop, or equipment storage area, or area available to the program for students to practice equipment operation probably makes it difficult to accommodate equipment.
- Instructors did express an interest in obtaining a compact utility loader for their landscape projects. This is not a large piece of equipment and probably could be accommodated in the facilities as they exist. However, space might need to be allocated for the various attachments, to be stored indoors or under a covered area.
- The small outdoor lab area is nice, but we feel a larger space would be helpful for landscape projects to allow more hands-on activities and equipment operation. There does not seem to be any shortage of unused land behind the greenhouse.

- Because students are excluded from the grounds, it cannot be used as training grounds for pruning or numerous other training possibilities. The entire grounds could serve as a lab for problem solving without altering any element of the landscape.
- The technical education center is a fine facility. However, they may have space problems if they add more classes.
- Facilities were tidy, neat, and clean. We noticed the same in other shops in the building.
- They have a CADD lab with laptops stored in a cases to be moved from room to room as needed.
- Tools stored in a tool room were put away dirty. Storage seemed a bit disorganized. There did not seem to be an obvious place for hearing or eye protection. We did not notice any safety signage. We were told areas were inspected for safety. MSDS were available and on display.

Other

- Typical of many college websites, this website was uninteresting and says little about what happens in the program. These can be an important recruitment tool. Websites should be actively managed, vibrant, and say what students actually do in the program. They should have lots of graphics and be an opportunity to brag about accomplishments.
- We commend the instructors, particularly Brian Clement, for preparing a fine self-study and organizing a successful visit.

Curriculum

- The NALP model curriculum requires 15 credits of business and communications. The program appears to be three credits short of this requirement. We did not see such landscape business courses as estimating and bidding or accounting in the course inventory, though some is imbedded in other courses.
- Fifteen credits of horticulture and related science are also required. This requirement is satisfied. However, plant identification courses are more germane to the needs of the landscape occupation than plant propagation and plant taxonomy, and might better satisfy this requirement. Plant identification classes are a standard part of landscape programs around the country. Oddly, there seems to be no coverage of annuals.

- Twenty credits total are needed in three specialty areas: design, installation, and management/maintenance. While an inventory of elective classes allows an individual student to select such classes, none are required. In the program's current form, this requirement is not satisfied.
- Three credits minimum are required in each of the three categories. Since no class in these categories are required, this requirement is also not satisfied. Classes that would satisfy this requirement exist but are listed as elective.
- The program offers a number of courses in the design category and the landscape management category. However, offerings in installation/construction are minimal.
- NALP standards call for 6 credits of computer education. This can be satisfied by dedicated classes and some proportion of time of computer usage in other classes. There is seemingly no Introduction to Computers offered. While younger students may be comfortable with computers, they may not actually be qualified in commercial applications, and there are a number of older students. Several CAD classes are offered. The self-study did not address computer usage in other classes. We are therefore uncertain if this requirement is satisfied.
- A minimum of three credits of internship in a meaningful work experience are required. The standards suggest about 10 weeks of full-time work or some equivalent. In this program 3 credits are required at 75 hours per credit, adding up to about 225 hours. Therefore, the internship here falls short of what NALP would hope for. However, we recognize that students may enroll in additional internship credits as electives, and that many interns do work longer than the required hours.
- There does not appear to be an equipment operation class. Time spent off-campus practicing equipment in other classes takes time away from instruction in those classes. Time spent on equipment is probably minimal.
- It was not clear that students received comprehensive instruction in occupational health and safety, though we were told they use NALP and OSHA study materials. This occupation has its hazards and these affect insurance rates for companies and their success. Some safety is covered in other classes but once again, that takes time away from those subject areas. Mr. Actis, we note, seems to be eminently qualified to teach an occupational health and safety class.
- We agree that the Spanish for Horticulture class is important. We spoke to a Spanish speaking HR specialist who frequently must speak Spanish with employees, and she agrees. It is our understanding the college wishes the class be taught by a Spanish program instructor. We disagree.
- The program offers a large number of "special topics" type classes. These are hard to evaluate for their usefulness from a NALP perspective.
- We learned that night classes in plant identification were difficult because of early darkness.

- Students and alumni were pleased with the on-line classes. Some felt them essential. The on-line and hybrid classes were thought to be well-organized with good interactions between faculty and students.

Requirements and Recommendations

Requirements

- Create an identifiable titled AAS landscape track that ensures each student in that track meets NALP standards. This will involve making more classes required. This need not affect other certificates or subject areas or a general horticulture degree.
- A strong statement about safety must be included in program objectives.
- Add a program objective stating that “students will learn appropriate technical skills required by the landscape industry”. Modify objective seven to include equipment.
- The mission statement must be prominently posted in the classroom areas and students made aware of the mission.
- All program marketing and correspondence material will feature the NALP accreditation logo.

Recommendations

- We strongly recommend collaboration be developed between the grounds department and the program to allow targeted usage by students of the landscape on campus for educational purposes.
- We strongly recommend the college explore ways to fund Student Career Days expenses, Green Expo, and other activities. Vice-President Dr. Kartje suggested when we spoke to her that plant sale proceeds could go to the club, for example. Or one might fund SCD teams like athletic teams.
- We strongly recommend that the college administration explore ways to assist the program in marketing. The industry has powerful needs for trained personnel and we anticipate the need will increase substantially in the future.
- We strongly recommend that Spanish for Horticulture be taught by a practitioner of the industry such as Mr. Actis.
- The program should evaluate its equipment operation instruction to ask if competency in equipment operation is being achieved by students and if not, determine how that can be achieved. Similarly, evaluate if all landscape students are learning basic “hands-on” equipment maintenance.

- The program should also evaluate whether or not students are sufficiently competent in pruning the various types of plants found in the landscape. This might be accomplished by a survey administered through the advisory committee or an internship evaluation form completed by by employers.
- The program should work to ensure the typical internship experience comes closer to the ten week suggestion of NALP. We understand the 75 hour per credit limit complicates this.
- We recommend the program develop a more comprehensive evaluation form for their internships. The form administered by the College Career Services does not seem particularly useful for program improvement. We recognize that employers and students will need to continue to complete the career services form.
- We recommend the program work to make the advisory committee more industry-driven. Consider creating an industry chair, for instance.
- Joe Hobson has suggested using the grounds for problem solving exercises. Questions such as "How do we find problems"?, "how do we research the problems"?, "how do we solve them"? "Are there safety issues on campus"? Such questions can be addressed effectively using the college landscape as a learning tool. It can also perhaps uncover safety issues on the campus grounds. This is an important function of the landscape maintenance industry.
- A program administrator should attend a NALP Student Career Days. We have found the experience extremely meaningful for their understanding of the industry
- The program should investigate how class availability can be improved. Perhaps making more classes required will guarantee enrollment in those classes and thus ensure their being held. Improved class availability should ease the route to graduation and shorten the average time this takes.
- Consider creating an occupational safety and health class. It need not be three credit. It may also be combined with equipment operation.
- Create an estimating and bidding class so this subject can be covered more thoroughly. Adding such a class would satisfy the fifteen credit communications and business category of the standards. And can give the students more computer experience.
- The horticulture club should devise strategies of increasing club participation, meet more often, and become more active. We know this can be difficult in two-year colleges, especially with night classes, because of student's schedules.
- We recommend they explore options for improving the program's presence on the internet. Marketing should be a focus.

- Horticulture students should be encouraged to seek appropriate certifications. Student expertise and their resumes are strengthened thereby. Students or graduates that obtain professional certification can also be great promotional tools for the program.
- Horticulture students should also be strongly encouraged to apply for ILCA, NALP, and other scholarships.
- Students should be given the opportunity to attend NALP Landscapes with instructors if this is feasible. A student-Industry Roundtable held at the event give students opportunity to meet industry leaders from different areas of the country.
- Make sure that SCD attendees interview for employment at its Job Fair. Employers expect this and it is a good opportunity to learn about employment in the industry and polish interview skills
- Continue to develop hybrid on-line classes for students.
- Consider offering short-term continuing education classes for alumni or adults seeking new information. The advisory committee can explore this topic
- The program could pursue having its Spanish class accepted for the Humanities requirement of the college. A two part class can be created with a core of cultural issues and sections specific to occupational areas such as horticulture or nursing.
- Landscape design, construction, and maintenance should have additional representation on the advisory committee.
- Consider making plant taxonomy, plant propagation, and small engine repair classes elective for landscape track students. Consider requiring plant identification, both woody and herbaceous plants, for such students.
- We suggest prominently labeling cabinets in the store room where safety goggles and other personal protective equipment are stored. Require students to clean tools before returning them to store, and provide the means to do so.
- Continue to develop an ethos of life-long learning through trade organizations, periodicals, and other means. This is an element of professionalism and answers part of the program mission.
- Consider participating as a club in the NALP Day of Service and publicize it on the new web presence. This can be a good learning experience, an opportunity for program promotion, and possibly a contribution to North Central concerns. Information and pictures can be sent to NALP, ILCA, and local newspapers – not to mention, an improved website.
- The Landlovers materials on-line at www.thelandlovers.com , a cooperative effort of NALP and several state trade organizations, could be helpful in reaching younger people who could become potential students.

REQUIREMENTS FOR CONTINUED ACCREDITATION:

- Report annually on the status of the Requirements for Full Accreditation.
- Maintain a NALP Chapter membership.
- Maintain a NALP Affiliate (Faculty) membership.
- Continue leading a student delegation to the NALP Student Career Days.
- Make an annual report due by December 15th each year to NALP to include:

Number of students enrolled in program
Number of program graduates
Names, firms, and addresses of industry advisory committee members
Numbers of students placed in internships (list firms and where located)
Publications Authored, Co-Authored or Researched by faculty since last report
NALP meetings attended
Results of most recent NALP Student Career Day
NALP Scholarships received
NALP Student Chapter activities
Placement/Graduation statistics
Salary statistics of interns
Salary statistics of graduates
Graduation percentage of students enrolled and those that complete the program
Graduation numbers
Testimonials related to NALP and how accreditation has helped your program
Success stories of interns and graduates

- During the sixth year of accreditation, Senior Program Faculty members must make application for the next seven-year accreditation review. During the last year a self-study evaluation report is to be prepared and submitted to NALP 30 days prior to the Accreditation Team campus visit.

The visitation team commends College of DuPage for the program it offers in Landscape . The team also recognizes the college for its faculty, hands-on learning, commitment to mentoring future leaders of the industry, and community outreach.

NALP and its Accreditation team looks forward to a continuing on-going association with the College of DuPage

Distribution List

Dr. Jean Kartje, Vice President of Academic Affairs

Dr. Donna Stewart, Dean of Business and Technology

Dr. John Kronenburger, Associate Dean of Technology

Judy Burgholzer, Instructor and Department Coordinator

Brian Clement, Instructor



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ACCREDITED SCHOOLS

Accreditation is the National Association of Landscape Professionals endorsement of colleges and universities with outstanding landscape contracting or horticulture degrees. This recognition is extended to schools that meet or exceed industry standards for a model curriculum. The Accreditation program can serve as guidance to create and/or improve program curricula. Graduates of accredited programs are highly sought after by every facet of the landscape profession. Companies know any student from an accredited school has the training and skills to enter the workforce and make an impact right away.



The National Association of Landscape Professionals Accreditation is the only nationally recognized endorsement offered to colleges with landscape/horticulture curricula. It is designed to recognize schools with landscape contracting curricula that meet or exceed industry standards. Accreditation provides guidance to create and/or improve current program curricula, while providing both local and national recognition.

NALP Accredited Colleges and Universities

Accreditation is based on meeting all provisions of a model curriculum.

FOUR-YEAR SCHOOLS

Brigham Young University

Landscape Management
Provo, Utah

Brigham Young University - Idaho

Rexburg, Idaho

Colorado State University

Landscape Design and Contracting
Fort Collins, Colorado

Iowa State University

Landscape Design,
Installation and Management
(LDIM) Program
Ames, Iowa

Mississippi State University

Landscape Contracting and Management
Mississippi State, Mississippi

The Niagara Parks Commission

School of Horticulture
Niagara Falls, Ontario, Canada

Oklahoma State University

TWO-YEAR SCHOOLS

Chattahoochee Technical College, North Metro Campus

Environmental Horticulture Program
Acworth, Georgia

Cincinnati State Technical and Community College

Landscape Horticulture
Cincinnati, Ohio

Clackamas Community College

Landscape and Horticulture
Oregon City, Oregon

College of DuPage

Landscape Horticulture
Glen Ellyn, IL

Columbus State Community College

Landscape Design/Build
Columbus, Ohio

Cuyahoga Community College

Plant Science and Landscape Technology
Highland Hills, Ohio

Horticulture and Landscape Architecture
Stillwater, Oklahoma

SUNY Cobleskill

Landscape Contracting
Cobleskill, New York

University of Maryland

Landscape Management Program
College Park, Maryland

Hawkeye Community College

Landscape and Turf Program
Waterloo, IA

Hinds Community College

Landscape Management Technology
Raymond, Mississippi

Illinois Central College

Horticulture
East Peoria, Illinois

Joliet Junior College

Landscape Design and Management
Joliet, Illinois

Kirkwood Community College

Landscape Construction and Landscape Design
Programs
Cedar Rapids, Iowa

Milwaukee Area Technical College

Landscape Horticulture
Mequon, Wisconsin

Naugatuck Valley Community College

Horticulture
Waterbury, Connecticut

**The Ohio State University – Agricultural
Technical Institute**

Landscape Contracting and Construction
Wooster, Ohio

Oklahoma State University

Horticulture Technology
Oklahoma City, Oklahoma

Ozarks Technical Community College

Turf and Landscape Management
Springfield, Missouri

Palo Alto College

Landscape and Horticultural Science
San Antonio, Texas

Pennsylvania College of Technology

Landscape/Nursery Technology
Williamsport, Pennsylvania

Sandhills Community College

Landscape Gardening Program
Pinehurst, North Carolina

Spokane Community College

Landscape/Turf Technology
Spokane, Washington

Horticulture Department

Mission, Objectives, and Strong Values...

The **Mission** of the College of DuPage Horticulture Department is to prepare students to enter the green industry as well as provide additional professional development opportunities for those already in the industry.

Objectives...

Introduce students to occupations within the green industry

Prepare students for successful employment through classroom and practical experiences while encouraging them to take pride in their work and establish a high standard of professionalism

Encourage students to be responsible stewards of the environment by demonstrating and valuing sustainable practices

Demonstrate the safe use of equipment, chemicals, and tools used in the industry

Identify and explain benefits of professional organizations in the green industry

Maintain strong industry contacts and link classroom knowledge with the industry through field trips and guest speakers

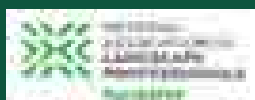
Values...

INTEGRITY - We expect the highest standard of moral character and ethical behavior.

HONESTY - We expect truthfulness and trustworthiness.

RESPECT - We expect courtesy and dignity in all interpersonal interactions.

RESPONSIBILITY - We expect fulfillment of obligations and accountability.



**State of Illinois
Occupational Employment Projections (Long-term)
2012-2022**

Standard Occupational Classification (SOC) Code	Title	Base Year Employment 2012	Year Employment 2022	Employment Change 2012-2022		Average Annual Job Openings due to			Annual Compound Growth
				Number	Percent	Growth	Replacements	Total	
DuPage County									
37-3000	Grounds Maintenance Workers	6,199	7,017	818	13.20	82	156	238	1.25
37-3011	Landscaping & Groundskeeping Workers	5,570	6,297	727	13.05	73	140	213	1.23
37-3012	Pesticide Handlers, Sprayers & Applicators	137	152	15	10.95	2	4	6	1.04
37-3013	Tree Trimmers & Pruners	235	285	50	21.28	5	6	11	1.95
37-3019	Grounds Maintenance Workers, All Other	257	283	26	10.12	3	6	9	0.97
Cook County									
37-3000	Grounds Maintenance Workers	22,174	23,526	1,352	6.10	135	559	694	0.59
37-3011	Landscaping & Groundskeeping Workers	19,740	20,948	1,208	6.12	121	498	619	0.60
37-3012	Pesticide Handlers, Sprayers & Applicators	414	423	9	2.17	1	10	11	0.22
37-3013	Tree Trimmers & Pruners	688	768	80	11.63	8	17	25	1.11
37-3019	Grounds Maintenance Workers, All Other	1,332	1,387	55	4.13	6	34	40	0.41
Kane County, Dekalb and Kendall Counties									
37-3000	Grounds Maintenance Workers	2,370	2,902	532	22.45	53	60	113	2.05
37-3011	Landscaping & Groundskeeping Workers	2,129	2,608	479	22.50	48	54	102	2.05
37-3012	Pesticide Handlers, Sprayers & Applicators	48	54	6	12.50	1	1	2	1.18
37-3013	Tree Trimmers & Pruners	71	94	23	32.39	2	2	4	2.85
37-3019	Grounds Maintenance Workers, All Other	122	146	24	19.67	2	3	5	1.81
Will County									
37-3000	Grounds Maintenance Workers	1,891	1,965	74	3.91	8	48	56	0.38
37-3011	Landscaping & Groundskeeping Workers	1,679	1,743	64	3.81	6	42	48	0.37
37-3012	Pesticide Handlers, Sprayers & Applicators	44	43	-1	-2.27	0	1	1	-0.23
37-3013	Tree Trimmers & Pruners	71	78	7	9.86	1	2	3	0.94
37-3019	Grounds Maintenance Workers, All Other	97	101	4	4.12	0	2	2	0.40

Appendix: Continued—Employment and job openings by occupation and occupational group, 2008 and projected 2018

(Numbers in thousands)

Matrix code	2008 National Employment Matrix title	Employment				Change, 2008–18		Total job openings due to growth and replacement needs ¹
		Number		Percent distribution		Numeric	Percent	
		2008	2018	2008	2018			
35–2000	Cooks and food preparation workers.....	2,958.1	3,149.6	2.0	1.9	191.5	6.5	1,039.5
35–2010	Cooks.....	2,066.2	2,220.0	1.4	1.3	153.8	7.4	682.4
35–2011	Cooks, fast food.....	566.0	608.4	.4	.4	42.4	7.5	187.2
35–2012	Cooks, institution and cafeteria	391.8	429.7	.3	.3	37.9	9.7	138.1
35–2013	Cooks, private household.....	4.9	5.1	.0	.0	.2	4.3	1.5
35–2014	Cooks, restaurant.....	914.2	984.4	.6	.6	70.3	7.7	304.2
35–2015	Cooks, short order.....	171.4	171.5	.1	.1	.1	.0	43.9
35–2019	Cooks, all other.....	18.0	20.9	.0	.0	2.9	16.3	7.5
35–2021	Food preparation workers	891.9	929.6	.6	.6	37.8	4.2	357.0
35–3000	Food and beverage serving workers.....	6,307.2	6,962.3	4.2	4.2	655.1	10.4	3,142.0
35–3011	Bartenders	508.7	549.5	.3	.3	40.8	8.0	222.0
35–3020	Fast food and counter workers	3,227.1	3,670.4	2.1	2.2	443.3	13.7	1,402.1
35–3021	Combined food preparation and serving workers, including fast food	2,701.7	3,096.0	1.8	1.9	394.3	14.6	967.2
35–3022	Counter attendants, cafeteria, food concession, and coffee shop.....	525.4	574.4	.3	.3	49.0	9.3	434.9
35–3031	Waiters and waitresses.....	2,381.6	2,533.3	1.6	1.5	151.6	6.4	1,466.2
35–3041	Food servers, nonrestaurant.....	189.8	209.1	.1	.1	19.3	10.2	51.8
35–9000	Other food preparation and serving related workers.	1,345.2	1,450.8	.9	.9	105.6	7.9	773.7
35–9011	Dining room and cafeteria attendants and bartender helpers.....	420.7	444.0	.3	.3	23.3	5.5	205.7
35–9021	Dishwashers.....	522.9	583.4	.3	.4	60.4	11.6	275.7
35–9031	Hosts and hostesses, restaurant, lounge, and coffee shop.....	350.7	373.4	.2	.2	22.8	6.5	266.8
35–9099	Food preparation and serving related workers, all other.....	50.9	50.0	.0	.0	–.9	–1.7	25.6
37–0000	Building and grounds cleaning and maintenance occupations.....	5,727.2	6,211.0	3.8	3.7	483.9	8.4	1,434.4
37–1000	Supervisors, building and grounds cleaning and maintenance workers.....	469.0	514.3	.3	.3	45.2	9.6	95.0
37–1011	First-line supervisors/managers of housekeeping and janitorial workers	251.1	263.9	.2	.2	12.8	5.1	38.9
37–1012	First-line supervisors/managers of landscaping, lawn service, and groundskeeping workers	217.9	250.3	.1	.2	32.4	14.9	56.0
37–2000	Building cleaning and pest control workers.....	3,955.5	4,157.2	2.6	2.5	201.8	5.1	945.9
37–2010	Building cleaning workers.....	3,887.9	4,079.4	2.6	2.5	191.5	4.9	911.9
37–2011	Janitors and cleaners, except maids and housekeeping cleaners	2,375.3	2,479.4	1.6	1.5	104.1	4.4	553.0
37–2012	Maids and housekeeping cleaners	1,498.2	1,583.7	1.0	1.0	85.6	5.7	354.4
37–2019	Building cleaning workers, all other.....	14.5	16.2	.0	.0	1.7	12.1	4.5
37–2021	Pest control workers	67.5	77.8	.0	.0	10.3	15.3	34.0
37–3000	Grounds maintenance workers.....	1,302.7	1,539.5	.9	.9	236.8	18.2	393.6
37–3010	Grounds maintenance workers	1,302.7	1,539.5	.9	.9	236.8	18.2	393.6
37–3011	Landscaping and groundskeeping workers.....	1,205.8	1,422.9	.8	.9	217.1	18.0	362.2
37–3012	Pesticide handlers, sprayers, and applicators, vegetation	30.8	36.3	.0	.0	5.4	17.7	9.1
37–3013	Tree trimmers and pruners	45.0	56.8	.0	.0	11.8	26.3	17.2
37–3019	Grounds maintenance workers, all other	21.1	23.6	.0	.0	2.5	11.8	5.0
39–0000	Personal care and service occupations	5,044.2	6,074.8	3.3	3.7	1,030.6	20.4	2,283.7
39–1000	Supervisors, personal care and service workers.....	278.4	316.7	.2	.2	38.2	13.7	111.2
39–1010	First-line supervisors/managers of gaming workers	65.3	70.8	.0	.0	5.5	8.4	20.4
39–1011	Gaming supervisors	40.9	45.7	.0	.0	4.8	11.8	14.1
39–1012	Slot key persons.....	24.4	25.1	.0	.0	.7	2.8	6.2

See footnotes at end of table.

Occupations with the largest projected job growth, 2008–18

(Numbers in thousands)

Matrix code	2008 National Employment Matrix title	Occupational group	Employment		Change, 2008–18		Quartile rank by 2008 median wages ¹	Most significant source of postsecondary education or training ²
				2018	Numeric	Percent		
29–1111	Registered nurses.....	Professional and related	2618.7	3200.2	581.5	22.2	VH	Associate degree
31–1011	Home health aides.....	Service	921.7	1382.6	460.9	50.0	VL	Short-term on-the-job training
43–4051	Customer service representatives.....	Office and administrative support	2252.4	2651.9	399.5	17.7	L	Moderate-term on-the-job training
35–3021	Combined food preparation and serving workers, including fast food.....	Service	2701.7	3096.0	394.3	14.6	VL	Short-term on-the-job training
39–9021	Personal and home care aides...	Service	817.2	1193.0	375.8	46.0	VL	Short-term on-the-job training
41–2031	Retail salespersons.....	Sales and related	4489.2	4863.9	374.7	8.4	VL	Short-term on-the-job training
43–9061	Office clerks, general.....	Office and administrative support	3024.4	3383.1	358.7	11.9	L	Short-term on-the-job training
13–2011	Accountants and auditors.....	Management, business, and financial	1290.6	1570.0	279.4	21.7	VH	Bachelor's degree
31–1012	Nursing aides, orderlies, and attendants.....	Service	1469.8	1745.8	276.0	18.8	L	Postsecondary vocational award
25–1000	Postsecondary teachers.....	Professional and related	1699.2	1956.1	256.9	15.1	VH	Doctoral degree
47–2061	Construction laborers	Construction and extraction	1248.7	1504.6	255.9	20.5	L	Moderate-term on-the-job training
25–2021	Elementary school teachers, except special education.....	Professional and related	1549.5	1793.7	244.2	15.8	H	Bachelor's degree
53–3032	Truck drivers, heavy and tractor-trailer.....	Transportation and material moving	1798.4	2031.3	232.9	13.0	H	Short-term on-the-job training
37–3011	Landscaping and groundskeeping workers.....	Service	1205.8	1422.9	217.1	18.0	L	Short-term on-the-job training
43–3031	Bookkeeping, accounting, and auditing clerks.....	Office and administrative support	2063.8	2276.2	212.4	10.3	H	Moderate-term on-the-job training
43–6011	Executive secretaries and administrative assistants.....	Office and administrative support	1594.4	1798.8	204.4	12.8	H	Work experience in a related occupation
13–1111	Management analysts.....	Management, business, and financial	746.9	925.2	178.3	23.9	VH	Bachelor's or higher degree, plus work experience
15–1031	Computer software engineers, applications.....	Professional and related	514.8	689.9	175.1	34.0	VH	Bachelor's degree
43–4171	Receptionists and information clerks.....	Office and administrative support	1139.2	1312.1	172.9	15.2	L	Short-term on-the-job training
47–2031	Carpenters.....	Construction and extraction	1284.9	1450.3	165.4	12.9	H	Long-term on-the-job training
31–9092	Medical assistants.....	Service	483.6	647.5	163.9	33.9	L	Moderate-term on-the-job training
43–1011	First-line supervisors/managers of office and administrative support workers.....	Office and administrative support	1457.2	1617.5	160.3	11.0	H	Work experience in a related occupation
15–1081	Network systems and data communications analysts.....	Professional and related	292.0	447.8	155.8	53.4	VH	Bachelor's degree
29–2061	Licensed practical and licensed vocational nurses.....	Professional and related	753.6	909.2	155.6	20.7	H	Postsecondary vocational award

See footnotes at end of table.



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LANDSCAPE INDUSTRY STATISTICS

SIZE OF INDUSTRY

There are a number of market reports that provide data about the size of the industry. Statistics from the [July 2015 IBIS World market report](#) show that the landscape services industry has annual revenues of \$76 billion, annual growth of 3.4%, employs 958,711 people, and represents 466,768 businesses.

STATE OF THE INDUSTRY

In the [Lawn and Landscape Magazine State of the Industry 2014](#) survey, respondents reported business in the following sectors: 65% single family residential, 23% commercial/industrial, with revenue from services breaking down as follows: 42% maintenance, 19% design/build, 13% lawn care, 6% tree care, 6% snow removal, and 6% irrigation. The fastest growing services were maintenance and design/build.

According to the Lawn and Landscape survey, the average company employs 15 people year-round, has \$1 million in revenues and has a net profit of 10%.

The [Landscape Management Industry Pulse Report 2014](#) shows that 80% of contractors surveyed described the state of the market as very healthy, compared to 56% in just two years earlier in 2012.

Contractors were very optimistic (41%) about the outlook for 2015, and 17% projected that they would have higher revenue in 2015 over 2014.

According to the [Green Industry Pros Industry Business Report](#) equipment suppliers and dealers are benefiting from the growing landscape and lawn care revenues. Roughly 60% of suppliers said both equipment and parts business was up this year, while 55% said they also saw an increase in service business. In 2015, roughly half of dealers expect to see an increase in both equipment and parts business, while 58% anticipate more service-related work.

Equipment dealers (39%) expect to sell more equipment and parts to landscapers next year. Just 5% of dealers expect to sell less to landscapers.

CONSUMER STATISTICS

It is clear that Americans think a well-maintained yard is important and they value the contributions of landscape professionals.

A [new survey](#) by Harris Poll for the National Association of Landscape Professionals conducted among 2,034 U.S. adults (ages 18+), finds that three quarters of Americans (75%) feel that it is important to spend time outside in their yards. Despite the perception that the younger generation is

only focused on a high-tech lifestyle, nearly three quarters (74%) of Millennials (18–34 year olds) think spending time outside in their yards is important. Eighty-three percent of Americans think having a yard is important and 90% of those with a yard think it is important that it is also well-maintained. Also, those who live in the South (85%) or Midwest (87%) are more likely than those who live in the Northeast (79%) to say this is important.

A large majority of Americans (67%) agree that professional landscape help would allow them to have a nicer yard. Nine in ten (90%) prefer to live in a home surrounded by trees, grass and other living plants and almost half (47%) wish they could hire a landscape professional to help them. Americans also want to live in an area where they can see or walk to nice landscaping (91%), and they think it is important (71%) that their neighbors have well-maintained yards. They also agree (84%) that the quality of a home's landscaping would affect their decision about whether or not to buy a home.

An [infographic](#) and [report](#), are available on the media section of www.landscapeprofessionals.org.

According to the [survey on consumer spending habits](#) conducted by Harris Poll in 2013, spending on landscape contracting should remain steady with the most significant increase in the design build sector. [Click here](#) to see the consumer spending infographic.

Most realtors and homeowners feel that investments on landscaping and lawn care offer a good return on investment. The Homegain.com [National Home Improvement Survey 2012](#) surveyed nearly 500 real estate agents nationwide to determine the top 10 low cost, do-it-yourself home improvements for people getting their home ready to sell. Ninety-seven percent of real estate agents recommended landscaping as a top five home improvement recommendation responding that a homeowner can expect a 215% return on investment.

It is also clear that having access to green spaces is important to many people. The [Husqvarna Global Garden Report 2012](#) showed that “63% of respondents reported being willing to pay more for an apartment or house if it was located in an area with good green spaces, compared with, for instance, 34% willing to pay more for an area with good shopping and 33% for good cultural venues.” “67% is the share of American urban respondents in this year's survey who believed that having access to a good green space might get them to exercise more regularly.” “52% is the share of urban respondents globally in this year's survey who identified “green areas” as a feature they would like to see more of in their cities, making it the most frequently mentioned feature.”

Find more information on our website about the [landscape and lawn care industry](#), as well as statistics and research about the [benefits of green spaces](#).

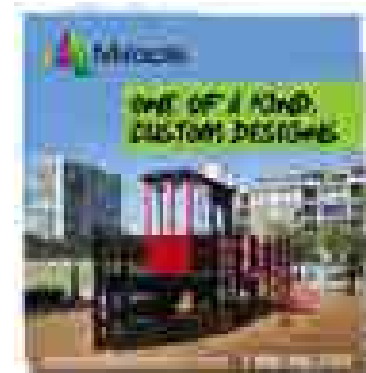
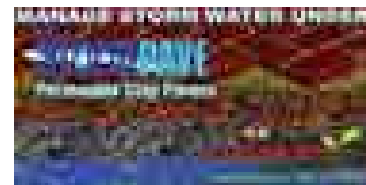
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NALP Accredits DuPage Horticulture

Only Third Such Endorsement in Illinois



The National Association of Landscape Professionals (NALP) has accredited the horticulture program at the College of DuPage near Chicago. This is only the third accreditation the NALP has approved in the state of Illinois.



The National Association of Landscape Professionals (NALP) has accredited only three horticulture programs in the state of Illinois. The most recent addition is the College of DuPage, a community college just outside of Chicago.

NALP accreditations are the only endorsements of horticulture-landscape programs that are acknowledged on a nationwide level. As a result, its accreditations carry a certain level of prestige.

“This accreditation provides national recognition that graduates of COD’s horticulture program are well-prepared to enter the field with the skills and knowledge they need to not only succeed, but excel in their career,” said Brian Clement, horticulture instructor at College of DuPage.

“It (an NALP accreditation) is designed to recognize programs that meet or exceed industry standards, and provide guidance to improve current programs while providing local and national recognition,” the College of DuPage said in a news release.

A shortage of qualified employees in the horticulture and landscape industries will ensure that College of DuPage’s horticulture graduates will be in high demand, Clement said.

“Companies cannot find enough skilled workers to fill their positions,” he said. “According to the National Association of Landscape Professionals Foundation, the industry hires a staggering 300,000 employees each year. We need more talented men and women seeking careers in this industry, and companies know any student from an accredited school has the training and skills to enter the workforce and make an impact right away.”

DuPage offers associate degrees in horticulture, as well as certificates in floral shop management, greenhouse management, horticulture, landscape design and construction, landscape and turf management, nursery and garden center management, and sustainable landscapes.

The NALP has accredited DuPage's program for three years, but the school plans to beef up its course offerings and degree programs in order to receive the maximum accreditation of seven years.

Website link: <http://tinyurl.com/njxsszl>

New York Universities Form Partnership

A recently approved agreement between two New York State universities will make it easier for landscape contracting graduates to transition to a master's program in landscape architecture. The agreement is between State University of New York Cobleskill and SUNY's Environmental Science and Forestry School. With this partnership in place, qualified Bachelor of Technology of Landscape Contracting graduates at Cobleskill can easily transition into the ESF's Master of Landscape Architecture field of study.

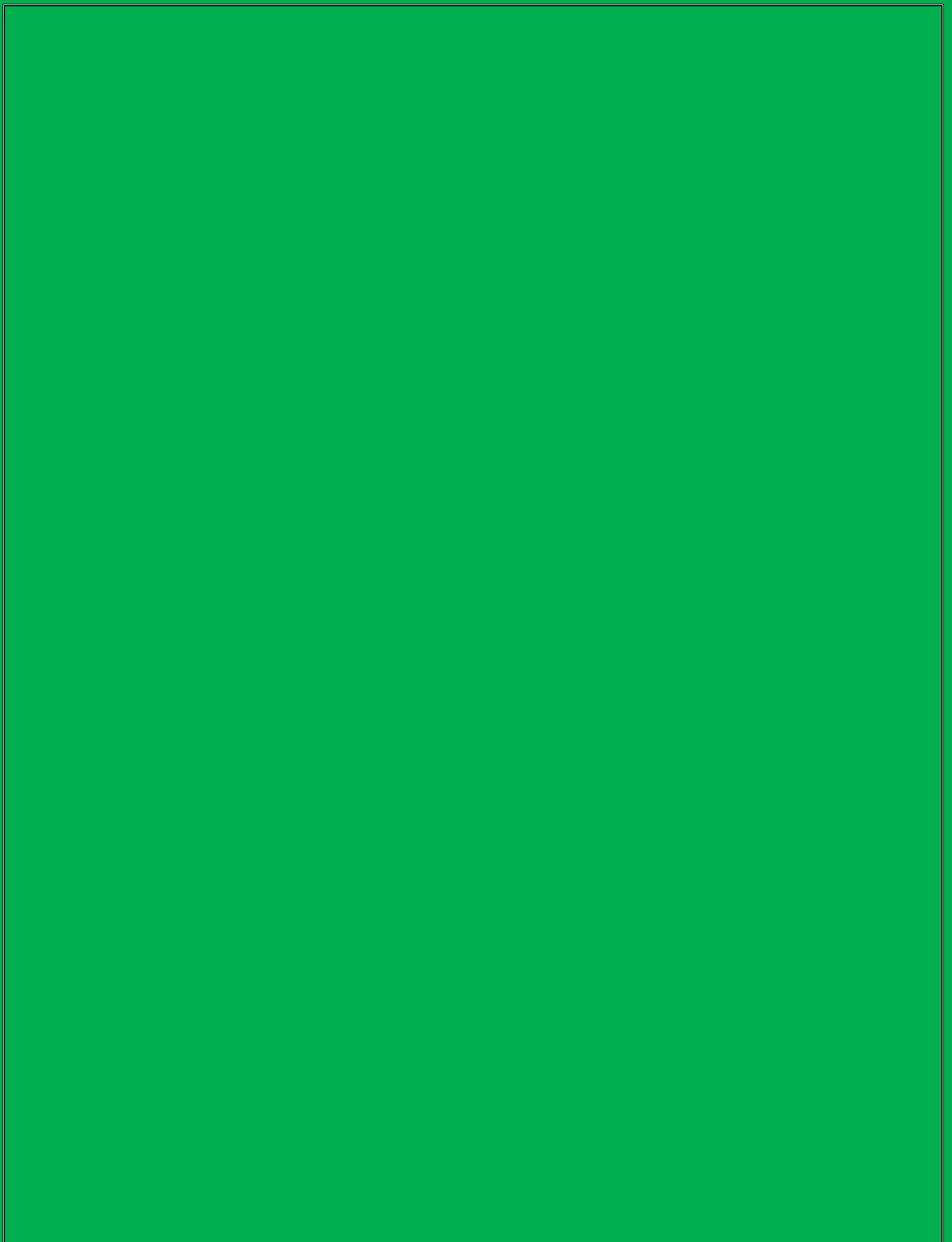
SUNY ESF's Master of Landscape Architecture program is prestigious and well respected because of its emphasis on land stewardship, sustainability and green infrastructure, and community, environmental and ecological design planning. ESF admits less than 20 students annually into the Master's of Landscape Architecture.

SUNY Cobleskill bachelor's degree students will be accepted if they meet the requirements of the master's program, including a strong grade point average, competitive Graduate Record Exam (GRE) score and completion of all prerequisite courses.

Landscape architecture requires rigorous professional training and licensure. The SUNY Cobleskill Landscape Contracting program provides a foundation in horticulture, business and landscape design, science and sustainability.

SUNY Cobleskill has established similar agreements with veterinary, medical and law schools, and masters programs in education, public administration, agricultural education, applied psychology, business administration (MBA), biological sciences and communications. Some of those partner institutions include The College of Saint Rose, Sage College of Albany, SUNY Cortland, Virginia Tech, Albany Law School, Utica College, SUNY Plattsburgh, The College of New Rochelle and SUNY Brockport.

Website link: <http://www.cobleskill.edu/home.asp>



COLLEGE OF DuPAGE
REGULAR BOARD MEETING

BOARD APPROVAL

1. **SUBJECT**

Bid Purchase of an Ultrasound Machine for the Sonography Department

2. **REASON FOR CONSIDERATION**

Total purchases from single vendors that exceed limit of \$25,000 must be approved by the Board of Trustees

3. **BACKGROUND INFORMATION**

Budget status:

GL: 01-10-00157-5806001	Budget	Actual YTD	Variance
FY 2016	\$129,999.96	\$0	\$129,999.96

This item represents a bid purchase of a General Electric (GE) Healthcare ultrasound machine, which will replace one of the two unusable/obsolete Toshiba units that is currently in the sonography program lab.

The sonography department is now conducting labs with two newer Samsung machines, and one older Sequoia unit. With only three machines it pushes the student/machine ratio to a level that decreases hands-on scan time for the students. This GE Healthcare machine will replace one of the Toshiba units, thereby providing four (4) usable machines for student instruction.

The machine will be used in seventeen (17) of the courses within the sonography program.

A legal notice was published and an Invitation to Bid was issued. Nine (9) vendors were solicited and twelve (12) vendors downloaded the bid documents. Three (3) bids were received. The lowest bidder, Phillips, was rejected for non-responsiveness. The vendor took exceptions to the College pricing terms and conditions. No in-district or minority/women owned businesses responded.

Following is a recap of the bid tabulation:

Vendor	Bid Amount
GE Healthcare	\$118,764.33
Mindray/Zonare	\$118,950.00
Philips	Bid Rejected

Low bidder shaded

4. **RECOMMENDATION**

That the Board of Trustees approves the purchase of an Ultrasound Machine for the Sonography Department from the lowest responsible bidder, G.E. Healthcare, 990 W. Innovation Drive, Wauwatosa, WI 53226, in the amount of \$118,764.33

Staff Contact: Melissa McKirdie, DMIS Program Coordinator



**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

1. **SUBJECT**
Personnel Actions.

2. **REASON FOR CONSIDERATION**
Board Action is required to ratify and approve personnel actions.

3. **BACKGROUND INFORMATION**
 - a) Ratification of Administrator Appointments
 - b) Ratification of Faculty Appointments
 - c) Ratification of Administrator Resignations / Terminations
 - d) Ratification of Managerial Terminations / Severance Agreements

4. **RECOMMENDATION**
That the Board of Trustees ratifies the Administrator Appointments, Faculty Appointments, Administrator Resignations/Terminations, and Managerial Terminations / Severance Agreements.

Staff Contact: Linda Sands-Vankerk, Vice President, Human Resources

Item B5k
April 21, 2016

APPOINTMENTS

<u>Name</u>	<u>Title</u>	<u>Department</u>	<u>Start Date</u>	<u>Type</u>	<u>Salary</u>
<u>ADMINISTRATOR</u>					
Jennifer McIntosh	Interim Associate Dean - Learning Resources	Learning Resources	04/26/2016	Interim Appointment	\$93,500
<u>FACULTY</u>					
James Adduci	Assistant Professor – Mathematics	Health & Sciences	08/17/2016	New Hire Full Time	\$75,093
Elizabeth Arnott-Hill	Assistant Professor, Psychology	Health & Sciences	08/17/2016	New Hire Full Time	\$75,093
Or'Shaundra Benson	Assistant Professor, Psychology	Health & Sciences	08/17/2016	New Hire Full Time	\$71,400
Alyssa Pasquale	Assistant Professor, Engineering	Health & Sciences	08/17/2016	New Hire Full Time	\$75,093
Rita Patel	Assistant Professor, Mathematics	Health & Sciences	08/17/2016	New Hire Full Time	\$75,093

RESIGNATIONS / TERMINATIONS

<u>Name</u>	<u>Title</u>	<u>Department</u>	<u>End Date</u>	<u>Type</u>	<u>Years of Service</u>
<u>ADMINISTRATOR</u>					
Brett Coup	Associate Dean, Learning Technologies	Academic Affairs	04/22/2016	Resignation	2 Yrs. 4 Mos.

Item B5k
April 21, 2016

TERMINATIONS / SEVERANCE AGREEMENTS

<u>Name</u>	<u>Title</u>	<u>Department</u>	<u>End Date</u>	<u>Type</u>	<u>Years of Service</u>
<u>MANAGERIAL</u> Scott Heck	Manager, Student Development	Counseling and Advising	06/24/2016	Position Elimination / Severance Agreement	5 Yrs. 7 Mos.

COLLEGE of DUPAGE

PERSONNEL DATA FOR RECOMMENDATION TO BOARD OF TRUSTEES

CANDIDATE: Jennifer McIntosh


POSITION: Interim Associate Dean, Learning Resources

PREPARATION: Master of Library and Information Science,
Dominican University, 2004

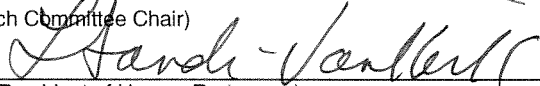
MAJOR AREAS: Library and Information Science

EXPERIENCE: College of DuPage
Reference Librarian
2013-Current
Prairie State College
Reference and Instruction Librarian
2013
Casper College
Faculty Librarian/Administrative Librarian
2006-2012

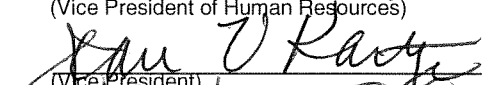
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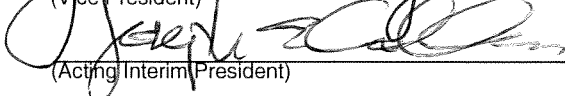
(Search Committee Chair)



(Vice President of Human Resources)



(Vice President)



(Acting Interim President)

RANK AND SALARY: Administrator: \$93,500

DATE OF HIRE: April 25, 2016

COLLEGE of DUPAGE
POSITION STATISTICS FOR RECOMMENDED CANDIDATE

POSITION: Interim Associate Dean – Learning Resources

DEPARTMENT: Learning Resources

CANDIDATE: Jennifer McIntosh

SEARCH COMMITTEE: Ellen Sutton, Jean Kartje

ADVERTISEMENTS:

SOURCE	DATE
Search Kept Internal	

DIVERSITY RECRUITMENT:

CANDIDATE POOL	STATS
Number of candidates	2
Number of candidates who did not meet minimum requirements	0
Number of candidates who withdrew their application during selection process	0
Self-identified diverse candidates	1
Number of candidates interviewed	2
Number of diverse candidates interviewed	1

COLLEGE of DUPAGE

PERSONNEL DATA FOR RECOMMENDATION TO BOARD OF TRUSTEES

CANDIDATE: James Adduci

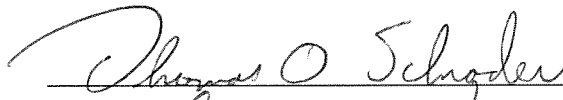
POSITION: Assistant Professor, Mathematics

PREPARATION: PhD Mathematics,
Ohio State University, 2011


MAJOR AREAS: Mathematics

EXPERIENCE: College of DuPage
Senior Academic Assistant
2014-Current
Chicago Bridge and Iron
Engineering Software Developer
2013-Current
Wolfram Research
Research Programmer
2011-2013

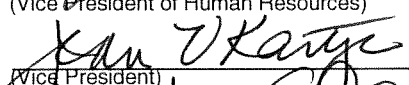
RECOMMENDED BY:



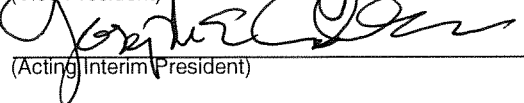
(Search Committee Chair)



(Vice President of Human Resources)



(Vice President)



(Acting Interim President)

RANK AND SALARY: Range D, Step 5: \$75,093

DATE OF HIRE: August 17, 2016

COLLEGE of DUPAGE
POSITION STATISTICS FOR RECOMMENDED CANDIDATE

POSITION: Assistant Professor, Mathematics

DEPARTMENT: Health and Sciences

CANDIDATE: James Adduci

SEARCH COMMITTEE: Tom Schrader (Chair), Christopher Bailey, Kathleen Dexter, Erica Hotsinpillar, Anthony Lenard, Christy Peterson

ADVERTISEMENTS:

SOURCE	DATE
Chronicle of Higher Education	12/24/2015
Inside Higher Education	12/24/2015
Diverse Education	12/24/2015

DIVERSITY RECRUITMENT:

CANDIDATE POOL	STATS
Number of candidates	72
Number of candidates who did not meet minimum requirements	5
Number of candidates who withdrew their application during selection process	0
Self-identified diverse candidates	22
Number of candidates interviewed	22
Number of diverse candidates interviewed	9

COLLEGE of DUPAGE

PERSONNEL DATA FOR RECOMMENDATION TO BOARD OF TRUSTEES

CANDIDATE: Elizabeth Arnott-Hill

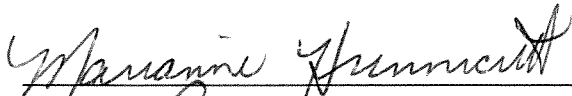
POSITION: Assistant Professor, Psychology

PREPARATION: PhD Experimental Psychology,
DePaul University, 2006

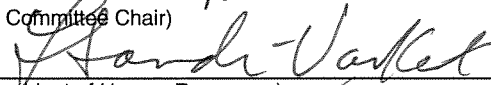
MAJOR AREAS: Experimental Psychology

EXPERIENCE: Chicago State University
Interim Assistant Provost,
Assessment and Curriculum
2015-Current
Chicago State University
Associate Professor, Psychology
2012-Current
Chicago State University
Assistant Professor
2006-2012

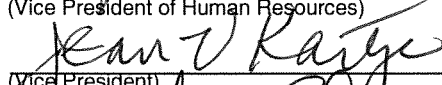
RECOMMENDED BY:



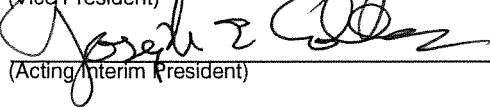
(Search Committee Chair)



(Vice President of Human Resources)



(Vice President)



(Acting Interim President)

RANK AND SALARY: Range D, Step 5: \$75,093

DATE OF HIRE: August 17, 2016

COLLEGE of DUPAGE
POSITION STATISTICS FOR RECOMMENDED CANDIDATE

POSITION: Assistant Professor, Psychology

DEPARTMENT: Health and Sciences

CANDIDATE: Elizabeth Arnott-Hill

SEARCH COMMITTEE: Marianne Hunnicutt (Chair), Felipe Armas, Kenneth Gray, Naheed Hasan, Ada Wainwright

ADVERTISEMENTS:

SOURCE	DATE
Chronicle of Higher Education	12/23/2015
Inside Higher Education	12/23/2015
Diverse Education	12/23/2015
Asians in Higher Education	1/26/2016
Hispanics in Higher Education	1/26/2016
Journal of Blacks in Higher Education	1/26/2016

DIVERSITY RECRUITMENT:

CANDIDATE POOL	STATS
Number of candidates	55
Number of candidates who did not meet minimum requirements	6
Number of candidates who withdrew their application during selection process	0
Self-identified diverse candidates	15
Number of candidates interviewed	6
Number of diverse candidates interviewed	2

COLLEGE of DUPAGE

PERSONNEL DATA FOR RECOMMENDATION TO BOARD OF TRUSTEES

CANDIDATE: Or'Shaundra Benson

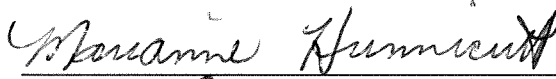
POSITION: Assistant Professor, Psychology

PREPARATION: PhD Psychological Sciences,
DePaul University, 2015


MAJOR AREAS: Psychological Sciences

EXPERIENCE: DePaul University
Part-Time Instructor
2011-Current
Chicago State University
Adjunct Faculty
2014-Current
DeVry University
Visiting Professor
2014-Current

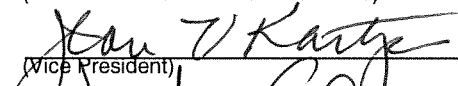
RECOMMENDED BY:



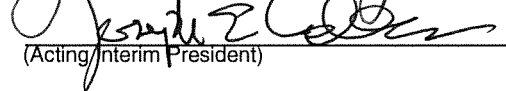
(Search Committee Chair)



(Vice President of Human Resources)



(Vice President)



(Acting/Interim President)

RANK AND SALARY: Range D, Step 4: \$71,400

DATE OF HIRE: August 17, 2016

COLLEGE of DUPAGE
POSITION STATISTICS FOR RECOMMENDED CANDIDATE

POSITION: Assistant Professor, Psychology

DEPARTMENT: Health and Sciences

CANDIDATE: Or'Shaundra Benson

SEARCH COMMITTEE: Marianne Hunnicutt (Chair), Felipe Armas, Kenneth Gray, Naheed Hasan, Ada Wainwright

ADVERTISEMENTS:

SOURCE	DATE
Chronicle of Higher Education	12/23/2015
Inside Higher Education	12/23/2015
Diverse Education	12/23/2015
Asians in Higher Education	1/26/2016
Hispanics in Higher Education	1/26/2016
Journal of Blacks in Higher Education	1/26/2016

DIVERSITY RECRUITMENT:

CANDIDATE POOL	STATS
Number of candidates	55
Number of candidates who did not meet minimum requirements	6
Number of candidates who withdrew their application during selection process	0
Self-identified diverse candidates	15
Number of candidates interviewed	6
Number of diverse candidates interviewed	2

COLLEGE of DUPAGE

PERSONNEL DATA FOR RECOMMENDATION TO BOARD OF TRUSTEES

CANDIDATE: Alyssa Pasquale

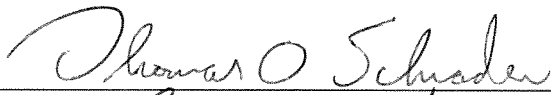
POSITION: Assistant Professor, Engineering

PREPARATION: PhD Electrical Engineering,
Boston University, 2012

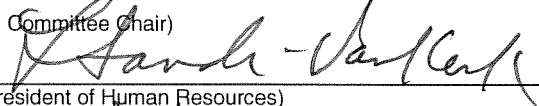
MAJOR AREAS: Electrical Engineering

EXPERIENCE: College of DuPage
Adjunct Faculty
2015-Current
Argonne National Laboratory
Postdoctoral Appointee
2012-2015
Boston University
Graduate Teaching Fellow
2007-2012

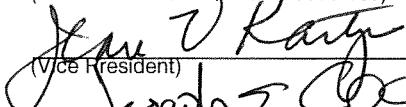
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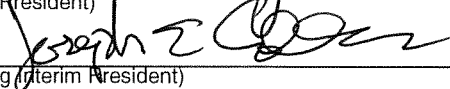
(Search Committee Chair)



(Vice President of Human Resources)



(Vice President)



(Acting Interim President)

RANK AND SALARY: Range D, Step 5: \$75,093

DATE OF HIRE: August 17, 2016

COLLEGE of DUPAGE
POSITION STATISTICS FOR RECOMMENDED CANDIDATE

POSITION: Assistant Professor, Engineering

DEPARTMENT: Health and Sciences

CANDIDATE: Alyssa Pasquale

SEARCH COMMITTEE: Tom Schrader (Chair), Scott Banjavcic, Tom Carter, Joseph DalSanto, Rumiana Nikolova, David Smith

ADVERTISEMENTS:

SOURCE	DATE
Chronicle of Higher Education	12/24/2015
Inside Higher Education	12/24/2015
Diverse Education	12/24/2015

DIVERSITY RECRUITMENT:

CANDIDATE POOL	STATS
Number of candidates	13
Number of candidates who did not meet minimum requirements	6
Number of candidates who withdrew their application during selection process	0
Self-identified diverse candidates	4
Number of candidates interviewed	3
Number of diverse candidates interviewed	1

COLLEGE of DUPAGE

PERSONNEL DATA FOR RECOMMENDATION TO BOARD OF TRUSTEES

CANDIDATE: Rita Patel

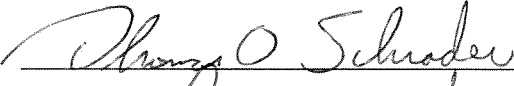
POSITION: Assistant Professor, Mathematics

PREPARATION: PhD Mathematics,
Northern Illinois University, 2013


MAJOR AREAS: Mathematics

EXPERIENCE: College of DuPage
Adjunct Faculty
2013-Current
College of DuPage
Temporary Assistant Professor
2014-2015
Benedictine University
Adjunct Faculty
2013-Current

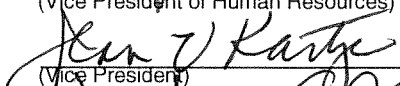
RECOMMENDED BY:



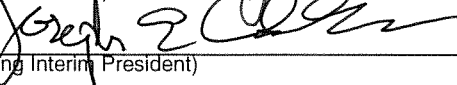
(Search Committee Chair)



(Vice President of Human Resources)



(Vice President)



(Acting Interim President)

RANK AND SALARY: Range D, Step 5: \$75,093

DATE OF HIRE: August 17, 2016

COLLEGE of DUPAGE
POSITION STATISTICS FOR RECOMMENDED CANDIDATE

POSITION: Assistant Professor, Mathematics

DEPARTMENT: Health and Sciences

CANDIDATE: Rita Patel

SEARCH COMMITTEE: Tom Schrader (Chair), Christopher Bailey, Kathleen Dexter, Erica Hotsinpillar, Anthony Lenard, Christy Peterson

ADVERTISEMENTS:

SOURCE	DATE
Chronicle of Higher Education	12/24/2015
Inside Higher Education	12/24/2015
Diverse Education	12/24/2015

DIVERSITY RECRUITMENT:

CANDIDATE POOL	STATS
Number of candidates	72
Number of candidates who did not meet minimum requirements	5
Number of candidates who withdrew their application during selection process	0
Self-identified diverse candidates	22
Number of candidates interviewed	22
Number of diverse candidates interviewed	9



**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

1. **SUBJECT**

Financial Reports: Treasurer's Report, Payroll Report, Accounts Payable Report, All Disbursements Excluding Payroll, and Budget Transfer Report.

2. **REASON FOR CONSIDERATION**

Regarding orders and bills consistent with Section 3-27 of the Illinois Public Community College Act, Policy 10-65 requires that checks for items not previously approved by the Board shall require individual approval by the Board of Trustees for amounts of \$15,000 or over. We have listed all items for the month, including those over \$15,000, which will include the small subset of items over \$15,000 which is consistent with Section 3-27 of the Illinois Public Community College Act and not previously approved by the Board.

3. **BACKGROUND INFORMATION**

- (a) **Treasurer's Report** – The Treasurer's Report goes to the Board for approval every month except July. The Treasurer's Report includes the receipts and disbursements for each month on strictly a cash basis.
- (b) **Payroll Report** – This report includes disbursements from accounts payable related to Payroll items including taxes, SURS and benefits greater than \$15,000. This report is presented to the Board for approval each month.
- (c) **Accounts Payable Report** – This report includes all Accounts Payable disbursements greater than \$15,000 excluding payroll items included in the Payroll Report. This report is presented to the Board for approval each month.
- (d) **All Disbursements Excluding Payroll** – This report includes all disbursements for the month excluding personal payroll disbursements.

- (e) Budget Transfer Report – This report is presented to the Board for approval on a quarterly basis (July, October, January, April). The budget transfer report lists the funds, descriptions, amounts and reasons for the budget transfer.
- (f) Legal, Professional, and Presidential Search Fees - Request approval for payment of Legal Fees, Professional Fees and Presidential Search Fees. This report is presented to the Board for approval each month.

4. RECOMMENDATION

That the Board of Trustees approves the Treasurer’s Report, Payroll Report, Accounts Payable Report, All Disbursements Excluding Payroll and Budget Transfer Report.

Staff Contact: Kim Michael-Lee, Interim CFO and Treasurer and
Scott Brady, Interim Controller

**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

**SIGNATURE PAGE FOR
FINANCIAL REPORTS**

ITEM(S) ON REQUEST

THAT THE BOARD OF TRUSTEES APPROVES THE FINANCIAL REPORTS FOR THE PERIOD ENDED MARCH 31, 2016.

ACTING CHAIR

DATE

SECRETARY

DATE

College of Dupage
 Community College District No. 502
 Treasurer's Report as of March 31, 2016

A. Treasurer Report

Chase Concentration and Credit Card Accounts

Beginning Balance	\$	24,890,275
Current Activity		
Cash Receipts		12,458,483
Cash Disbursements		(17,252,777)
Wire Transfers/Bank Charges/Voids		5,094,173
Payroll		(5,928,574)
Total Monthly Activity		<u>(5,628,695)</u>
Ending Balance	\$	<u>19,261,580</u>

Disbursement Summary

Invoices less than \$15,000

Checks - Vendors	\$	607,947
Echecks - Vendors		856,232
ACH transfers - Vendors		12,058
Wire transfers - Vendors		-
Sub-total Vendors	\$	1,476,237
Checks - Employees	\$	9,482
Echecks - Employees		119,840
Sub-total Employees	\$	129,322
Checks - Student Refunds	\$	3,221,729
E-commerce - Student Refunds		4,638,801
Sub-total Students	\$	7,860,530
Total invoices less than \$15,000	\$	<u>9,466,089</u>

% Electronic 59.3%

Invoices \$15,000 or more

Checks - Vendors	\$	889,757
Echecks - Vendors		5,493,375
ACH transfers - Vendors		1,403,556
Wire transfers - Vendors		-
Total invoices \$15,000 or more	\$	<u>7,786,688</u>

% Electronic 88.6%

Total Cash Disbursements	\$	<u>17,252,777</u>
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Invoices \$15,000 or more

Payroll Related	\$	2,833,163
Accounts Payable Related		4,953,525
Total Invoices \$15,000 or more	\$	<u>7,786,688</u>

College of DuPage
Community College District No. 502
PAYROLL REPORT
CASH DISBURSEMENTS GREATER THAN \$15,000
March 2016

Payroll - MARCH 2016

	Gross		Net	
Direct Deposits	\$	4,119,678	\$	5,694,229
Checks		307,390		234,345
Total Payroll	\$	4,427,068	\$	5,928,574

% Electronic 96.0%

Payroll Related Disbursements: Withholdings and Taxes
Grand Total Payroll Disbursements

Payroll Disbursements - March 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH 2016 FOR INVOICES GREATER THAN \$15,000

<u>CHECK NUMBER</u>	<u>PAYEE NAME</u>	<u>DESCRIPTION</u>	<u>AMOUNT</u>
IM*0197619	Reliance Standard Life Insurance	Life Insurance	\$ 34,170.25
IM*A456	IDES-Magnetic Media Unit 3/4/16 PR	Withholding Tax - State	\$132,039.93
IM*A457	Federal Tax Withholding 3/4/16 PR	Withholding Tax - Federal	\$439,228.05
IM*A457	Medicare Tax 3/4/16 PR	Withholding Tax - Medicare	\$58,036.28
IM*A457	FICA Tax 3/4/6 PR	Withholding Tax - FICA	\$1,522.16
IM*A461	IDES-Magnetic Media Unit 3/18/16 PR	Withholding Tax - State	\$135,974.62
IM*A462	Federal Tax Withholding 3/18/16 PR	Withholding Tax - Federal	\$454,163.60
IM*A462	Medicare Tax 3/18/16 PR	Withholding Tax - Medicare	\$59,818.21
IM*A462	FICA Tax 3/18/6 PR	Withholding Tax - FICA	\$1,698.42
IM*E0053011	SURS-State University Retirement System	SURS Deductions 2/19/16 PR	\$345,783.32
IM*E0053074	Navia Benefit Solutions	Flexible Spending Accounts	\$15,803.97
IM*E0053108	College of Dupage Faculty Association	Professional Dues	\$25,918.00
IM*E0053109	College of Dupage-CODAA	Professional Dues	\$30,347.38
IM*E0053110	DuPage Credit Union	Credit Union	\$36,826.16
IM*E0053111	Valic Retirement Services	Annuities	\$130,998.98
IM*E0053112	SURS-State University Retirement System	SURS Deductions 3/4/16 PR	\$348,635.96
IM*E0053411	DuPage Credit Union	Credit Union	\$36,694.86
IM*E0053412	Navia Benefit Solutions	Flexible Spending Accounts	\$15,803.97
IM*E0053413	SURS-State University Retirement System	SURS Deductions 3/18/16 PR	\$358,159.08
IM*E0053414	Valic Retirement Service	Annuities	\$134,969.53
IM*E0053689	DuPage Credit Union	Credit Union	\$36,569.86
			\$ 2,833,162.59

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE REPORT
CASH DISBURSEMENTS GREATER THAN \$15,000
March 2016 Professional Services

Accounts Payable Disbursements - March 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH 2016 FOR INVOICES GREATER THAN \$15,000

CHECK NUMBER	PAYEE NAME	DESCRIPTION	AMOUNT
IM*0196500	Illinois Power Marketing	Electricity Expense	\$ 111,886.00
IM*0197100	American Express Travel	Travel - Out of State	\$34,002.09
IM*0197101	Reserve Account	Pitney Bowes Prepaid	\$20,000.00
IM*0197131	Illinois Department Employment Security	Unemployment Insurance Expense	\$27,393.50
IM*0197149	VWR Funding, Inc.	Instructional Supplies	\$31,108.88
IM*0197150	Xerox Corporation	Rental - Equipment	\$43,711.10
IM*0197151	Zehnder Communications	Advertising Expense	\$80,461.95
IM*0197619	Reliance Standard Life Insurance	Life Insurance College Share	\$9,878.81
IM*0197627	Central Dupage Hospital	Instructional Service Contractor	\$25,920.00
IM*0197714	Alixpartners Holding, LLC.	Other Contractual Services Expense	\$171,502.55
IM*0197715	Village of Glen Ellyn	Water - Sewage Expense	\$16,788.82
IM*0197717	Woodgate Sales, LLC.	Equipment - Instructional	\$80,170.00
IM*0197746	Commonwealth Edison	Electricity Expense	\$60,672.41
IM*0197848	Concur Technologies	Other Contractual Services Expense	\$28,409.35
IM*0197866	American Express Travel	International Travel	\$38,348.31
IM*0197881	Xerox Corporation	Rental - Equipment	\$15,435.36
IM*0197882	Zehnder Communications	Advertising Expense	\$19,560.00
IM*0200827	Zehnder Communications	Advertising Expense	\$40,337.77
IM*A457	FICA Tax 3/4/6 PR	Withholding Tax College Share - FICA	\$1,522.16
IM*A457	Medicare Tax 3/4/16 PR	Withholding Tax - College Share Medicare	\$58,036.28
IM*A462	Medicare Tax 3/18/16 PR	Withholding Tax - College Share Medicare	\$59,818.21
IM*A462	FICA Tax 3/18/6 PR	Withholding Tax College Share - FICA	\$1,698.42
IM*E0053010	Nicor Gas	Gas Expense	\$60,436.05
IM*E0053011	SURS-State University Retirement System	COD Share SURS .05 Health 2/19/16 PR	\$14,584.95
IM*E0053011	SURS-State University Retirement System	COD Trust & Federal Funds 2/19/16 PR	\$2,591.35
IM*E0053112	SURS-State Univ Retirement	COD Share SURS .05 Health 3/4/16 PR	\$14,557.35
IM*E0053112	SURS-State Univ Retirement	COD Trust & Federal Funds 3/4/16 PR	\$1,929.71
IM*E0053113	Riverside Technologies	Equip < \$2,500 per item	\$112,174.00
IM*E0053114	Russo Power Equipment	Equipment - Service	\$58,423.68
IM*E0053115	Smith Maintenance Company	Custodial Services	\$32,828.25
IM*E0053116	GLI Services, Inc.	New Bldgs and Additions	\$122,094.84
IM*E0053117	Pepper Construction	Building Remodeling Expense	\$375,768.23
IM*E0053118	Power Construction Co.	New Bldgs and Additions	\$375,861.00
IM*E0053120	Kushan, LLC.	Instructional Supplies	\$65,800.00
IM*E0053121	MRXI Corporation	Instructional Supplies & Services	\$32,550.00
IM*E0053122	The Lower Agency, Inc.	International Student Health Insurance	\$88,731.28
IM*E0053273	Community College Health Consortium	Health Insurance Payments	\$1,288,186.40
IM*E0053274	Allen Organs of Chicago	Equipment - Instructional	\$22,500.00
IM*E0053275	Apple Computer	Equip < \$2,500 per item	\$220,622.68
IM*E0053276	Edward Hospital	Instructional Service Contractor	\$17,280.00
IM*E0053277	Follett Higher Education	Other Students Bookbills	\$140,031.25
IM*E0053278	Pepper Construction	Land Improvements	\$94,598.21
IM*E0053279	Smith Maintenance Company	Custodial Services	\$33,500.25
IM*E0053282	William E. Hay & Company	Other Contractual Services Expense	\$42,246.00
IM*E0053283	Mechanical, Inc.	Other Contractual Services Expense	\$24,895.00
IM*E0053405	Advanced Wiring Solution	Equipment - Service	\$16,960.00
IM*E0053406	Corporate Lakes Property	Rental Facility	\$15,868.48

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE REPORT
CASH DISBURSEMENTS GREATER THAN \$15,000
March 2016 Professional Services

Accounts Payable Disbursements - March 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH 2016 FOR INVOICES GREATER THAN \$15,000

CHECK NUMBER	PAYEE NAME	DESCRIPTION	AMOUNT
IM*E0053407	Vortex Commercial Flooring	Other Contractual Services Expense	\$15,500.00
IM*E0053408	Cambridge University	Instructional Supplies	\$25,489.51
IM*E0053409	Riverside Technologies	Equip < \$2,500 per item	\$83,910.00
IM*E0053413	SURS-State University Retirement System	COD Share SURS .05 Health 3/18/16 PR	\$14,660.91
IM*E0053413	SURS-State University Retirement System	COD Trust & Federal Funds 3/18/16 PR	\$2,109.49
IM*E0053416	Illinois Power Marketing	Electricity Expense	\$111,222.64
IM*E0053556	Good Samaritan EMSS	Instructional Service Contractor	\$17,280.00
IM*E0053557	Ellucian	IT Maintenance Services	\$46,046.00
IM*E0053558	JMA Construction Inc.	Building Remodeling Expense	\$47,500.00
IM*E0053559	Metropolitan Interactive	Equipment - Office	\$125,558.00
IM*E0053560	Riverside Technologies	Equip < \$2,500 per item	\$113,980.00
IM*E0053641	Commercial Alarm Systems	Facilities Maintenance Service	\$22,000.00
IM*E0053642	Follett Higher Education	Other Students Bookbills	\$29,928.65
IM*E0053690	Nicor Gas	Gas Expense	\$46,659.34
			<u>\$ 4,953,525.47</u>

Services for approval to be paid in April 2016

College Board	Accuplacer for Assessment & Testing Department	\$24,292.50
		<u>\$24,292.50</u>

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Employee Reimbursement	IM*0197589	Elias Almazan	\$ 37.26	Employee Reimbursement
Employee Reimbursement	IM*0197590	Bonny F. Balfanz	13.50	Employee Reimbursement
Employee Reimbursement	IM*0197591	Suzanne Bruce	65.54	Employee Reimbursement
Employee Reimbursement	IM*0197592	Franz A. Burnier	90.00	Employee Reimbursement
Employee Reimbursement	IM*0197593	Barbara J. Bush	1,785.00	Employee Reimbursement
Employee Reimbursement	IM*0197594	Jennifer M. Butler	20.00	Employee Reimbursement
Employee Reimbursement	IM*0197595	Amy L. Camp	45.00	Employee Reimbursement
Employee Reimbursement	IM*0197596	Christopher W. Cannon	48.87	Employee Reimbursement
Employee Reimbursement	IM*0197597	William F. Carmody	160.00	Employee Reimbursement
Employee Reimbursement	IM*0197598	Michael G. Casey	211.54	Employee Reimbursement
Employee Reimbursement	IM*0197599	Jonita M. Ellis	551.26	Employee Reimbursement
Employee Reimbursement	IM*0197600	Susan J. Fenwick	51.84	Employee Reimbursement
Employee Reimbursement	IM*0197601	Victoria N. Girolamo	51.84	Employee Reimbursement
Employee Reimbursement	IM*0197602	Jennifer A. Greene	80.00	Employee Reimbursement
Employee Reimbursement	IM*0197603	Timothy A. Henningsen	319.99	Employee Reimbursement
Employee Reimbursement	IM*0197604	Maria C. Hodapp	120.00	Employee Reimbursement
Employee Reimbursement	IM*0197605	Danica L. Hubbard	20.00	Employee Reimbursement
Employee Reimbursement	IM*0197606	David J. Kramer	661.41	Employee Reimbursement
Employee Reimbursement	IM*0197607	Melissa Meisch-Mercado	36.29	Employee Reimbursement
Employee Reimbursement	IM*0197608	Timothy B. Meyers	1,155.64	Employee Reimbursement
Employee Reimbursement	IM*0197609	V Samuel D. Mitrani	200.00	Employee Reimbursement
Employee Reimbursement	IM*0197610	Lisa-Marie Neustadter	51.84	Employee Reimbursement
Employee Reimbursement	IM*0197611	Brian D. O'Keefe	270.00	Employee Reimbursement
Employee Reimbursement	IM*0197612	Min Pan	34.40	Employee Reimbursement
Employee Reimbursement	IM*0197613	Mary R. Perley	120.00	Employee Reimbursement
Employee Reimbursement	IM*0197614	Roland H. Raffel	2,457.22	Employee Reimbursement
Employee Reimbursement	IM*0197615	Bruce H. Schmiedl	19.88	Employee Reimbursement
Employee Reimbursement	IM*0197616	David A. Swope	64.97	Employee Reimbursement
Employee Reimbursement	IM*0197617	Stephanie G. Wilcox	182.40	Employee Reimbursement
Employee Reimbursement	IM*0197618	Esperanza F. Wilson	93.42	Employee Reimbursement
Employee Reimbursement	IM*0197631	Stephanie L. Quirk	462.46	Employee Reimbursement
Employee Reimbursement	IM*E0053009	Matthew S. Wilhite	13,365.00	Employee Reimbursement
Employee Reimbursement	IM*E0053073	David M. Goldberg	6,447.30	Employee Reimbursement
Employee Reimbursement	IM*E0053075	James E. Allen	242.00	Employee Reimbursement
Employee Reimbursement	IM*E0053076	Scott D. Banjavcic	160.41	Employee Reimbursement
Employee Reimbursement	IM*E0053077	Amy L. Calhoun	100.00	Employee Reimbursement
Employee Reimbursement	IM*E0053078	Judy L. Carino	312.50	Employee Reimbursement
Employee Reimbursement	IM*E0053079	Erin M. Cetera	40.31	Employee Reimbursement
Employee Reimbursement	IM*E0053080	Jennifer A. Charles	219.00	Employee Reimbursement
Employee Reimbursement	IM*E0053081	Robert J. Clark	125.29	Employee Reimbursement
Employee Reimbursement	IM*E0053082	Charles W. Currier	438.29	Employee Reimbursement
Employee Reimbursement	IM*E0053083	Earl E. Dowling	54.00	Employee Reimbursement
Employee Reimbursement	IM*E0053084	Gilbert J. Egge	72.00	Employee Reimbursement
Employee Reimbursement	IM*E0053085	Lisa M. Ely	167.24	Employee Reimbursement
Employee Reimbursement	IM*E0053086	Nancy J. Feulner	172.00	Employee Reimbursement
Employee Reimbursement	IM*E0053087	Jamie L. Fredericks	32.94	Employee Reimbursement
Employee Reimbursement	IM*E0053088	Kristina F. Henderson	45.26	Employee Reimbursement
Employee Reimbursement	IM*E0053089	Joseph W. Hopper	326.25	Employee Reimbursement
Employee Reimbursement	IM*E0053090	Benjamin C. Johnson	26.98	Employee Reimbursement
Employee Reimbursement	IM*E0053091	Kristen A. Kepnick	79.00	Employee Reimbursement
Employee Reimbursement	IM*E0053092	Diana L. Martinez	20.00	Employee Reimbursement
Employee Reimbursement	IM*E0053093	James E. Martner	140.00	Employee Reimbursement

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Employee Reimbursement	IM*E0053094	Janet M. Minton	1.99	Employee Reimbursement
Employee Reimbursement	IM*E0053095	Nathania G. Montes	229.98	Employee Reimbursement
Employee Reimbursement	IM*E0053096	Kimberly G. Morris	507.60	Employee Reimbursement
Employee Reimbursement	IM*E0053097	Thomas M. Murray	872.29	Employee Reimbursement
Employee Reimbursement	IM*E0053098	David A. Ouellette	1,312.08	Employee Reimbursement
Employee Reimbursement	IM*E0053099	Jeffrey A. Papp	68.04	Employee Reimbursement
Employee Reimbursement	IM*E0053100	Thomas J. Robertson	212.41	Employee Reimbursement
Employee Reimbursement	IM*E0053101	Sharon M. Scalise	115.30	Employee Reimbursement
Employee Reimbursement	IM*E0053102	Kathleen A. Smid	39.10	Employee Reimbursement
Employee Reimbursement	IM*E0053103	Carol L. Sturz	195.00	Employee Reimbursement
Employee Reimbursement	IM*E0053104	Terry A. Vitacco	199.00	Employee Reimbursement
Employee Reimbursement	IM*E0053232	Diana Alferez	51.84	Employee Reimbursement
Employee Reimbursement	IM*E0053233	Jose R. Alferez	206.28	Employee Reimbursement
Employee Reimbursement	IM*E0053234	Joseph Z. Aranki	1,441.84	Employee Reimbursement
Employee Reimbursement	IM*E0053235	Judy L. Carino	50.00	Employee Reimbursement
Employee Reimbursement	IM*E0053236	Joseph C. Cassidy	50.00	Employee Reimbursement
Employee Reimbursement	IM*E0053237	Erin M. Cetera	51.29	Employee Reimbursement
Employee Reimbursement	IM*E0053238	James M. Cronin	31.86	Employee Reimbursement
Employee Reimbursement	IM*E0053239	Louis F. Demas	842.90	Employee Reimbursement
Employee Reimbursement	IM*E0053240	Jarret M. Dyer	290.00	Employee Reimbursement
Employee Reimbursement	IM*E0053241	Cesar A. Flores	195.67	Employee Reimbursement
Employee Reimbursement	IM*E0053242	Donna C. Gillespie	51.32	Employee Reimbursement
Employee Reimbursement	IM*E0053243	Debra L. Hasse	140.18	Employee Reimbursement
Employee Reimbursement	IM*E0053244	Kristina F. Henderson	246.75	Employee Reimbursement
Employee Reimbursement	IM*E0053245	Shannon E. Hernandez	528.30	Employee Reimbursement
Employee Reimbursement	IM*E0053246	Joseph W. Hopper	163.41	Employee Reimbursement
Employee Reimbursement	IM*E0053247	Tauya R. Johnson	382.00	Employee Reimbursement
Employee Reimbursement	IM*E0053248	Laurette E. Jorgensen	160.10	Employee Reimbursement
Employee Reimbursement	IM*E0053249	Jennifer Kelley	28.08	Employee Reimbursement
Employee Reimbursement	IM*E0053250	Lee R. Kesselman	1,029.62	Employee Reimbursement
Employee Reimbursement	IM*E0053251	Sara S. Kirby	69.68	Employee Reimbursement
Employee Reimbursement	IM*E0053252	Susan M. Maloney	26.05	Employee Reimbursement
Employee Reimbursement	IM*E0053253	Diana L. Martinez	799.00	Employee Reimbursement
Employee Reimbursement	IM*E0053254	Diane M. McHugh	67.55	Employee Reimbursement
Employee Reimbursement	IM*E0053255	Maren K. McKellin	398.00	Employee Reimbursement
Employee Reimbursement	IM*E0053256	Michelle E. Moore	20.00	Employee Reimbursement
Employee Reimbursement	IM*E0053257	Patrick J. Moriarty	846.84	Employee Reimbursement
Employee Reimbursement	IM*E0053258	Kimberly G. Morris	134.90	Employee Reimbursement
Employee Reimbursement	IM*E0053259	Robert H. Murr	367.08	Employee Reimbursement
Employee Reimbursement	IM*E0053260	Thomas M. Murray	103.24	Employee Reimbursement
Employee Reimbursement	IM*E0053261	Mia G. Olson	115.00	Employee Reimbursement
Employee Reimbursement	IM*E0053262	Kenneth J. Orenic	69.16	Employee Reimbursement
Employee Reimbursement	IM*E0053264	Thomas J. Robertson	2,075.82	Employee Reimbursement
Employee Reimbursement	IM*E0053265	Sharon M. Scalise	33.85	Employee Reimbursement
Employee Reimbursement	IM*E0053266	Paul L. Sirvatka	1,339.20	Employee Reimbursement
Employee Reimbursement	IM*E0053267	Laura M. Smith	135.80	Employee Reimbursement
Employee Reimbursement	IM*E0053268	Eugene J. Ye	122.40	Employee Reimbursement
Employee Reimbursement	IM*E0053280	Brian D. Clement	5,535.36	Employee Reimbursement
Employee Reimbursement	IM*E0053281	Gilbert J. Egge	10,317.60	Employee Reimbursement
Employee Reimbursement	IM*E0053376	Rio M. Almaria	196.09	Employee Reimbursement
Employee Reimbursement	IM*E0053377	Terryl Baranowski	167.15	Employee Reimbursement
Employee Reimbursement	IM*E0053378	Judith L. Burgholzer	19.95	Employee Reimbursement

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Employee Reimbursement	IM*E0053379	Ami M. Chambers	155.43	Employee Reimbursement
Employee Reimbursement	IM*E0053380	Joan Dipiero	146.15	Employee Reimbursement
Employee Reimbursement	IM*E0053381	Gilbert J. Egge	300.00	Employee Reimbursement
Employee Reimbursement	IM*E0053382	Sally N. Fairbank	29.16	Employee Reimbursement
Employee Reimbursement	IM*E0053383	Kristine A. Fay	124.39	Employee Reimbursement
Employee Reimbursement	IM*E0053384	Shannon E. Hernandez	126.18	Employee Reimbursement
Employee Reimbursement	IM*E0053385	Jean V. Kartje	248.87	Employee Reimbursement
Employee Reimbursement	IM*E0053386	Sara S. Kirby	80.00	Employee Reimbursement
Employee Reimbursement	IM*E0053387	Mary S. Konkel	284.00	Employee Reimbursement
Employee Reimbursement	IM*E0053388	Michael R. Maddox	33.68	Employee Reimbursement
Employee Reimbursement	IM*E0053389	Sandra M. Martins	21.51	Employee Reimbursement
Employee Reimbursement	IM*E0053390	Adela Meitz	75.64	Employee Reimbursement
Employee Reimbursement	IM*E0053391	Lauren G. Morgan	5,550.79	Employee Reimbursement
Employee Reimbursement	IM*E0053392	Kimberly G. Morris	271.84	Employee Reimbursement
Employee Reimbursement	IM*E0053393	Angela M. Nackovic	31.86	Employee Reimbursement
Employee Reimbursement	IM*E0053394	Lindsey M. Pagoria	51.32	Employee Reimbursement
Employee Reimbursement	IM*E0053395	Zachary S. Person	50.00	Employee Reimbursement
Employee Reimbursement	IM*E0053396	Thomas J. Robertson	775.00	Employee Reimbursement
Employee Reimbursement	IM*E0053397	Sharon R. Roschay	209.22	Employee Reimbursement
Employee Reimbursement	IM*E0053398	Sharon M. Scalise	199.94	Employee Reimbursement
Employee Reimbursement	IM*E0053399	Laura M. Smith	162.16	Employee Reimbursement
Employee Reimbursement	IM*E0053400	Jason Snart	1,187.87	Employee Reimbursement
Employee Reimbursement	IM*E0053401	Shellaine K. Thacker	42.12	Employee Reimbursement
Employee Reimbursement	IM*E0053402	Katherine Thompson	409.51	Employee Reimbursement
Employee Reimbursement	IM*E0053403	Justin P. Witte	170.52	Employee Reimbursement
Employee Reimbursement	IM*E0053404	April C. Zawlocki	1,737.39	Employee Reimbursement
Employee Reimbursement	IM*E0053417	Lauren G. Morgan	16,596.00	Employee Reimbursement
Employee Reimbursement	IM*E0053516	Barbara S. Abromitis	461.96	Employee Reimbursement
Employee Reimbursement	IM*E0053517	Jose R. Alferrez	281.88	Employee Reimbursement
Employee Reimbursement	IM*E0053518	James E. Allen	435.29	Employee Reimbursement
Employee Reimbursement	IM*E0053519	Marco Benassi	536.22	Employee Reimbursement
Employee Reimbursement	IM*E0053520	Becky A. Benkert	168.60	Employee Reimbursement
Employee Reimbursement	IM*E0053521	Amy L. Calhoun	2,696.06	Employee Reimbursement
Employee Reimbursement	IM*E0053522	Erin M. Cetera	155.15	Employee Reimbursement
Employee Reimbursement	IM*E0053523	Mary C. Chennell	33.76	Employee Reimbursement
Employee Reimbursement	IM*E0053524	Seth R. Cornfield	710.47	Employee Reimbursement
Employee Reimbursement	IM*E0053525	Charles W. Currier	130.27	Employee Reimbursement
Employee Reimbursement	IM*E0053526	Earl E. Dowling	7.50	Employee Reimbursement
Employee Reimbursement	IM*E0053527	Geoffrey L. Elijah	728.07	Employee Reimbursement
Employee Reimbursement	IM*E0053528	Lisa M. Ely	158.91	Employee Reimbursement
Employee Reimbursement	IM*E0053529	Ellen M. Farrow	1,034.92	Employee Reimbursement
Employee Reimbursement	IM*E0053530	Cesar A. Flores	456.70	Employee Reimbursement
Employee Reimbursement	IM*E0053531	Anna M. Gay	183.60	Employee Reimbursement
Employee Reimbursement	IM*E0053532	Joseph W. Hopper	1,020.09	Employee Reimbursement
Employee Reimbursement	IM*E0053533	Mia Igyarto	13.50	Employee Reimbursement
Employee Reimbursement	IM*E0053534	Julie Jancius	52.89	Employee Reimbursement
Employee Reimbursement	IM*E0053535	Candice M. Johnson	225.74	Employee Reimbursement
Employee Reimbursement	IM*E0053536	Susan B. Kerby	83.68	Employee Reimbursement
Employee Reimbursement	IM*E0053537	Maria L. McClain	67.70	Employee Reimbursement
Employee Reimbursement	IM*E0053538	Diane M. McHugh	319.11	Employee Reimbursement
Employee Reimbursement	IM*E0053539	Kimberly G. Morris	661.49	Employee Reimbursement
Employee Reimbursement	IM*E0053540	Jane K. Oldfield	129.32	Employee Reimbursement

D.All Disbursements Excluding Payroll

College of DuPage
 Community College District No. 502
 ACCOUNTS PAYABLE AND PAYROLL REPORT
 CASH DISBURSEMENTS
 March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.				
AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Employee Reimbursement	IM*E0053541	David A. Ouellette	1,269.23	Employee Reimbursement
Employee Reimbursement	IM*E0053542	Thomas F. Pawl	1,480.73	Employee Reimbursement
Employee Reimbursement	IM*E0053543	Thomas E. Reed	185.72	Employee Reimbursement
Employee Reimbursement	IM*E0053544	Thomas J. Robertson	683.49	Employee Reimbursement
Employee Reimbursement	IM*E0053545	Sharon M. Scalise	285.04	Employee Reimbursement
Employee Reimbursement	IM*E0053546	Debra J. Smith	199.00	Employee Reimbursement
Employee Reimbursement	IM*E0053547	Jane M. Smith	69.66	Employee Reimbursement
Employee Reimbursement	IM*E0053548	Laura M. Smith	65.86	Employee Reimbursement
Employee Reimbursement	IM*E0053549	Nicole I. Spizzirri	63.00	Employee Reimbursement
Employee Reimbursement	IM*E0053550	Charles Steele	1,195.98	Employee Reimbursement
Employee Reimbursement	IM*E0053551	Carol L. Sturz	20.00	Employee Reimbursement
Employee Reimbursement	IM*E0053552	Terry A. Vitacco	1,183.97	Employee Reimbursement
Employee Reimbursement	IM*E0053553	Sarah E. Warren	40.50	Employee Reimbursement
Employee Reimbursement	IM*E0053554	Yashica S. Weeks	109.72	Employee Reimbursement
Employee Reimbursement	IM*E0053555	Eugene J. Ye	66.08	Employee Reimbursement
Employee Reimbursement	IM*E0053561	Derrick Willis	2,000.00	Employee Reimbursement
Employee Reimbursement	IM*E0053643	Jose R. Alferez	10.26	Employee Reimbursement
Employee Reimbursement	IM*E0053644	James E. Allen	172.95	Employee Reimbursement
Employee Reimbursement	IM*E0053645	Scott D. Banjavcic	2,544.24	Employee Reimbursement
Employee Reimbursement	IM*E0053646	Martin Bartz	843.91	Employee Reimbursement
Employee Reimbursement	IM*E0053647	Shannon M. Brown	374.73	Employee Reimbursement
Employee Reimbursement	IM*E0053649	Laura M. Burt-Nicholas	384.02	Employee Reimbursement
Employee Reimbursement	IM*E0053650	Brian D. Clement	1,254.37	Employee Reimbursement
Employee Reimbursement	IM*E0053651	Judith A. Coates	47.22	Employee Reimbursement
Employee Reimbursement	IM*E0053652	Brett A. Coup	1,114.20	Employee Reimbursement
Employee Reimbursement	IM*E0053653	Ranita Dailey	94.74	Employee Reimbursement
Employee Reimbursement	IM*E0053654	Gilbert J. Egge	173.00	Employee Reimbursement
Employee Reimbursement	IM*E0053655	Cesar A. Flores	124.28	Employee Reimbursement
Employee Reimbursement	IM*E0053656	Jamie L. Fredericks	22.99	Employee Reimbursement
Employee Reimbursement	IM*E0053657	Monika Gadek-Stephan	85.00	Employee Reimbursement
Employee Reimbursement	IM*E0053658	Vittorio A. Gensini	1,141.49	Employee Reimbursement
Employee Reimbursement	IM*E0053659	David M. Goldberg	136.60	Employee Reimbursement
Employee Reimbursement	IM*E0053660	David C. Gorski	99.95	Employee Reimbursement
Employee Reimbursement	IM*E0053661	Justin Hardee	320.28	Employee Reimbursement
Employee Reimbursement	IM*E0053662	Shannon E. Hernandez	369.19	Employee Reimbursement
Employee Reimbursement	IM*E0053663	Amy C. Hull	153.14	Employee Reimbursement
Employee Reimbursement	IM*E0053664	Debra Jeffay	219.78	Employee Reimbursement
Employee Reimbursement	IM*E0053665	Laurette E. Jorgensen	735.84	Employee Reimbursement
Employee Reimbursement	IM*E0053666	Jennifer Kelley	204.50	Employee Reimbursement
Employee Reimbursement	IM*E0053667	Christine M. Kickels	40.00	Employee Reimbursement
Employee Reimbursement	IM*E0053668	Edward W. Kuhs	22.50	Employee Reimbursement
Employee Reimbursement	IM*E0053669	Shawn L. Maisch	249.77	Employee Reimbursement
Employee Reimbursement	IM*E0053670	Susan M. Maloney	47.30	Employee Reimbursement
Employee Reimbursement	IM*E0053671	Janet M. Minton	1.50	Employee Reimbursement
Employee Reimbursement	IM*E0053672	Kimberly G. Morris	119.90	Employee Reimbursement
Employee Reimbursement	IM*E0053673	Angela M. Nackovic	505.48	Employee Reimbursement
Employee Reimbursement	IM*E0053674	Kirk E. Overstreet	160.00	Employee Reimbursement
Employee Reimbursement	IM*E0053675	Mirta Pagnucci	72.87	Employee Reimbursement
Employee Reimbursement	IM*E0053676	Jeffrey A. Papp	28.62	Employee Reimbursement
Employee Reimbursement	IM*E0053677	John A. Paris	23.76	Employee Reimbursement
Employee Reimbursement	IM*E0053678	Andrea Polites	1,163.17	Employee Reimbursement
Employee Reimbursement	IM*E0053679	Barbel E. Thoens-Masghat	159.00	Employee Reimbursement

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Employee Reimbursement	IM*E0053680	Katherine Thompson	1,408.02	Employee Reimbursement
Employee Reimbursement	IM*E0053681	James Vosicky	358.00	Employee Reimbursement
Employee Reimbursement	IM*E0053682	Sheldon R. Walcher	412.50	Employee Reimbursement
Employee Reimbursement	IM*E0053683	Maureen Waller	181.44	Employee Reimbursement
Employee Reimbursement	IM*E0053684	Sarah E. Warren	40.50	Employee Reimbursement
Employee Reimbursement	IM*E0053685	Justin P. Witte	238.19	Employee Reimbursement
Invoice < \$15,000	IM*0196498	VWR Funding, Inc.	8,625.70	Instructional Supplies
Invoice < \$15,000	IM*0196499	Reginald R. Robinson	550.00	Consultants Expense
Invoice < \$15,000	IM*0197103	Postmaster - Glen Ellyn	12,000.00	USPS Prepaid
Invoice < \$15,000	IM*0197105	Blatt, Hasenmiller, et al	218.04	Wage Assignments
Invoice < \$15,000	IM*0197106	Education Loan - AES PHEAA	87.24	Wage Assignments
Invoice < \$15,000	IM*0197107	Giagnorio & Robertelli,	58.24	Wage Assignments
Invoice < \$15,000	IM*0197108	Great Lakes Higher Education	682.37	Wage Assignments
Invoice < \$15,000	IM*0197109	IL Fraternal Order of Police	317.60	Professional Dues
Invoice < \$15,000	IM*0197110	International Union of Operating Engineers	668.22	Professional Dues
Invoice < \$15,000	IM*0197111	Internal Revenue Service	131.62	Wage Assignments
Invoice < \$15,000	IM*0197112	Illinois Student Assistance Commission-Student Loan	131.49	Wage Assignments
Invoice < \$15,000	IM*0197113	Illinois Student Assistance Commission-Student Loan	189.77	Wage Assignments
Invoice < \$15,000	IM*0197114	Marilyn O. Marshall	1,329.69	Wage Assignments
Invoice < \$15,000	IM*0197115	Michigan State Disbursement	368.97	Wage Assignments
Invoice < \$15,000	IM*0197116	Office of Glenn B. Stearns	752.31	Wage Assignments
Invoice < \$15,000	IM*0197117	Pennsylvania SCU	542.39	Wage Assignments
Invoice < \$15,000	IM*0197118	State Disbursement Unit	3,315.54	Wage Assignments
Invoice < \$15,000	IM*0197119	U.S. Department of Education	146.56	Wage Assignments
Invoice < \$15,000	IM*0197120	Wisconsin Support Collections Trust Fund	507.69	Wage Assignments
Invoice < \$15,000	IM*0197123	AT&T - Aurora	1,610.13	Telephone Expense
Invoice < \$15,000	IM*0197124	AT&T - Carol Stream	3,222.83	Telephone Expense
Invoice < \$15,000	IM*0197125	AT&T - Carol Stream	111.03	Telephone Expense
Invoice < \$15,000	IM*0197126	AT&T - Carol Stream	0.70	Telephone Expense
Invoice < \$15,000	IM*0197127	AT&T Mobility	431.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197128	AT&T Teleconferences Service	4,610.20	Telephone Expense
Invoice < \$15,000	IM*0197130	Brevard Production	10,464.62	Funds Held in Custody of Others
Invoice < \$15,000	IM*0197193	Cardmember Service	1,215.00	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*0197194	3M Library Systems	8,762.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197195	4 Imprint, Inc.	706.89	Instructional Supplies
Invoice < \$15,000	IM*0197196	American Association of Collegiate Registrars	264.00	Publications
Invoice < \$15,000	IM*0197197	American Association for Paralegal Education	660.00	Funds Held in Custody of Others
Invoice < \$15,000	IM*0197198	American Association of Retired Persons	1,000.00	Arts Center Deposit Liability
Invoice < \$15,000	IM*0197199	Jonathan B. Abarbanel	50.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197200	ABC-CLIO, LLC.	86.11	Books and Binding Costs
Invoice < \$15,000	IM*0197201	Abt Electronics	840.00	Maintenance Supplies
Invoice < \$15,000	IM*0197202	Accurate Document Destruction	373.89	Refuse Disposal Expense
Invoice < \$15,000	IM*0197203	Ace Karaoke Corp.	119.99	Instructional Supplies
Invoice < \$15,000	IM*0197204	Debra J. Adrian	1,000.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197205	Advance Auto Parts	1,449.66	Purchase for Resale
Invoice < \$15,000	IM*0197206	Ali N. Al Farouqi	72.57	Funds Held in Custody of Others
Invoice < \$15,000	IM*0197207	Phoebe M. Amago	633.49	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197208	Amazon	5,915.99	Books and Binding Costs
Invoice < \$15,000	IM*0197210	American Hospital Association	126.90	Books and Binding Costs
Invoice < \$15,000	IM*0197211	American Hotel Register	390.39	Instructional Supplies
Invoice < \$15,000	IM*0197212	American Public Media	55.84	Other Contractual Services Expense
Invoice < \$15,000	IM*0197213	American School Counselor Association	129.00	Dues - Classified

D.All Disbursements Excluding Payroll

College of DuPage
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CASH DISBURSEMENTS
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CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

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AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*0197215	Eric D. Anderson	140.00	Consultants Expense
Invoice < \$15,000	IM*0197216	Scott Anderson	115.00	Consultants Expense
Invoice < \$15,000	IM*0197217	Association of Professional Researchers for Advancement	225.00	Consultants Expense
Invoice < \$15,000	IM*0197218	Aramark Uniform Services	292.74	Instructional Service Contractor
Invoice < \$15,000	IM*0197219	Claire Ashley	500.00	Consultants Expense
Invoice < \$15,000	IM*0197220	AT&T	158.59	Telephone Expense
Invoice < \$15,000	IM*0197221	AT&T	2,327.83	Telephone Expense
Invoice < \$15,000	IM*0197222	AT&T	1,705.28	Telephone Expense
Invoice < \$15,000	IM*0197223	AT&T Mobility	108.06	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*0197224	The Athletic Equipment Source	1,661.15	Non-Capital equipment
Invoice < \$15,000	IM*0197225	Lynn Atkinson-Tovar	500.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197226	Automated Logic	4,995.00	Facilities Maintenance Service
Invoice < \$15,000	IM*0197227	Automatic Doors Inc.	582.50	Maintenance Services Expense
Invoice < \$15,000	IM*0197228	Aveco Inc.	40.00	Dues
Invoice < \$15,000	IM*0197229	Avid Biometrics	629.00	Equip < \$2,500 per item
Invoice < \$15,000	IM*0197230	B & H Photo Video	1,707.93	Other Materials & Supplies
Invoice < \$15,000	IM*0197231	B & H Photo Video Pro Audio	13,807.91	Equipment - Instructional
Invoice < \$15,000	IM*0197232	Baker & Taylor Books	1,671.06	Books and Binding Costs
Invoice < \$15,000	IM*0197233	Banc Certified Merchant Services	96.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197234	Barbizon Light of New England	48.00	Audio/Visual Materials
Invoice < \$15,000	IM*0197235	Daniel S. Barszcz	633.49	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197236	Donald Baumgart	276.00	Consultants Expense
Invoice < \$15,000	IM*0197237	Baylin Artists Management Inc.	9,000.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197238	Susan F. Bell	60.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197239	Bernan	208.65	Books and Binding Costs
Invoice < \$15,000	IM*0197240	Bill Doran Co.	195.45	Instructional Supplies
Invoice < \$15,000	IM*0197241	Bio-Rad Laboratories, Inc.	736.32	Instructional Supplies
Invoice < \$15,000	IM*0197242	Mesha Blackwell	290.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197243	Kristi Blasky	206.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197244	Blick Art Materials LLC.	39.99	Instructional Supplies
Invoice < \$15,000	IM*0197245	Blooming Color Inc.	2,589.00	Printing Expense
Invoice < \$15,000	IM*0197246	BlueSnap, Inc.	57.00	Instructional Supplies
Invoice < \$15,000	IM*0197247	Harry Bohn	276.00	Consultants Expense
Invoice < \$15,000	IM*0197248	Karen F. Bojnansky	20.98	Funds Held in Custody of Others
Invoice < \$15,000	IM*0197249	Andy Bole	115.00	Consultants Expense
Invoice < \$15,000	IM*0197250	Natalian Bolton	115.00	Consultants Expense
Invoice < \$15,000	IM*0197251	James F. Bond-Harris	381.52	Other Contractual Services Expense
Invoice < \$15,000	IM*0197252	Boombah, Inc.	3,205.76	Funds Held in Custody of Others
Invoice < \$15,000	IM*0197253	Bornquist, Inc.	1,061.00	Instructional Supplies
Invoice < \$15,000	IM*0197254	Kay P. Braulik	691.08	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197255	Brink's, Inc.	88.73	Financial Charges & Adjustments
Invoice < \$15,000	IM*0197256	Joan R. Brinkman	900.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197257	Clare Britt	250.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197258	Bud Forrest Entertainment	9,900.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197259	Bud Forrest Entertainment	500.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197260	Buikema's Ace Hardware	146.19	Other supplies
Invoice < \$15,000	IM*0197261	Bumper to Bumper	3,640.26	Instructional Supplies
Invoice < \$15,000	IM*0197263	Cambridge Educational	736.37	Instructional Supplies
Invoice < \$15,000	IM*0197264	CareFusion 211, Inc.	269.15	Instructional Supplies
Invoice < \$15,000	IM*0197265	CARLI-UIUC	9,215.50	Books and Binding Costs
Invoice < \$15,000	IM*0197266	Michael G. Carroso	70.00	Miscellaneous Awards
Invoice < \$15,000	IM*0197267	Alicia Cassidy	192.00	Office Services Expense

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
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CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

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Invoice < \$15,000	IM*0197268	Channing L Bete Co Inc.	229.95	Instructional Supplies
Invoice < \$15,000	IM*0197269	Charleston Advisor Company	295.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197270	Chicago Distribution Center	183.38	Books and Binding Costs
Invoice < \$15,000	IM*0197271	Chicago Metro Construction	1,520.00	Building Remodeling Expense
Invoice < \$15,000	IM*0197272	Chronicle of Higher Education	93.00	Publications
Invoice < \$15,000	IM*0197273	Cintas - Romeoville	100.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197274	City Electric Supply	99.21	Maintenance Supplies
Invoice < \$15,000	IM*0197275	City of Naperville	2,684.78	Electricity Expense
Invoice < \$15,000	IM*0197276	Tom Clifford	115.00	Consultants Expense
Invoice < \$15,000	IM*0197277	Thomas E. Codak	31.50	Other Contractual Services Expense
Invoice < \$15,000	IM*0197278	Harold R. Cohen	1,466.67	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197279	College of DuPage	371.36	Instructional Supplies
Invoice < \$15,000	IM*0197280	College of Dupage Foundation	1,000.00	Ticket Rev Professional- MAC
Invoice < \$15,000	IM*0197281	College of Dupage Foundation	11.30	Arts Center Deposit Liability
Invoice < \$15,000	IM*0197282	Comcast Cable	16.88	IT Maintenance Services
Invoice < \$15,000	IM*0197283	ComEd/Commonwealth Edison	1,999.95	Electricity Expense
Invoice < \$15,000	IM*0197284	Communications Revolving	777.67	Rental - Equipment
Invoice < \$15,000	IM*0197285	Computer Gear	6,579.38	Other Contractual Services Expense
Invoice < \$15,000	IM*0197286	John Cosgrove	33.75	Other Contractual Services Expense
Invoice < \$15,000	IM*0197287	Council for Advancement	3,921.00	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*0197288	CPO Commerce, LLC.	559.96	Other supplies
Invoice < \$15,000	IM*0197289	Crosstex	375.30	Instructional Supplies
Invoice < \$15,000	IM*0197290	Joy Cunningham	72.00	Office Services Expense
Invoice < \$15,000	IM*0197291	Cynmar Scientific Co.	716.93	Instructional Supplies
Invoice < \$15,000	IM*0197292	Candice Daniel	115.00	Consultants Expense
Invoice < \$15,000	IM*0197293	Darley	1,566.54	Instructional Supplies
Invoice < \$15,000	IM*0197294	Phonetree	3,950.00	IT Maintenance Services
Invoice < \$15,000	IM*0197295	Department of Veterans Affairs	57.50	Grant Revenue Receivable
Invoice < \$15,000	IM*0197296	Digi-Key Corporation	309.57	Instructional Supplies
Invoice < \$15,000	IM*0197297	Dirt-N-Turf Consulting, Inc.	1,512.50	Other Contractual Services Expense
Invoice < \$15,000	IM*0197298	David W. Dudley	100.00	Consultants Expense
Invoice < \$15,000	IM*0197300	Dupage Dodge Chrysler Jeep	108.57	Purchase for Resale
Invoice < \$15,000	IM*0197301	Ecolab	243.98	Maintenance Supplies
Invoice < \$15,000	IM*0197302	Ecolab Equipment Care	3,701.70	Maintenance Services Expense
Invoice < \$15,000	IM*0197303	Ecolab Equipment Care	95.00	Maintenance Services Expense
Invoice < \$15,000	IM*0197304	Ecolab Equipment Care	95.00	Maintenance Services Expense
Invoice < \$15,000	IM*0197305	Education to Go	2,295.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197306	Edward Don & Company	2,239.61	Instructional Supplies
Invoice < \$15,000	IM*0197307	EESCO dba WESCO International, Inc.	310.50	Maintenance Supplies
Invoice < \$15,000	IM*0197308	Electrical North, Inc.	960.00	Facilities Maintenance Service
Invoice < \$15,000	IM*0197309	Elliott Auto Supply Company	134.51	Purchase for Resale
Invoice < \$15,000	IM*0197310	Catherine V. Elliott	264.00	Office Services Expense
Invoice < \$15,000	IM*0197311	Elsevier	6,719.38	Instructional Service Contractor
Invoice < \$15,000	IM*0197312	Elsevier, Inc.	4,200.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197313	Empire Cooler Service, Inc.	68.04	Maintenance Services Expense
Invoice < \$15,000	IM*0197314	Allan M. Engeldahl	750.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197315	Enterprise Holdings	729.94	Travel - Out of State
Invoice < \$15,000	IM*0197316	Enterprise Rent-A-Car	144.80	Travel - In Dist / In State
Invoice < \$15,000	IM*0197317	Enterprise Rent-A-Car	269.66	Travel - In Dist / In State
Invoice < \$15,000	IM*0197318	Susan P. Erzen	575.90	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197319	Euclid Beverage, Ltd.	483.00	Purchase for Resale
Invoice < \$15,000	IM*0197320	Euro USA	1,003.51	Food & Beverage for Resale

D.All Disbursements Excluding Payroll

College of DuPage
 Community College District No. 502
 ACCOUNTS PAYABLE AND PAYROLL REPORT
 CASH DISBURSEMENTS
 March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*0197321	Ewert , Inc.	1,962.72	Maintenance Supplies
Invoice < \$15,000	IM*0197322	EZ Way Inc.	172.95	Maintenance Services Expense
Invoice < \$15,000	IM*0197323	Ferguson Enterprises, Inc.	905.00	Maintenance Supplies
Invoice < \$15,000	IM*0197324	Festo Didactic Inc.	327.18	Maintenance Services Expense
Invoice < \$15,000	IM*0197325	Fire Equipment Co.	6,852.60	Facilities Maintenance Service
Invoice < \$15,000	IM*0197326	Fisher Scientific Co.	3,733.25	Instructional Supplies
Invoice < \$15,000	IM*0197327	Flinn Scientific	2,222.73	Instructional Supplies
Invoice < \$15,000	IM*0197328	Follett's College of DuPage	49.50	Instructional Supplies
Invoice < \$15,000	IM*0197329	Valerie Follmann	575.90	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197330	Mark E. Foss	660.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197331	Barbara J. Frank	211.50	Other Contractual Services Expense
Invoice < \$15,000	IM*0197332	Frankfort Fire Protection	600.00	Rental Facility
Invoice < \$15,000	IM*0197333	Elaine M. Frederick	400.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197334	Free Lance Sales	649.36	Instructional Supplies
Invoice < \$15,000	IM*0197335	Sidney L. Fryer	1,733.33	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197336	Alexander Fuentes	115.00	Consultants Expense
Invoice < \$15,000	IM*0197337	Roy Galazka	412.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197338	Mara B. Gallagher	374.92	Other Contractual Services Expense
Invoice < \$15,000	IM*0197339	GC America	177.98	Instructional Supplies
Invoice < \$15,000	IM*0197340	Janis A. Geesaman	825.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197341	Geese Police	750.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197342	Tony Giese	115.00	Consultants Expense
Invoice < \$15,000	IM*0197343	Golden Cutting & Sewing	275.02	Instructional Supplies
Invoice < \$15,000	IM*0197344	Grand Stage Lighting	406.00	Maintenance Services Expense
Invoice < \$15,000	IM*0197345	Graphic Chemical & Ink Co.	60.65	Instructional Supplies
Invoice < \$15,000	IM*0197346	Graphic Edge	1,074.97	Other Materials & Supplies
Invoice < \$15,000	IM*0197347	Judith E. Gratz	117.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197348	Kevin Grayer	140.00	Consultants Expense
Invoice < \$15,000	IM*0197349	The Great Courses	129.95	Books and Binding Costs
Invoice < \$15,000	IM*0197350	Judith A. Grey	63.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197351	Virginia A. Guerra	633.49	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197352	Wilma W. Gunn	575.90	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197353	H-O-H Water Technology Inc.	1,842.50	Maintenance Supplies
Invoice < \$15,000	IM*0197354	Kenneth A. Harris	691.08	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197355	H D Supply Waterworks	280.34	Maintenance Supplies
Invoice < \$15,000	IM*0197356	Henry Schein	217.35	Instructional Supplies
Invoice < \$15,000	IM*0197357	HFO Chicago, LLC.	900.00	Maintenance Services Expense
Invoice < \$15,000	IM*0197358	Hines Building Supply	269.84	Facilities Maintenance Service
Invoice < \$15,000	IM*0197359	Michelle Hoy-Watkins	309.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197360	Yuxuan Hu	79.88	Funds Held in Custody of Others
Invoice < \$15,000	IM*0197361	Human Kinetics	114.35	Books and Binding Costs
Invoice < \$15,000	IM*0197362	Humphry's Flag Co.	43.24	Other Materials & Supplies
Invoice < \$15,000	IM*0197363	IACAC	40.00	Dues
Invoice < \$15,000	IM*0197364	IEMA	50.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197365	IL Council of Orchestras	60.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197366	ILASFAA	310.00	Tuition Reimb-Classified
Invoice < \$15,000	IM*0197367	Illinois Counseling Associates	110.00	Dues - Classified
Invoice < \$15,000	IM*0197368	Illinois Department of C	2,930.00	IT Maintenance Services
Invoice < \$15,000	IM*0197369	Illinois TESOL-BE	85.00	Other Conf & Meeting Expense
Invoice < \$15,000	IM*0197370	Inbound Computer Solution	1,893.57	Maintenance Services Expense
Invoice < \$15,000	IM*0197371	Infobase Publishing	181.85	Books and Binding Costs
Invoice < \$15,000	IM*0197372	InPro Corporation	2,278.58	Maintenance Supplies

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*0197373	Instrumentation Industries	168.22	Instructional Supplies
Invoice < \$15,000	IM*0197374	IPC International, Inc.	273.55	Books and Binding Costs
Invoice < \$15,000	IM*0197375	Iron Mountain	247.19	IT Maintenance Services
Invoice < \$15,000	IM*0197376	Jakprints	76.53	Office Supplies
Invoice < \$15,000	IM*0197377	Jameco Electronics	771.13	Instructional Supplies
Invoice < \$15,000	IM*0197378	JCCC/NACEP	495.00	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*0197379	Angel Jimenez	1,200.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197380	JKR Holdings Inc.	730.00	IT Maintenance Services
Invoice < \$15,000	IM*0197381	John Wiley & Sons	558.41	Books and Binding Costs
Invoice < \$15,000	IM*0197382	Johnny's Selected Seeds	23.30	Instructional Supplies
Invoice < \$15,000	IM*0197383	Johnstone Supply	493.95	Instructional Supplies
Invoice < \$15,000	IM*0197384	Joseph Electronics	127.67	IT Maintenance Services
Invoice < \$15,000	IM*0197385	Gloria L. Jozwik	575.90	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197386	Phyllis A. Kalnins	750.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197387	Darrell A. Katz	1,925.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197388	Kelly Kim	441.00	Other Student Tuition & Fees
Invoice < \$15,000	IM*0197389	Kennedy-King College	2,167.82	Tuition Chargeback Agreement
Invoice < \$15,000	IM*0197390	Kiesler's Police Supply	3,375.00	Equipment - Office
Invoice < \$15,000	IM*0197391	Charles E. Kirkpatrick	695.25	Instructional Service Contractor
Invoice < \$15,000	IM*0197392	Ruth Kleiman	50.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197393	Thomas H. Klodin	825.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197394	Walter T. Koenig	60.75	Other Contractual Services Expense
Invoice < \$15,000	IM*0197395	Lisa Kristina	248.40	Other Contractual Services Expense
Invoice < \$15,000	IM*0197396	Jay Kvasnicka	115.00	Consultants Expense
Invoice < \$15,000	IM*0197397	Edward J. Kveton	1,333.33	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197398	LabSource Inc.	1,149.00	Instructional Supplies
Invoice < \$15,000	IM*0197399	Douglas V. Landando	309.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197400	Latpro, Inc.	2,495.00	Recruitment Expense
Invoice < \$15,000	IM*0197401	Kristen A. Lejeune	389.92	Other Contractual Services Expense
Invoice < \$15,000	IM*0197402	Michele G. Lekas	847.08	Other Contractual Services Expense
Invoice < \$15,000	IM*0197403	Len's Ace Hardware	266.04	Maintenance Supplies
Invoice < \$15,000	IM*0197404	Ramsey E. Lewis	10,500.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197405	Carl Linder	300.00	Other Conf & Meeting Expense a
Invoice < \$15,000	IM*0197406	Lippincott Williams & Wilkins	438.39	Books and Binding Costs
Invoice < \$15,000	IM*0197407	Long Island Productions	215.91	Books and Binding Costs
Invoice < \$15,000	IM*0197408	Russell E. Lundstrom	1,333.33	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197409	LYRASIS	5,925.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197410	Margaret A. Maas	750.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197411	Robert A. Mac Dougall	1,466.67	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197412	Joseph Maish	144.00	Office Services Expense
Invoice < \$15,000	IM*0197413	Major Appliance Service	152.00	Maintenance Services Expense
Invoice < \$15,000	IM*0197414	Manufacturer's News, Inc.	201.90	Books and Binding Costs
Invoice < \$15,000	IM*0197415	Marcus Theaters Corp.	650.00	Funds Held in Custody of Others
Invoice < \$15,000	IM*0197416	Norbert D. Martin	112.50	Other Contractual Services Expense
Invoice < \$15,000	IM*0197417	Karen L. Masterson	1,650.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197418	Mawi Inc.	540.00	Other Materials & Supplies
Invoice < \$15,000	IM*0197419	Elizabeth M. Mazur-Johns	389.92	Other Contractual Services Expense
Invoice < \$15,000	IM*0197420	Barbara Mazurek	31.50	Other Contractual Services Expense
Invoice < \$15,000	IM*0197421	Martin Mazurek	31.50	Other Contractual Services Expense
Invoice < \$15,000	IM*0197422	Carolyn J. McGowan	63.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197423	McGraw-Hill Global Education	454.80	Books and Binding Costs
Invoice < \$15,000	IM*0197424	McMaster Carr Supply	1,392.33	Instructional Supplies

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

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AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*0197425	Medical Specialties Distributors	418.65	Maintenance Services Expense
Invoice < \$15,000	IM*0197426	Medline Industries	2,125.86	Instructional Supplies
Invoice < \$15,000	IM*0197427	Meridian IT Inc.	10,986.20	IT Maintenance Services
Invoice < \$15,000	IM*0197428	Metro Professional Production	316.56	Maintenance Supplies
Invoice < \$15,000	IM*0197429	MF Athletic Company	249.00	Non-Capital equipment
Invoice < \$15,000	IM*0197430	Jessica Michelini	206.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197431	Drew Middleton	115.00	Consultants Expense
Invoice < \$15,000	IM*0197432	Midwest Fun Factory, Inc.	1,125.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197433	Ralph H. Miller	633.49	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197434	Mirion Technologies	228.50	Instructional Supplies
Invoice < \$15,000	IM*0197436	Moore Medical Corp.	439.48	Instructional Supplies
Invoice < \$15,000	IM*0197437	Moraine Valley Community	2,462.18	Tuition Chargeback
Invoice < \$15,000	IM*0197438	Morton Salt	2,996.83	Maintenance Supplies
Invoice < \$15,000	IM*0197439	Wallace Moy	575.90	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197440	Moyer Instruments	640.00	Maintenance Services Expense
Invoice < \$15,000	IM*0197441	MP Medical Equipment Ltd.	506.00	Maintenance Services Expense
Invoice < \$15,000	IM*0197442	MSC Industrial Supply	394.56	Instructional Supplies
Invoice < \$15,000	IM*0197443	Barbara J. Murphy	94.50	Other Contractual Services Expense
Invoice < \$15,000	IM*0197444	Namifiers	175.58	Other Materials & Supplies
Invoice < \$15,000	IM*0197445	NASHUA	1,167.20	Printing Expense
Invoice < \$15,000	IM*0197446	National Association	1,400.00	Dues
Invoice < \$15,000	IM*0197447	Neher Electric	4,749.30	Maintenance Supplies
Invoice < \$15,000	IM*0197448	New Liberty Distributors	58.00	Purchase for Resale
Invoice < \$15,000	IM*0197449	Newark Electronics	18.86	IT Maintenance Services
Invoice < \$15,000	IM*0197450	National League for Nursing	1,655.00	Dues
Invoice < \$15,000	IM*0197451	June M. Nonnenmann	403.13	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197452	Kevin L. O Donnell	150.00	Consultants Expense
Invoice < \$15,000	IM*0197453	Office Depot	5,909.98	Office Supplies
Invoice < \$15,000	IM*0197459	Gary L. Oliver	1,757.03	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197460	Omnigraphics Inc.	81.85	Books and Binding Costs
Invoice < \$15,000	IM*0197461	Omnigraphics Inc.	119.40	Books and Binding Costs
Invoice < \$15,000	IM*0197462	Bill Oostdyk	140.00	Consultants Expense
Invoice < \$15,000	IM*0197463	Open Table	124.50	Other Contractual Services Expense
Invoice < \$15,000	IM*0197464	Orkin Pest Control	2,696.08	Custodial Services
Invoice < \$15,000	IM*0197465	Philip V. Orsi	633.49	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197466	Other World Computing	1,240.63	Equip < \$2,500 per item
Invoice < \$15,000	IM*0197467	Otto Frei	187.92	Instructional Supplies
Invoice < \$15,000	IM*0197468	Oxford University Press	19.42	Books and Binding Costs
Invoice < \$15,000	IM*0197469	Partition Pros Inc.	2,276.00	Facilities Maintenance Service
Invoice < \$15,000	IM*0197470	Parvin Clauss Sign Company	1,500.17	Maintenance Supplies
Invoice < \$15,000	IM*0197471	Patten Caterpillar	1,920.00	Facilities Maintenance Service
Invoice < \$15,000	IM*0197472	PCM Sales, Inc.	10,077.00	Equipment - Instructional
Invoice < \$15,000	IM*0197473	PCS Industries	53.57	Maintenance Supplies
Invoice < \$15,000	IM*0197474	Pepsi Purchases	1,155.09	Instructional Supplies
Invoice < \$15,000	IM*0197475	Ingrid L. Peternel	575.90	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197476	Daniel Peters	60.00	Office Services Expense
Invoice < \$15,000	IM*0197477	Douglas Peters	200.00	Other Conf & Meeting Expense a
Invoice < \$15,000	IM*0197478	Robert D. Peters	266.67	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197479	R. D. Peterson	575.90	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197480	D R. Petrizzo	933.33	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197481	Phi Theta Kappa Honor Society	13,130.00	Funds Held in Custody of Others
Invoice < \$15,000	IM*0197482	Eric Pidlusi	389.92	Other Contractual Services Expense

D.All Disbursements Excluding Payroll

College of DuPage
 Community College District No. 502
 ACCOUNTS PAYABLE AND PAYROLL REPORT
 CASH DISBURSEMENTS
 March 31, 2016

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AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*0197483	Lynda M. Pratscher	117.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197484	Praxair	547.01	Instructional Supplies
Invoice < \$15,000	IM*0197485	Carolyn Price	1,100.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197486	PT Holdings, LLC.	265.00	Maintenance Services Expense
Invoice < \$15,000	IM*0197487	Public Safety Commission	195.00	Maintenance Services Expense
Invoice < \$15,000	IM*0197488	Pure Fun Juice	184.00	Other Materials & Supplies
Invoice < \$15,000	IM*0197489	Quality Inn	642.88	Travel - Out of State
Invoice < \$15,000	IM*0197490	Ann L. Rady	31.50	Other Contractual Services Expense
Invoice < \$15,000	IM*0197491	Clarence Rak	115.00	Consultants Expense
Invoice < \$15,000	IM*0197492	Gary E. Rash	575.90	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197493	Robert W. Regner	691.08	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197494	Revere Electric Supply	307.38	Instructional Supplies
Invoice < \$15,000	IM*0197495	Riddell	672.35	Non-Capital equipment
Invoice < \$15,000	IM*0197496	Raymond Rieck	102.12	Recruitment Expense
Invoice < \$15,000	IM*0197497	Rosebrand	2,060.00	Equipment - Office
Invoice < \$15,000	IM*0197498	Karl T. Rzasa	399.92	Other Contractual Services Expense
Invoice < \$15,000	IM*0197499	Sally Beauty Supply	195.40	Instructional Supplies
Invoice < \$15,000	IM*0197500	Salon Centric	782.55	Instructional Supplies
Invoice < \$15,000	IM*0197501	Salvation Army	518.00	Travel - Out of State
Invoice < \$15,000	IM*0197502	Samuel French Inc.	600.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197503	Miki Santibanez	396.52	Other Contractual Services Expense
Invoice < \$15,000	IM*0197504	Sargent Welch Cenco	65.31	Instructional Supplies
Invoice < \$15,000	IM*0197505	Mary A. Sarillo	208.92	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197506	Scent Air Technologies	89.00	Instructional Supplies
Invoice < \$15,000	IM*0197507	Schneider Graphics	398.00	Printing Expense
Invoice < \$15,000	IM*0197508	Scrubs Etc. Inc.	93.50	Instructional Supplies
Invoice < \$15,000	IM*0197509	Thomas Seida	321.36	Instructional Service Contractor
Invoice < \$15,000	IM*0197510	Daniel J. Seiler	800.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197511	Sender Films, LLC.	54.95	Books and Binding Costs
Invoice < \$15,000	IM*0197512	Phillip Serna	389.92	Other Contractual Services Expense
Invoice < \$15,000	IM*0197513	Shaw Suburban Media Group	637.13	Advertising Expense
Invoice < \$15,000	IM*0197514	Jim Sheridan	115.00	Consultants Expense
Invoice < \$15,000	IM*0197515	Gretchen M. Sherrell	389.92	Other Contractual Services Expense
Invoice < \$15,000	IM*0197516	Frances S. Shilling	633.49	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197517	Sigma-Aldrich Inc.	494.33	Instructional Supplies
Invoice < \$15,000	IM*0197518	Krista Simandl	293.73	Student Worker NON-CSWP
Invoice < \$15,000	IM*0197519	DaLawn Simpson	132.00	Office Services Expense
Invoice < \$15,000	IM*0197520	Mateusz Skibinski	70.00	Miscellaneous Awards
Invoice < \$15,000	IM*0197521	Wesley A. Skidgel	427.92	Other Contractual Services Expense
Invoice < \$15,000	IM*0197522	Carol A. Slavik	63.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197523	Smith Group JJR	4,312.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197524	Zofia Solarczyk	632.88	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197525	Spanish Public Media Foundation	1,500.00	Advertising Expense
Invoice < \$15,000	IM*0197526	Jackie M. Spathies	200.00	Miscellaneous Awards
Invoice < \$15,000	IM*0197527	Spok, Inc.	13.66	Telephone Expense
Invoice < \$15,000	IM*0197528	David W. Spradling	206.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197529	Sprint	92.30	Telephone Expense
Invoice < \$15,000	IM*0197530	Sprint	61.33	Cell Phone Allowance
Invoice < \$15,000	IM*0197531	Sprint	73.06	Telephone Expense
Invoice < \$15,000	IM*0197532	Melissa Strube	72.00	Office Services Expense
Invoice < \$15,000	IM*0197533	Sullivan Roofing Co.	1,047.00	Facilities Maintenance Service
Invoice < \$15,000	IM*0197534	Francis J. Super	72.00	Office Services Expense

D.All Disbursements Excluding Payroll

College of DuPage
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AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*0197535	Taser International	579.16	Other supplies
Invoice < \$15,000	IM*0197536	Taser International	200.00	Recruitment Expense
Invoice < \$15,000	IM*0197537	Technology Center of Dupage	4,583.33	Rental Facility
Invoice < \$15,000	IM*0197538	Telesource Services, Inc.	455.00	IT Maintenance Services
Invoice < \$15,000	IM*0197539	Temperature Alert	119.40	Other Contractual Services Expense
Invoice < \$15,000	IM*0197540	Terrace Supply Co.	158.37	Instructional Supplies
Invoice < \$15,000	IM*0197541	Lorraine Terry	183.33	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197542	Thodos Dance Chicago	6,250.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197543	Theodore Tilton	1,600.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197544	John F. Torres	8.48	Funds Held in Custody of Others
Invoice < \$15,000	IM*0197545	John A. Tovar	350.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197546	Tri-Anim	120.22	Instructional Supplies
Invoice < \$15,000	IM*0197547	Triton College	2,728.05	Tuition Chargeback Agreement
Invoice < \$15,000	IM*0197548	Leonard J. Turnbull	115.00	Consultants Expense
Invoice < \$15,000	IM*0197549	Tyco Intergrated Security	252.00	Maintenance Services Expense
Invoice < \$15,000	IM*0197550	Christopher Ucho	469.68	Instructional Service Contractor
Invoice < \$15,000	IM*0197552	United Stations Radio Networks	675.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197553	University of Tennessee	11,260.00	Travel - Out of State
Invoice < \$15,000	IM*0197554	UPS	1,079.47	Postage
Invoice < \$15,000	IM*0197555	Urban Elevator Service	2,834.50	Other Contractual Services Expense
Invoice < \$15,000	IM*0197557	Vans Floral Products	1,286.06	Instructional Supplies
Invoice < \$15,000	IM*0197558	Varidesk, LLC.	775.00	Office Supplies
Invoice < \$15,000	IM*0197559	Verizon Wireless	307.96	Maintenance Supplies
Invoice < \$15,000	IM*0197560	Vertiv Operating Company	1,683.00	Office Supplies
Invoice < \$15,000	IM*0197561	Village of Carol Stream	33.39	Water - Sewage Expense
Invoice < \$15,000	IM*0197562	VWR Funding, Inc.	8,807.99	Instructional Supplies
Invoice < \$15,000	IM*0197563	Loura L. Wallace	969.40	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197564	Wards Natural Science Est, Inc.	286.95	Instructional Supplies
Invoice < \$15,000	IM*0197565	Waste Management	463.86	Refuse Disposal Expense
Invoice < \$15,000	IM*0197566	Welding Material Sales	992.00	Instructional Supplies
Invoice < \$15,000	IM*0197567	West Suburban Philanthropic Network	40.00	Consultants Expense
Invoice < \$15,000	IM*0197568	Kim Whun	389.92	Other Contractual Services Expense
Invoice < \$15,000	IM*0197569	Adam J. Wilk	70.00	Miscellaneous Awards
Invoice < \$15,000	IM*0197570	Wilkins Anderson	203.00	Instructional Supplies
Invoice < \$15,000	IM*0197571	Window Coating, Inc.	300.00	Maintenance Supplies
Invoice < \$15,000	IM*0197572	Wireready Newswire System	1,295.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197573	Wm. F. Meyer Co.	168.64	Maintenance Supplies
Invoice < \$15,000	IM*0197574	Wm. F. Meyer Co.	27.93	Maintenance Supplies
Invoice < \$15,000	IM*0197575	Mary T. Wombold	1,833.33	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197576	Marsha C. Woodruff	633.49	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197577	Workplace Answers	12,890.00	Instructional Supplies
Invoice < \$15,000	IM*0197578	Stephen M. Wright	103.00	Instructional Service Contractor
Invoice < \$15,000	IM*0197579	XpressMyself.com, LLC.	125.96	Maintenance Supplies
Invoice < \$15,000	IM*0197580	Yankee Book Peddler, Inc.	5,304.35	Books and Binding Costs
Invoice < \$15,000	IM*0197582	Zehnder Communications	13,623.00	Advertising Expense
Invoice < \$15,000	IM*0197583	Louis Zanoni	1,600.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*0197584	BiCoastal Productions, LLC.	6,500.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197587	U.S. Food Service	633.90	Instructional Supplies
Invoice < \$15,000	IM*0197588	U.S. Food Service	116.08	Instructional Supplies
Invoice < \$15,000	IM*0197620	Guardian	5,031.62	Vision/Dental HMO Premiums
Invoice < \$15,000	IM*0197621	Unum Life Insurance Co.	10,878.56	Long-term Care Insurance
Invoice < \$15,000	IM*0197622	Patricia M. Davoust	72.00	Office Services Expense

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*0197623	Sherie Eakins	160.68	Instructional Service Contractor
Invoice < \$15,000	IM*0197624	Catherine V. Elliott	60.00	Office Services Expense
Invoice < \$15,000	IM*0197625	James Kohl	160.68	Instructional Service Contractor
Invoice < \$15,000	IM*0197626	Village of Glen Ellyn	277.30	Hotel/Motel tax
Invoice < \$15,000	IM*0197628	Express Companies, Inc.	471.00	Instructional Supplies
Invoice < \$15,000	IM*0197629	Marquett University Student	400.00	Advertising Expense
Invoice < \$15,000	IM*0197630	Marquett University Student	400.00	Advertising Expense
Invoice < \$15,000	IM*0197632	New Liberty Distributors	525.00	Purchase for Resale
Invoice < \$15,000	IM*0197653	Eagles Talent Connection	5,000.00	Advertising Expense
Invoice < \$15,000	IM*0197654	Marlene Montgomery	180.00	Office Services Expense
Invoice < \$15,000	IM*0197655	Tequipment.net	178.74	Instructional Supplies
Invoice < \$15,000	IM*0197656	Central Dupage Physician	475.00	Funds Held in Custody of Others
Invoice < \$15,000	IM*0197657	Central Dupage Physician	475.00	Funds Held in Custody of Others
Invoice < \$15,000	IM*0197696	Expenseres Companies, Inc.	18.77	Instructional Supplies
Invoice < \$15,000	IM*0197697	Paul F. Le Fort	343.40	Other Contractual Services Expense
Invoice < \$15,000	IM*0197698	Robert C. Dickeson	10,500.00	Other Contractual Services Expense
Invoice < \$15,000	IM*0197699	Blatt, Hasenmiller, Leibsker & Moore	218.04	Wage Assignments
Invoice < \$15,000	IM*0197700	Education Loan - AES PHEAA	87.24	Wage Assignments
Invoice < \$15,000	IM*0197701	Giagnorio & Robertelli, Ltd.	58.24	Wage Assignments
Invoice < \$15,000	IM*0197702	Great Lakes Higher Education	682.37	Wage Assignments
Invoice < \$15,000	IM*0197703	International Union of Operating Engineers	668.22	Professional Dues
Invoice < \$15,000	IM*0197704	Internal Revenue Service	131.62	Wage Assignments
Invoice < \$15,000	IM*0197705	Illinois Student Assistance Commission	202.28	Wage Assignments
Invoice < \$15,000	IM*0197706	Illinois Student Assistance Commission	189.77	Wage Assignments
Invoice < \$15,000	IM*0197707	Marilyn O. Marshall	1,329.69	Wage Assignments
Invoice < \$15,000	IM*0197708	Michigan State Disbursement	368.97	Wage Assignments
Invoice < \$15,000	IM*0197709	Office of Glenn B. Stearns	752.31	Wage Assignments
Invoice < \$15,000	IM*0197710	Pennsylvania SCDU	542.39	Wage Assignments
Invoice < \$15,000	IM*0197711	State Disbursement Unit	3,315.54	Wage Assignments
Invoice < \$15,000	IM*0197712	U.S. Department of Education	146.56	Wage Assignments
Invoice < \$15,000	IM*0197713	WI SCTF	507.69	Wage Assignments
Invoice < \$15,000	IM*0197716	191 Il Naperville Hotel Operating, LLC.	1,912.73	Recruitment Expense
Invoice < \$15,000	IM*0197718	AT&T	2,274.87	Telephone Expense
Invoice < \$15,000	IM*0197719	AT&T	118.33	Telephone Expense
Invoice < \$15,000	IM*0197720	AT&T Mobility	425.75	Other Contractual Services Expense
Invoice < \$15,000	IM*0197721	AT&T Teleconferences Service	4,778.34	Telephone Expense
Invoice < \$15,000	IM*0197722	College of DuPage	405.41	Instructional Supplies
Invoice < \$15,000	IM*0197723	Commonwealth Edison	2,687.20	Electricity Expense
Invoice < \$15,000	IM*0197724	Lois J. Tadlock	865.92	Retiree Healthcare Payment
Invoice < \$15,000	IM*0197725	Waste Management	6,061.06	Refuse Disposal Expense
Invoice < \$15,000	IM*0197741	Sprint	92.30	Telephone Expense
Invoice < \$15,000	IM*0197742	Sprint	67.09	Telephone Expense
Invoice < \$15,000	IM*0197743	Sprint	73.06	Telephone Expense
Invoice < \$15,000	IM*0197744	Sprint	67.09	Telephone Expense
Invoice < \$15,000	IM*0197745	Verizon Wireless	312.63	Maintenance Supplies
Invoice < \$15,000	IM*0197846	ILASFAA	150.00	Tuition Reimb-Classified
Invoice < \$15,000	IM*0197847	Goldi Group Inc.	3,800.36	Travel - Out of State
Invoice < \$15,000	IM*0197849	Yankee Book Peddler, Inc.	12,282.54	Books and Binding Costs
Invoice < \$15,000	IM*0197850	Office Depot	7,166.36	Office Supplies
Invoice < \$15,000	IM*0197857	B&H Photo Video Pro Audio	14,961.98	Equip < \$2,500 per item
Invoice < \$15,000	IM*0197858	B&H Photo Video Pro Audio	98.26	Office Supplies
Invoice < \$15,000	IM*0197859	B&H Photo Video Pro Audio	214.56	Equip < \$2,500 per item

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*0197860	Direct TV	2,063.88	Other Contractual Services Expense
Invoice < \$15,000	IM*0197864	DuPage County	2,538.20	Architectural Services Expense
Invoice < \$15,000	IM*0197865	Illinois TESOL-BE	340.00	Other Conf & Meeting Expense
Invoice < \$15,000	IM*0200826	Dentsply	9.00	Instructional Supplies
Invoice < \$15,000	IM*0200828	Blatt, Hasenmiller, Leibsker & Moore	218.04	Wage Assignments
Invoice < \$15,000	IM*0200829	Education Loan - AES PHEAA	87.25	Wage Assignments
Invoice < \$15,000	IM*0200830	Giagnorio & Robertelli, Ltd.	58.24	Wage Assignments
Invoice < \$15,000	IM*0200831	Great Lakes Higher Education	682.40	Wage Assignments
Invoice < \$15,000	IM*0200832	International Union of Operating Engineers	668.22	Professional Dues
Invoice < \$15,000	IM*0200833	Illinois Student Assistance Commission	202.28	Wage Assignments
Invoice < \$15,000	IM*0200834	Illinois Student Assistance Commission	189.77	Wage Assignments
Invoice < \$15,000	IM*0200835	Marilyn O. Marshall	1,329.69	Wage Assignments
Invoice < \$15,000	IM*0200836	Michigan State Disbursement	368.97	Wage Assignments
Invoice < \$15,000	IM*0200837	Office of Glenn B. Stearns	752.31	Wage Assignments
Invoice < \$15,000	IM*0200838	Pennsylvania SCDU	542.39	Wage Assignments
Invoice < \$15,000	IM*0200839	State Disbursement Unit	3,315.54	Wage Assignments
Invoice < \$15,000	IM*0200840	U.S. Department of Education	146.56	Wage Assignments
Invoice < \$15,000	IM*0200841	WI SCTF	507.69	Wage Assignments
Invoice < \$15,000	IM*A458	IL Dept of Revenue	324.60	Hotel/Motel tax
Invoice < \$15,000	IM*A459	IL Dept of Revenue	2,172.00	Sales Tax
Invoice < \$15,000	IM*A460	IL Dept of Revenue	819.00	Sales Tax
Invoice < \$15,000	IM*E0053012	Larry Bussow	1,100.00	Instructional Service Contractor
Invoice < \$15,000	IM*E0053013	Tariq Lucas	115.00	Consultants Expense
Invoice < \$15,000	IM*E0053014	Press Photography Network	312.50	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053015	Jeff Rutledge	115.00	Consultants Expense
Invoice < \$15,000	IM*E0053016	A Moon Jump 4U Inc.	1,525.00	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*E0053017	ACT, Inc.	616.50	Instructional Supplies
Invoice < \$15,000	IM*E0053019	Airgas, Inc.	175.16	Maintenance Services Expense
Invoice < \$15,000	IM*E0053020	Angelo Caputo's Fresh Market	53.75	Instructional Supplies
Invoice < \$15,000	IM*E0053021	Anova Furnishings, Inc.	3,155.00	Equip < \$2,500 per item
Invoice < \$15,000	IM*E0053022	Arbor Scientific	207.90	Instructional Supplies
Invoice < \$15,000	IM*E0053023	Athletico	5,512.50	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053024	Atlas Bobcat, Inc.	243.25	Maintenance Supplies
Invoice < \$15,000	IM*E0053025	Bailey Edward	943.76	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053026	Banquet Table Pro, LLC.	1,856.20	Equipment - Office
Invoice < \$15,000	IM*E0053027	BC Technical, Inc.	2,066.67	Maintenance Services Expense
Invoice < \$15,000	IM*E0053028	Binny's Beverage Depot	32.99	Instructional Supplies
Invoice < \$15,000	IM*E0053030	Bus Tours Inc.	1,400.00	Non-Capital equipment
Invoice < \$15,000	IM*E0053031	Cabela's Corporate Sales	68.53	Instructional Supplies
Invoice < \$15,000	IM*E0053032	Chef by Request	619.80	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*E0053033	Computer Discount Warehouse	357.83	Instructional Supplies
Invoice < \$15,000	IM*E0053034	Consumers Packing Co.	2,965.80	Instructional Supplies
Invoice < \$15,000	IM*E0053035	Edward Hospital & Health	16.00	Instructional Service Contractor
Invoice < \$15,000	IM*E0053036	Fortune Fish Company	432.87	Instructional Supplies
Invoice < \$15,000	IM*E0053037	Freund Service Co.	131.00	Instructional Supplies
Invoice < \$15,000	IM*E0053038	Heritage FS Inc.	1,251.25	Vehicle Supplies
Invoice < \$15,000	IM*E0053039	Fireside West of Delaware	102.12	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*E0053040	Hinsdale Township High School	1,152.00	Rental Facility
Invoice < \$15,000	IM*E0053041	Honeywell International Inc.	11,361.58	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053042	Interiors for Business	1,855.24	Non-Capital equipment
Invoice < \$15,000	IM*E0053043	Interline Brands, Inc.	561.28	Maintenance Supplies
Invoice < \$15,000	IM*E0053044	Johnson Health Tech	299.00	Recruitment Expense

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*E0053045	Krurapp Communications	1,200.00	Instructional Service Contractor
Invoice < \$15,000	IM*E0053046	Law Bulletin Publishing	299.00	Office Supplies
Invoice < \$15,000	IM*E0053047	My Tana Mfg. Inc.	3,020.49	Equipment - Service
Invoice < \$15,000	IM*E0053048	Newmarket International	1,011.57	Computer Software
Invoice < \$15,000	IM*E0053049	Paddock Publications	71.30	Advertising Expense
Invoice < \$15,000	IM*E0053050	Patterson Dental	2,250.00	Instructional Supplies
Invoice < \$15,000	IM*E0053051	Riverside Technologies	4,406.00	Equipment - Instructional
Invoice < \$15,000	IM*E0053052	Russo Power Equipment	19.04	Repair Material & Supplies
Invoice < \$15,000	IM*E0053053	Schindler Elevator Corp.	2,533.00	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053054	Senseny Music	27.19	Instructional Supplies
Invoice < \$15,000	IM*E0053055	Shaker Recruitment Advertising	1,155.00	Advertising Expense
Invoice < \$15,000	IM*E0053056	Signature Cleaners of University Commons	420.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053057	Siteimprove, Inc.	8,712.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053058	Snap-On Industrial	975.53	Maintenance Services Expense
Invoice < \$15,000	IM*E0053059	Sodexo	6,148.11	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*E0053060	Southside Control Supply	13.73	Instructional Supplies
Invoice < \$15,000	IM*E0053061	Stevens & Tate, Inc.	50.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053062	Stivers Staffing Service	5,518.71	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053063	Sysco Food Service	658.11	Other Materials & Supplies
Invoice < \$15,000	IM*E0053064	Techsmith Corp.	833.00	Equip < \$2,500 per item
Invoice < \$15,000	IM*E0053065	Tek-Matic, Inc.	1,300.00	Instructional Supplies
Invoice < \$15,000	IM*E0053066	TelQuest International	964.70	Office Supplies
Invoice < \$15,000	IM*E0053067	Testa Produce, Inc.	16.50	Instructional Supplies
Invoice < \$15,000	IM*E0053068	United Septic & Grease Busters	1,490.00	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053069	Westlaw	547.32	Instructional Service Contractor
Invoice < \$15,000	IM*E0053070	WideOpenWest IL, LLC.	290.90	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053071	Window to the World Communications	4,157.00	Advertising Expense
Invoice < \$15,000	IM*E0053072	Wirtz Beverage Illinois	287.00	Instructional Supplies
Invoice < \$15,000	IM*E0053106	College of Dupage Foundation	1,217.42	Charitable Contributions
Invoice < \$15,000	IM*E0053107	Prestige Financial Service	206.38	Wage Assignments
Invoice < \$15,000	IM*E0053119	Heritage Wine Cellars, Inc.	920.00	Instructional Supplies
Invoice < \$15,000	IM*E0053123	Mark Fazzini	1,833.33	Retiree Healthcare Payments
Invoice < \$15,000	IM*E0053124	Natasha L. Gonzalez	29.84	Funds Held in Custody of Others
Invoice < \$15,000	IM*E0053125	Lewis R. Jones	184.38	Retiree Healthcare Payments
Invoice < \$15,000	IM*E0053126	Margaret M. McCarthy	2,016.67	Retiree Healthcare Payments
Invoice < \$15,000	IM*E0053127	Press Photography Networks	437.50	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053128	Harlan M. Schweer	1,100.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*E0053129	Herschel W. Smith	120.00	Retiree Healthcare Payments
Invoice < \$15,000	IM*E0053130	Academic Impressions	350.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053131	ACT, Inc.	205.38	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053132	Advanced Communications	200.00	Maintenance Services Expense
Invoice < \$15,000	IM*E0053133	Advanced Parts & Service	904.76	Maintenance Services Expense
Invoice < \$15,000	IM*E0053134	Advanced Wiring Solution	5,577.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053135	Advantage Microfilm Service	1,015.20	Maintenance Services Expense
Invoice < \$15,000	IM*E0053136	Affiliated Steam Equipment	986.69	Maintenance Supplies
Invoice < \$15,000	IM*E0053137	Airgas, Inc.	74.05	Maintenance Services Expense
Invoice < \$15,000	IM*E0053138	Alpha Beta Gamma	390.00	Funds Held in Custody of Others
Invoice < \$15,000	IM*E0053139	Angelo Caputo's Fresh Market	24.73	Instructional Supplies
Invoice < \$15,000	IM*E0053140	Apple Computer	13,600.56	Equip < \$2,500 per item
Invoice < \$15,000	IM*E0053141	APTAC	1,690.00	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*E0053142	Arbor Scientific	83.57	Instructional Supplies
Invoice < \$15,000	IM*E0053143	Avant Assessment, LLC.	1,750.00	Instructional Supplies

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

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Invoice < \$15,000	IM*E0053144	Banc Certified Merchant	1,165.00	IT Maintenance Services
Invoice < \$15,000	IM*E0053145	Bell CDL Enterprises, Inc.	3,563.55	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053147	Burriss Equipment Co.	3,231.05	Maintenance Supplies
Invoice < \$15,000	IM*E0053148	Carlin Horticultural Sales	244.20	Instructional Supplies
Invoice < \$15,000	IM*E0053149	Carol Fox & Associates	13,983.82	Advertising Expense
Invoice < \$15,000	IM*E0053150	Carolina Biological	837.62	Instructional Supplies
Invoice < \$15,000	IM*E0053151	Close to You, Inc.	3,000.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053152	Computer Discount Warehouse	81.56	Office Supplies
Invoice < \$15,000	IM*E0053153	Conference Technologies	635.00	IT Maintenance Services
Invoice < \$15,000	IM*E0053154	Consumers Packing Co.	2,145.96	Instructional Supplies
Invoice < \$15,000	IM*E0053155	CPP Inc.	1,159.00	Instructional Supplies
Invoice < \$15,000	IM*E0053156	D2 Production & Design	1,000.00	Instructional Service Contractor
Invoice < \$15,000	IM*E0053157	DCI	1,655.66	Consultants Expense
Invoice < \$15,000	IM*E0053158	Follett Higher Education	13,808.04	Other Students Bookbills
Invoice < \$15,000	IM*E0053159	The Foot Soldiers Journey	1,000.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053160	Fortune Fish Company	514.52	Instructional Supplies
Invoice < \$15,000	IM*E0053161	Gallagher	477.50	Instructional Supplies
Invoice < \$15,000	IM*E0053162	Grainger	1,361.62	Instructional Supplies
Invoice < \$15,000	IM*E0053163	Great Lakes Clay Co.	192.93	Instructional Supplies
Invoice < \$15,000	IM*E0053164	Heritage FS Inc.	346.09	Instructional Service Contractor
Invoice < \$15,000	IM*E0053165	IACE Travel	11,080.00	International Travel
Invoice < \$15,000	IM*E0053166	Illinois Public Broadcasting Council	5,186.09	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053167	Illinois Power Marketing	633.79	Electricity Expense
Invoice < \$15,000	IM*E0053168	Institute for Leadership	2,800.00	Instructional Service Contractor
Invoice < \$15,000	IM*E0053169	Interiors for Business	2,203.20	Office Supplies
Invoice < \$15,000	IM*E0053170	Interline Brands, Inc.	7.85	Maintenance Supplies
Invoice < \$15,000	IM*E0053171	JC Licht	26.78	Maintenance Supplies
Invoice < \$15,000	IM*E0053172	K&M Tire	1,301.00	Repair Material & Supplies
Invoice < \$15,000	IM*E0053173	Kilgore International	2,575.29	Instructional Supplies
Invoice < \$15,000	IM*E0053174	Lamers Bus Lines, Inc.	7,383.75	Travel - Out of State
Invoice < \$15,000	IM*E0053175	Len's Ace Hardware Inc.	65.38	IT Maintenance Services
Invoice < \$15,000	IM*E0053176	LK Media, LLC.	1,800.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053177	M & M Sports Scene Inc.	2,310.36	Office Supplies
Invoice < \$15,000	IM*E0053178	Media Resources, Inc.	441.00	IT Maintenance Services
Invoice < \$15,000	IM*E0053179	Medical Shipment, LLC.	8,507.87	Equipment - Instructional
Invoice < \$15,000	IM*E0053180	Mickey's Linens	300.78	Instructional Supplies
Invoice < \$15,000	IM*E0053181	Midwest Promotional Group	380.25	Office Supplies
Invoice < \$15,000	IM*E0053182	Midwest Salt	686.14	Maintenance Supplies
Invoice < \$15,000	IM*E0053183	Mittler Corporation	4,999.00	Equipment - Instructional
Invoice < \$15,000	IM*E0053184	NAPA Auto Parts	864.57	Purchase for Resale
Invoice < \$15,000	IM*E0053185	NAPCO Steel	1,718.35	Instructional Supplies
Invoice < \$15,000	IM*E0053186	National Engravers Inc.	87.50	Instructional Supplies
Invoice < \$15,000	IM*E0053187	Neuco	111.99	Maintenance Supplies
Invoice < \$15,000	IM*E0053189	North American	6,875.00	Maintenance Supplies
Invoice < \$15,000	IM*E0053190	Northern Illinois Backflow	713.16	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053191	Olympia Maintenance, Inc.	1,950.00	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053192	P.J.'s Camera & Photo	22.98	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053193	Paddock Publications	3,626.94	Advertising Expense
Invoice < \$15,000	IM*E0053194	Paper Direct	39.00	Audio/Visual Materials
Invoice < \$15,000	IM*E0053195	Pasco Scientific Co.	227.00	Instructional Supplies
Invoice < \$15,000	IM*E0053196	Patterson Dental	1,120.65	Instructional Supplies
Invoice < \$15,000	IM*E0053197	Petroleum Technologies Equipment	485.75	Vehicle Supplies

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*E0053198	Pocket Nurse	700.79	Equip < \$2,500 per item
Invoice < \$15,000	IM*E0053199	Proquest, LLC.	482.95	Books and Binding Costs
Invoice < \$15,000	IM*E0053200	Ray O'Herron Company, Inc.	1,284.25	Instructional Supplies
Invoice < \$15,000	IM*E0053201	Record-A-Hit, Inc.	2,250.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053202	Respondus Inc.	298.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053203	Riverside Technologies	14,188.00	Equip < \$2,500 per item
Invoice < \$15,000	IM*E0053204	Sales Enterprise	988.40	Non-Capital equipment
Invoice < \$15,000	IM*E0053205	SCBAS Inc.	928.50	Maintenance Services Expense
Invoice < \$15,000	IM*E0053206	Schindler Elevator Corp.	330.00	Maintenance Services Expense
Invoice < \$15,000	IM*E0053207	School Health Corporation	6,500.60	Equipment - Instructional
Invoice < \$15,000	IM*E0053208	Scrip-Safe International	750.00	Maintenance Services Expense
Invoice < \$15,000	IM*E0053209	Shaker Recruitment Advertising	775.00	Advertising Expense
Invoice < \$15,000	IM*E0053210	Southport Music Box Corporation	600.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053211	Specialized Care Co., Inc.	109.15	Instructional Supplies
Invoice < \$15,000	IM*E0053212	Sport Supply Group, Inc.	3,968.13	Other Materials & Supplies
Invoice < \$15,000	IM*E0053213	Stevens & Tate, Inc.	1,595.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053214	Stivers Staffing Service	4,142.10	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053215	StreamGuys, Inc.	147.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053216	Supreme Lobster Seafood	206.73	Instructional Supplies
Invoice < \$15,000	IM*E0053217	Swank Motion Pictures	2,874.00	Prepaid Expense
Invoice < \$15,000	IM*E0053218	Sysco Food Service	1,293.67	Other Materials & Supplies
Invoice < \$15,000	IM*E0053219	TAI Services, Inc.	3,071.00	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053221	Testa Produce, Inc.	2,432.81	Instructional Supplies
Invoice < \$15,000	IM*E0053222	Total Promotions, Inc.	1,239.40	Instructional Supplies
Invoice < \$15,000	IM*E0053223	Uline	402.40	Other Materials & Supplies
Invoice < \$15,000	IM*E0053224	Unemployment Consultants	3,000.00	Unemployment Insurance Expense
Invoice < \$15,000	IM*E0053225	University of Illinois	200.00	Dues
Invoice < \$15,000	IM*E0053226	Universal Medical Inc.	662.00	Instructional Supplies
Invoice < \$15,000	IM*E0053227	Vidtech Audio Visual Inc.	1,760.00	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*E0053228	Village of Westmont	92.48	Water - Sewage Expense
Invoice < \$15,000	IM*E0053229	Wheaton Mulch Inc.	355.00	Instructional Supplies
Invoice < \$15,000	IM*E0053230	World Point ECC, Inc.	1,063.90	Instructional Service Contractor
Invoice < \$15,000	IM*E0053231	You're #1, Inc.	982.00	Instructional Supplies
Invoice < \$15,000	IM*E0053270	Navia Benefit Solutions	858.50	Flex Spending Admin Fee
Invoice < \$15,000	IM*E0053271	Professional Benefit Administrators	750.00	C.O.B.R.A. Credits
Invoice < \$15,000	IM*E0053272	Vision Service Plan	10,912.50	Vision/Dental Coverage
Invoice < \$15,000	IM*E0053284	Steven Husby	500.00	Consultants Expense
Invoice < \$15,000	IM*E0053285	Press Photography Network	718.75	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053286	4 All Promos	2,015.45	Advertising Expense
Invoice < \$15,000	IM*E0053287	ACS Enterprises, Inc.	2,573.60	Maintenance Supplies
Invoice < \$15,000	IM*E0053288	ACT, Inc.	247.25	Instructional Supplies
Invoice < \$15,000	IM*E0053289	Airgas, Inc.	619.06	Vehicle Supplies
Invoice < \$15,000	IM*E0053290	Anagnos Door Co.	1,750.00	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053291	Apple Computer	14,561.63	Equip < \$2,500 per item
Invoice < \$15,000	IM*E0053292	Bailey Edward	192.78	Architectural Services Ex
Invoice < \$15,000	IM*E0053293	Bannerville USA	783.00	Advertising Expense
Invoice < \$15,000	IM*E0053294	Binny's Beverage Depot	68.95	Instructional Supplies
Invoice < \$15,000	IM*E0053295	Carol Fox & Associates	8,718.45	Advertising Expense
Invoice < \$15,000	IM*E0053296	Carolina Biological	831.16	Instructional Supplies
Invoice < \$15,000	IM*E0053297	Classic Party Rentals	3,003.50	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*E0053298	Cloud Foto, Inc.	240.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053299	Computer Discount Warehouse	40.68	IT Maintenance Services

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*E0053300	DCI	1,943.60	Consultants Expense
Invoice < \$15,000	IM*E0053301	Demco Inc.	99.19	Office Supplies
Invoice < \$15,000	IM*E0053302	Edward Hospital & Health	217.00	Instructional Service Contractor
Invoice < \$15,000	IM*E0053303	Fastenal	167.97	Maintenance Services Expense
Invoice < \$15,000	IM*E0053304	Follett Higher Education	290.50	Funds Held in Custody of Others
Invoice < \$15,000	IM*E0053305	Fox Valley Fire & Safety	2,760.00	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053306	Gary Gand Music Inc.	555.00	Other supplies
Invoice < \$15,000	IM*E0053307	Grainger	1,257.45	Instructional Supplies
Invoice < \$15,000	IM*E0053308	Great Lakes Clay Co.	192.00	Instructional Supplies
Invoice < \$15,000	IM*E0053309	GW Berkheimer Co. Inc.	552.59	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053310	Holstein's Garage	1,310.00	Maintenance Services Expense
Invoice < \$15,000	IM*E0053311	Illinois Power Marketing	1,304.60	Electricity Expense
Invoice < \$15,000	IM*E0053312	Inlander Brothers	3,810.00	Maintenance Supplies
Invoice < \$15,000	IM*E0053313	Interline Brands, Inc.	1,314.63	Maintenance Supplies
Invoice < \$15,000	IM*E0053314	JBH Technologies, Inc.	500.00	Instructional Supplies
Invoice < \$15,000	IM*E0053315	JC Licht	329.00	Maintenance Supplies
Invoice < \$15,000	IM*E0053316	Jerry Haggerty Chevrolet	513.90	Maintenance Services Expense
Invoice < \$15,000	IM*E0053317	Kilgore International	354.65	Maintenance Services Expense
Invoice < \$15,000	IM*E0053318	Krueger International	9,819.12	Non-Capital equipment
Invoice < \$15,000	IM*E0053319	Kunden Architectural	3,622.00	Non-Capital equipment
Invoice < \$15,000	IM*E0053320	Lamers Bus Lines Inc.	1,912.29	Travel - Out of State
Invoice < \$15,000	IM*E0053321	Larsen Envelope Co, Inc.	1,502.50	Office Supplies
Invoice < \$15,000	IM*E0053322	McCann Industries, Inc.	3,350.00	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053323	Mergent Inc.	961.00	Books and Binding Costs
Invoice < \$15,000	IM*E0053324	Mickey's Linens	1,023.73	Instructional Supplies
Invoice < \$15,000	IM*E0053325	Midwest Imports	1,094.37	Instructional Supplies
Invoice < \$15,000	IM*E0053326	Monoprice, Inc.	253.40	Audio/Visual Materials
Invoice < \$15,000	IM*E0053327	Motorola Solutions	1,224.00	Maintenance Services Expense
Invoice < \$15,000	IM*E0053328	Mouser Electronics	142.66	Instructional Supplies
Invoice < \$15,000	IM*E0053329	NAPA Auto Parts	57.28	Purchase for Resale
Invoice < \$15,000	IM*E0053330	National Seed	1,025.00	Maintenance Supplies
Invoice < \$15,000	IM*E0053331	Neuco	445.23	Maintenance Supplies
Invoice < \$15,000	IM*E0053332	North American	149.00	Maintenance Supplies
Invoice < \$15,000	IM*E0053333	North Central College	1,547.00	Travel - Out of State
Invoice < \$15,000	IM*E0053334	O'Reilly Auto Parts	565.38	Vehicle Supplies
Invoice < \$15,000	IM*E0053335	OEI Products	226.50	Other Materials & Supplies
Invoice < \$15,000	IM*E0053336	Orion Telescopes & Binoculars	48.98	Instructional Supplies
Invoice < \$15,000	IM*E0053337	P&M Enterprises of Illinois	52.00	Instructional Supplies
Invoice < \$15,000	IM*E0053338	Paddock Publications	9,194.24	Printing Expense
Invoice < \$15,000	IM*E0053339	Patterson Dental	1,050.50	Instructional Supplies
Invoice < \$15,000	IM*E0053340	Pepper Construction	11,741.50	Land Improvements
Invoice < \$15,000	IM*E0053341	The Perfect Swing, Inc.	6,800.00	Funds Held in Custody of Others
Invoice < \$15,000	IM*E0053342	Pocket Nurse	233.28	Instructional Supplies
Invoice < \$15,000	IM*E0053343	Pro Education Solutions	2,205.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053344	Quality Name Plate Inc.	179.56	Equip < \$2,500 per item
Invoice < \$15,000	IM*E0053345	Refrigeration Enterprise	261.65	Maintenance Services Expense
Invoice < \$15,000	IM*E0053346	Rent Com, Inc.	3,536.50	Equipment - Office
Invoice < \$15,000	IM*E0053347	Riverside Technologies	8,880.00	Equipment - Instructional
Invoice < \$15,000	IM*E0053348	Robinette Demolition, Inc.	1,800.00	Instructional Supplies
Invoice < \$15,000	IM*E0053349	Sales Enterprise	1,480.00	Other Materials & Supplies
Invoice < \$15,000	IM*E0053350	School Health Corp.	2,560.77	Other Materials & Supplies
Invoice < \$15,000	IM*E0053351	School Outfitters	2,821.77	Office Supplies

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*E0053352	Shaker Recruitment Advertising	1,210.00	Advertising Expense
Invoice < \$15,000	IM*E0053353	Signature Cleaners	1,218.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053354	Sodexo	3,565.81	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*E0053355	Southside Control Supply	31.52	Instructional Supplies
Invoice < \$15,000	IM*E0053356	Sports Endeavors Inc.	1,886.07	Other Materials & Supplies
Invoice < \$15,000	IM*E0053357	Springer Publishing Company	72.50	Books and Binding Costs
Invoice < \$15,000	IM*E0053358	Stevens & Tate, Inc.	50.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053359	Stivers Staffing Service	1,756.96	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053360	Supreme Lobster Seafood	945.58	Instructional Supplies
Invoice < \$15,000	IM*E0053361	Sweetwater Sound	1,662.22	Instructional Supplies
Invoice < \$15,000	IM*E0053362	Talent Group, Inc.	661.25	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053363	Taylor & Francis Group,	80.96	Books and Binding Costs
Invoice < \$15,000	IM*E0053364	Testa Produce, Inc.	6,089.54	Instructional Supplies
Invoice < \$15,000	IM*E0053365	TPS Sports	4,957.50	Funds Held in Custody of Others
Invoice < \$15,000	IM*E0053366	Tribune Media Group	770.00	Advertising Expense
Invoice < \$15,000	IM*E0053367	Tuohy Horticultural Enterprises	1,486.42	Instructional Supplies
Invoice < \$15,000	IM*E0053368	Village of Glen Ellyn	2,413.03	Water - Sewage Expense
Invoice < \$15,000	IM*E0053369	WideOpenWest IL, LLC.	547.55	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053370	Z Baking Co.	73.77	Instructional Supplies
Invoice < \$15,000	IM*E0053371	Zimmerman Ford, Inc.	9,028.11	Maintenance Services Expense
Invoice < \$15,000	IM*E0053372	College of Dupage Foundation	1,212.42	Charitable Contributions
Invoice < \$15,000	IM*E0053373	College of Dupage-CODAA	135.81	Professional Dues
Invoice < \$15,000	IM*E0053374	IL Fraternal Order of Police	317.60	Professional Dues
Invoice < \$15,000	IM*E0053375	Prestige Financial Service	206.38	Wage Assignments
Invoice < \$15,000	IM*E0053415	Stivers Staffing Service	2,500.76	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053418	Everett T. Atkins	500.00	Other Conf & Meeting Expense a
Invoice < \$15,000	IM*E0053419	George Berlin	225.00	Consultants Expense
Invoice < \$15,000	IM*E0053420	Larry Bussow	1,500.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053421	Paula M. Cebula	3,000.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053422	Joan E. Katai	85.00	Tuition Reimb-CODA
Invoice < \$15,000	IM*E0053423	Mary Beth P. Miller	120.00	Tuition Reimb-CODA
Invoice < \$15,000	IM*E0053424	Nathania G. Montes	216.98	Tuition Reimb-Faculty
Invoice < \$15,000	IM*E0053425	Michelle E. Moore	40.00	Dues - Faculty
Invoice < \$15,000	IM*E0053426	Press Photography Network	1,750.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053427	4IMPRINT, Inc.	4,062.62	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053428	Academic Impressions	2,995.00	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*E0053429	ACT, Inc.	62.75	Instructional Supplies
Invoice < \$15,000	IM*E0053430	American Meteorological	70.00	Books and Binding Costs
Invoice < \$15,000	IM*E0053431	Angelo Caputo's Fresh Market	28.64	Instructional Supplies
Invoice < \$15,000	IM*E0053432	Apple Computer	12,550.93	Equip < \$2,500 per item
Invoice < \$15,000	IM*E0053433	Aqua Pure Enterprises	1,027.41	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053434	Athletico	10,797.50	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053435	Augusta Sportswear Holdings	276.29	Other supplies
Invoice < \$15,000	IM*E0053436	Aurico	2,629.50	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053437	B. Gunther & Company	463.52	Recruitment Expense
Invoice < \$15,000	IM*E0053438	Bailey Edward	943.74	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053439	Batteries Plus	89.90	Maintenance Supplies
Invoice < \$15,000	IM*E0053440	BC Technical, Inc.	2,066.67	Maintenance Services Expense
Invoice < \$15,000	IM*E0053441	Black Rocket Production	1,500.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053442	Cambridge University	4,336.28	Instructional Supplies
Invoice < \$15,000	IM*E0053443	Carlson Paint and Glass	3,984.00	Building Remodeling Expense
Invoice < \$15,000	IM*E0053444	Carol Fox & Associates	12,600.00	Advertising Expense

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

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AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*E0053445	Castle-Printech Inc.	3,325.00	Printing Expense
Invoice < \$15,000	IM*E0053446	CCS International, Inc.	13,587.16	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053447	Chicago Kiln Inc.	330.00	Maintenance Services Expense
Invoice < \$15,000	IM*E0053448	Columbia Pipe & Supply	107.02	Maintenance Supplies
Invoice < \$15,000	IM*E0053449	Computer Discount Warehouse	13,636.13	Other Materials & Supplies
Invoice < \$15,000	IM*E0053450	Consumers Packing Co.	2,738.79	Instructional Supplies
Invoice < \$15,000	IM*E0053451	Credentials Inc.	2,544.86	Maintenance Services Expense
Invoice < \$15,000	IM*E0053452	Daily Iowan	500.00	Advertising Expense
Invoice < \$15,000	IM*E0053453	DCI	4,511.08	Consultants Expense
Invoice < \$15,000	IM*E0053454	Dreisilker Electric Motors	2.48	Maintenance Supplies
Invoice < \$15,000	IM*E0053455	DuPage County Health Dept.	75.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053456	EBSCO Information Service	48.07	Publications
Invoice < \$15,000	IM*E0053457	Echert Industries	483.75	Maintenance Supplies
Invoice < \$15,000	IM*E0053458	Ellucian	4,102.00	IT Maintenance Services
Invoice < \$15,000	IM*E0053459	Equipment & Engine Training	2,237.95	Equipment - Instructional
Invoice < \$15,000	IM*E0053460	Fencing Post	393.80	Instructional Supplies
Invoice < \$15,000	IM*E0053461	Fortune Fish Company	2,168.14	Instructional Supplies
Invoice < \$15,000	IM*E0053462	Gallery Collection	135.00	Office Supplies
Invoice < \$15,000	IM*E0053463	Grainger	607.30	Maintenance Supplies
Invoice < \$15,000	IM*E0053464	Heritage FS Inc.	368.21	Instructional Service Contractor
Invoice < \$15,000	IM*E0053465	Infinity Transportation	249.00	Travel - In Dist / In State
Invoice < \$15,000	IM*E0053466	Interline Brands, Inc.	2,027.70	Maintenance Supplies
Invoice < \$15,000	IM*E0053467	JMA Construction Inc.	5,700.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053468	MCM Electronics	1,713.25	Instructional Supplies
Invoice < \$15,000	IM*E0053469	Midwest ASTC, LLC.	500.00	Maintenance Services Expense
Invoice < \$15,000	IM*E0053470	Midwest Computer Supply	492.34	IT Maintenance Services
Invoice < \$15,000	IM*E0053471	Midwest Imports	622.82	Instructional Supplies
Invoice < \$15,000	IM*E0053472	myClinicalExchange	146.00	Instructional Supplies
Invoice < \$15,000	IM*E0053473	Neuco	48.19	Maintenance Supplies
Invoice < \$15,000	IM*E0053474	O'Reilly Auto Parts	227.44	Vehicle Supplies
Invoice < \$15,000	IM*E0053475	OEI Products	75.50	Maintenance Supplies
Invoice < \$15,000	IM*E0053476	P&M Enterprises of Illinois	125.00	Publications
Invoice < \$15,000	IM*E0053477	Packey Webb Ford	28.40	Maintenance Services Expense
Invoice < \$15,000	IM*E0053478	Paddock Publications	115.00	Advertising Expense
Invoice < \$15,000	IM*E0053479	The Paper Corporation	6,800.00	Office Supplies
Invoice < \$15,000	IM*E0053480	Patterson Dental	2,595.50	Instructional Supplies
Invoice < \$15,000	IM*E0053481	Ray O'Herron Co., Inc.	94.99	Other supplies
Invoice < \$15,000	IM*E0053482	Refrigeration Enterprise	553.90	Maintenance Services Expense
Invoice < \$15,000	IM*E0053483	Road Wrench, Inc.	1,643.99	Maintenance Services Expense
Invoice < \$15,000	IM*E0053484	RSR Electronics, Inc.	176.15	Instructional Supplies
Invoice < \$15,000	IM*E0053485	Russo Power Equipment	78.31	Instructional Supplies
Invoice < \$15,000	IM*E0053486	Saf-T-Gard International	73.44	Other Materials & Supplies
Invoice < \$15,000	IM*E0053487	Scantron Corporation	259.39	Instructional Supplies
Invoice < \$15,000	IM*E0053488	School Health Corp.	880.35	Other Materials & Supplies
Invoice < \$15,000	IM*E0053489	Signature Cleaners	280.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053490	Sodexo	5,589.31	Funds Held in Custody of Others
Invoice < \$15,000	IM*E0053491	SoftChalk LLC	1,546.00	IT Maintenance Services
Invoice < \$15,000	IM*E0053492	Sounddogs.com, Inc.	1,035.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053493	Southside Control Supply	31.52	Instructional Supplies
Invoice < \$15,000	IM*E0053494	Caption Access, LLC.	1,100.00	Consultants Expense
Invoice < \$15,000	IM*E0053495	Sport Supply Group, Inc.	860.00	Other Materials & Supplies
Invoice < \$15,000	IM*E0053496	Sports Endeavors Inc.	62.46	Other Materials & Supplies
Invoice < \$15,000	IM*E0053497	Sprocket Websites Inc.	95.00	Advertising Expense

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

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AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*E0053498	Stanard & Associates	395.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053499	Stivers Staffing Service	2,612.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053500	Supreme Lobster Seafood	1,035.51	Instructional Supplies
Invoice < \$15,000	IM*E0053501	SURS-State Univ Retirement	2,184.26	SURS 6% Rule Payments
Invoice < \$15,000	IM*E0053502	Sysco Food Service	1,461.30	Other Materials & Supplies
Invoice < \$15,000	IM*E0053503	Taylor & Francis Group	161.92	Books and Binding Costs
Invoice < \$15,000	IM*E0053504	Tel-Atomic Inc.	3,666.00	Instructional Supplies
Invoice < \$15,000	IM*E0053505	Testa Produce, Inc.	3,949.82	Instructional Supplies
Invoice < \$15,000	IM*E0053506	Trugreen L.P.	3,400.00	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053507	Tuohy Horticultural Enterprises	2,718.88	Purchase for Resale
Invoice < \$15,000	IM*E0053508	Uline	1,610.00	Office Supplies
Invoice < \$15,000	IM*E0053509	United Septic & Grease Busters	390.00	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053510	West Payment Center	1,992.00	Books and Binding Costs
Invoice < \$15,000	IM*E0053511	WideOpenWest IL, LLC.	290.90	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053512	World Point ECC, Inc.	522.50	Instructional Supplies
Invoice < \$15,000	IM*E0053513	You're #1, Inc.	11.98	Instructional Supplies
Invoice < \$15,000	IM*E0053514	Michael S. Nickelson	225.00	Consultants Expense
Invoice < \$15,000	IM*E0053515	Nicor Gas	19,864.93	Gas Expense
Invoice < \$15,000	IM*E0053562	Heather Gaddey	100.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053563	Press Photography Network	750.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053564	David J. Rivkin	154.50	Instructional Service Contractor
Invoice < \$15,000	IM*E0053565	4 All Promos	469.16	Advertising Expense
Invoice < \$15,000	IM*E0053566	Ace Graphics	8,011.60	Printing Expense
Invoice < \$15,000	IM*E0053567	Advanced Wiring Solution	5,430.00	Non-Capital equipment
Invoice < \$15,000	IM*E0053568	Antoon Consulting Service	2,250.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053569	Aqua Pure Enterprises, Inc.	3,710.82	Maintenance Services Expense
Invoice < \$15,000	IM*E0053570	B & R Financial, LLC.	250.00	Instructional Supplies
Invoice < \$15,000	IM*E0053571	Barnes & Noble	442.29	Instructional Supplies
Invoice < \$15,000	IM*E0053572	Burriss Equipment Co.	427.34	Repair Material & Supplies
Invoice < \$15,000	IM*E0053573	BWM Global, Inc.	198.00	Instructional Supplies
Invoice < \$15,000	IM*E0053574	Carol Fox & Associates	5,150.00	Advertising Expense
Invoice < \$15,000	IM*E0053575	Carolina Biological	31.01	Instructional Supplies
Invoice < \$15,000	IM*E0053576	Chamber630	125.00	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*E0053577	Chef by Request	661.40	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*E0053578	Childcare Supply Co.	701.83	Instructional Supplies
Invoice < \$15,000	IM*E0053579	Computer Discount Warehouse	11,491.42	Other supplies
Invoice < \$15,000	IM*E0053580	DAOES	398.72	Rental Facility
Invoice < \$15,000	IM*E0053581	Dentserve	1,465.10	Instructional Supplies
Invoice < \$15,000	IM*E0053582	Discount School Supply	1,150.97	Instructional Supplies
Invoice < \$15,000	IM*E0053583	Eagles Talent Connection	4,000.00	Advertising Expense
Invoice < \$15,000	IM*E0053584	Edward Hospital & Health	420.00	Instructional Service Contractor
Invoice < \$15,000	IM*E0053585	Fabricmate Systems, Inc.	2,771.80	Equipment - Office
Invoice < \$15,000	IM*E0053586	Fireside West of Delaware	3,929.74	Conference/Meeting Expense- Local
Invoice < \$15,000	IM*E0053587	Galson Laboratories	267.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053588	Gary Gand Music Inc.	825.00	Other supplies
Invoice < \$15,000	IM*E0053589	Grainger	1,385.92	Maintenance Supplies
Invoice < \$15,000	IM*E0053590	Graybar Electric	1,931.88	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053591	Great Lakes Kwik Space	284.00	Office Supplies
Invoice < \$15,000	IM*E0053592	Heritage FS Inc.	4,262.90	Vehicle Supplies
Invoice < \$15,000	IM*E0053593	High Rise Security System	2,242.00	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053594	Hobart Service	506.80	Maintenance Services Expense
Invoice < \$15,000	IM*E0053595	Honeywell International Inc.	11,361.58	Facilities Maintenance Service

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice < \$15,000	IM*E0053596	House of Doors, Inc.	13,500.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053597	I Have Bean	368.00	Instructional Supplies
Invoice < \$15,000	IM*E0053598	Illinois Power Marketing	2,255.31	Electricity Expense
Invoice < \$15,000	IM*E0053599	Infinity Transportation	594.00	Travel - In Dist / In State
Invoice < \$15,000	IM*E0053600	Institute for Leadership	5,371.46	Instructional Service Contractor
Invoice < \$15,000	IM*E0053601	Interiors for Business	4,197.78	Equipment - Office
Invoice < \$15,000	IM*E0053602	JC Licht	219.36	Maintenance Supplies
Invoice < \$15,000	IM*E0053603	Kickapoo Animal Rescue	100.00	Funds Held in Custody of Others
Invoice < \$15,000	IM*E0053604	The Kuchuris Group	1,937.50	Instructional Service Contractor
Invoice < \$15,000	IM*E0053605	Live Reps Call Center	2,570.33	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053606	The Lock Pros, Inc.	470.00	Facilities Maintenance Service
Invoice < \$15,000	IM*E0053607	Marianna Industries, Inc.	800.03	Instructional Supplies
Invoice < \$15,000	IM*E0053608	Mark Andy Print Products	200.74	Office Supplies
Invoice < \$15,000	IM*E0053609	Market Mapping Plus	375.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053610	Member Benefits, Inc.	28.72	Advertising Expense
Invoice < \$15,000	IM*E0053611	Mickey's Linens	693.47	Instructional Supplies
Invoice < \$15,000	IM*E0053612	Midwest Imports	1,290.26	Instructional Supplies
Invoice < \$15,000	IM*E0053613	My Chef Station, LLC	120.00	Instructional Service Contractor
Invoice < \$15,000	IM*E0053614	myClinicalExchange	18.50	Instructional Supplies
Invoice < \$15,000	IM*E0053615	Naperville Chamber of Commerce	3,310.00	Dues
Invoice < \$15,000	IM*E0053616	National Seed	1,020.00	Maintenance Supplies
Invoice < \$15,000	IM*E0053617	North American	75.04	Maintenance Supplies
Invoice < \$15,000	IM*E0053618	O'Reilly Auto Parts	17.60	Vehicle Supplies
Invoice < \$15,000	IM*E0053619	OCLC Inc.	3,043.06	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053620	P.J.'s Camera & Photo	330.60	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053621	Paddock Publications	155.25	Advertising Expense
Invoice < \$15,000	IM*E0053622	Patriot Paving Maintenan	4,400.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053623	Patterson Dental	121.35	Instructional Supplies
Invoice < \$15,000	IM*E0053624	Pocket Nurse	1,179.25	Instructional Supplies
Invoice < \$15,000	IM*E0053625	Professional Nursing	3,223.50	Instructional Service Contractor
Invoice < \$15,000	IM*E0053626	Proforma Premiums	12.00	Instructional Supplies
Invoice < \$15,000	IM*E0053627	Proquest LLC.	1,500.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053628	Ray O'Herron Co., Inc.	11.11	Instructional Supplies
Invoice < \$15,000	IM*E0053629	RCM Data Corporation	220.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053630	Russo Power Equipment	87.20	Repair Material & Supplies
Invoice < \$15,000	IM*E0053631	Scantron Corporation	4,305.85	Instructional Supplies
Invoice < \$15,000	IM*E0053632	School Health Corp.	133.50	Other Materials & Supplies
Invoice < \$15,000	IM*E0053633	Southwest Plastic Binding	604.80	Office Supplies
Invoice < \$15,000	IM*E0053634	Caption Access LLC.	3,767.50	Consultants Expense
Invoice < \$15,000	IM*E0053635	Stan Roller & Associates	1,200.00	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053636	Stivers Staffing Service	1,806.03	Other Contractual Services Expense
Invoice < \$15,000	IM*E0053637	Sysco Food Service	743.67	Other Materials & Supplies
Invoice < \$15,000	IM*E0053638	Testa Produce, Inc.	42.12	Instructional Supplies
Invoice < \$15,000	IM*E0053639	Tribune Media Group	11,284.01	Advertising Expense
Invoice < \$15,000	IM*E0053640	Window to the World Communications	990.00	Advertising Expense
Invoice < \$15,000	IM*E0053686	College of Dupage Foundation	1,337.88	Charitable Contributions
Invoice < \$15,000	IM*E0053687	College of Dupage-CODAA	31.00	Professional Dues
Invoice < \$15,000	IM*E0053688	IL Fraternal Order of Police	317.60	Professional Dues
Invoice < \$15,000	IM*W420	Vesatours	8,742.25	International Travel
Invoice < \$15,000	IM*E0053269	Nicor Gas	142.76	Gas Expense
Invoice > \$25,000	IM*0196500	Illinois Power Marketing	111,886.00	Electricity Expense
Invoice > \$25,000	IM*0197100	American Express Travel	34,002.09	Travel - Out of State

D.All Disbursements Excluding Payroll

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE AND PAYROLL REPORT
CASH DISBURSEMENTS
March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

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AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice > \$25,000	IM*0197101	Reserve Account	20,000.00	Pitney Bowes Prepaid
Invoice > \$25,000	IM*0197131	Illinois Department Employment Security-Magnetic Media Unit	27,393.50	Unemployment Insurance Expense
Invoice > \$25,000	IM*0197149	VWR Funding, Inc.	31,108.88	Instructional Supplies
Invoice > \$25,000	IM*0197150	Xerox Corporation	43,711.10	Rental - Equipment
Invoice > \$25,000	IM*0197151	Zehnder Communications	80,461.95	Advertising Expense
Invoice > \$25,000	IM*0197619	Reliance Standard Life Insurance	44,049.06	Life Insurance
Invoice > \$25,000	IM*0197627	Central Dupage Hospital	25,920.00	Instructional Service Contractor
Invoice > \$25,000	IM*0197714	Alixpartners Holding, LLC.	171,502.55	Other Contractual Services Expense
Invoice > \$25,000	IM*0197715	Village of Glen Ellyn	16,788.82	Water - Sewage Expense
Invoice > \$25,000	IM*0197717	Woodgate Sales, LLC.	80,170.00	Equipment - Instructional
Invoice > \$25,000	IM*0197746	Commonwealth Edison	60,672.41	Electricity Expense
Invoice > \$25,000	IM*0197848	Concur Technologies	28,409.35	Other Contractual Services Expense
Invoice > \$25,000	IM*0197866	American Express Travel	38,348.31	International Travel
Invoice > \$25,000	IM*0197881	Xerox Corporation	15,435.36	Rental - Equipment
Invoice > \$25,000	IM*0197882	Zehnder Communications	19,560.00	Advertising Expense
Invoice > \$25,000	IM*0200827	Zehnder Communications	40,337.77	Advertising Expense
Invoice > \$25,000	IM*A456	IDES-Magnetic Media Unit	132,039.93	Withholding Tax - State
Invoice > \$25,000	IM*A457	Dept of Treasury	558,344.93	Withholding Tax - Federal
Invoice > \$25,000	IM*A461	IDES-Magnetic Media Unit	135,974.62	Withholding Tax - State
Invoice > \$25,000	IM*A462	Dept of Treasury	577,196.86	Withholding Tax - Federal
Invoice > \$25,000	IM*E0053010	Nicor Gas	60,436.05	Gas Expense
Invoice > \$25,000	IM*E0053011	SURS-State University Retirement System	362,959.62	Employee Retirement Contribution
Invoice > \$25,000	IM*E0053074	Navia Benefit Solutions	15,803.97	Flexible Spending Accounts
Invoice > \$25,000	IM*E0053108	College of Dupage Faculty	25,918.00	Professional Dues
Invoice > \$25,000	IM*E0053109	College of Dupage-CODAA	30,347.38	Professional Dues
Invoice > \$25,000	IM*E0053110	DuPage Credit Union	36,826.16	Credit Union
Invoice > \$25,000	IM*E0053111	Valic Retirement Services	130,998.98	Annuities
Invoice > \$25,000	IM*E0053112	SURS-State Univ Retirement	365,123.02	Employee Retirement Contribution
Invoice > \$25,000	IM*E0053113	Riverside Technologies	112,174.00	Equip < \$2,500 per item
Invoice > \$25,000	IM*E0053114	Russo Power Equipment	58,423.68	Equipment - Service
Invoice > \$25,000	IM*E0053115	Smith Maintenance Company	32,828.25	Custodial Services
Invoice > \$25,000	IM*E0053116	GLI Services, Inc.	122,094.84	New Bldgs and Additions
Invoice > \$25,000	IM*E0053117	Pepper Construction	375,768.23	Building Remodeling Expense
Invoice > \$25,000	IM*E0053118	Power Construction Co.	375,861.00	New Bldgs and Additions
Invoice > \$25,000	IM*E0053120	Kushan, LLC.	65,800.00	Instructional Supplies
Invoice > \$25,000	IM*E0053121	MRXI Corporation	32,550.00	Instructional Supplies & Services
Invoice > \$25,000	IM*E0053122	The Lewer Agency, Inc.	88,731.28	International Student Health Insurance
Invoice > \$25,000	IM*E0053273	Community College Health	1,288,186.40	Health Insurance Payments
Invoice > \$25,000	IM*E0053274	Allen Organs of Chicago	22,500.00	Equipment - Instructional
Invoice > \$25,000	IM*E0053275	Apple Computer	220,622.68	Equip < \$2,500 per item
Invoice > \$25,000	IM*E0053276	Edward Hospital	17,280.00	Instructional Service Contractor
Invoice > \$25,000	IM*E0053277	Follett Higher Education	140,031.25	Other Students Bookbills
Invoice > \$25,000	IM*E0053278	Pepper Construction	94,598.21	Land Improvements
Invoice > \$25,000	IM*E0053279	Smith Maintenance Company	33,500.25	Custodial Services
Invoice > \$25,000	IM*E0053282	William E. Hay & Company	42,246.00	Other Contractual Services Expense
Invoice > \$25,000	IM*E0053283	Mechanical, Inc.	24,895.00	Other Contractual Services Expense
Invoice > \$25,000	IM*E0053405	Advanced Wiring Solution	16,960.00	Equipment - Service
Invoice > \$25,000	IM*E0053406	Corporate Lakes Property	15,868.48	Rental Facility
Invoice > \$25,000	IM*E0053407	Vortex Commercial Flooring	15,500.00	Other Contractual Services Expense
Invoice > \$25,000	IM*E0053408	Cambridge University	25,489.51	Instructional Supplies
Invoice > \$25,000	IM*E0053409	Riverside Technologies	83,910.00	Equip < \$2,500 per item
Invoice > \$25,000	IM*E0053411	DuPage Credit Union	36,694.86	Credit Union

D.All Disbursements Excluding Payroll

College of DuPage
 Community College District No. 502
 ACCOUNTS PAYABLE AND PAYROLL REPORT
 CASH DISBURSEMENTS
 March 31, 2016

CHECKS ISSUED DURING ACCOUNTING MONTH - MARCH

Check number sequence order excludes checks issued to students which results in check number sequence gaps. All students are covered under the Family Educational Rights and Privacy Act (FERPA). Checks listed include payroll cash disbursements made to vendors and government agencies for employee payroll deductions.

AP TYPE	CHECK NUMBER	PAYEE	AMOUNT	DESCRIPTION
Invoice > \$25,000	IM*E0053412	Navia Benefit Solutions	15,803.97	Flexible Spending Accounts
Invoice > \$25,000	IM*E0053413	SURS-State Univ Retirement	374,929.48	Employee Retirement Contribution
Invoice > \$25,000	IM*E0053414	Valic Retirement Service	134,969.53	Annuities
Invoice > \$25,000	IM*E0053416	Illinois Power Marketing	111,222.64	Electricity Expense
Invoice > \$25,000	IM*E0053556	Good Samaritan EMSS	17,280.00	Instructional Service Contractor
Invoice > \$25,000	IM*E0053557	Ellucian	46,046.00	IT Maintenance Services
Invoice > \$25,000	IM*E0053558	JMA Construction Inc.	47,500.00	Building Remodeling Expense
Invoice > \$25,000	IM*E0053559	Metropolitan Interactive	125,558.00	Equipment - Office
Invoice > \$25,000	IM*E0053560	Riverside Technologies	113,980.00	Equip < \$2,500 per item
Invoice > \$25,000	IM*E0053641	Commercial Alarm Systems	22,000.00	Facilities Maintenance Service
Invoice > \$25,000	IM*E0053642	Follett Higher Education	29,928.65	Other Students Bookbills
Invoice > \$25,000	IM*E0053689	DuPage Credit Union	36,569.86	Credit Union
Invoice > \$25,000	IM*E0053690	Nicor Gas	46,659.34	Gas Expense
		Voided vendor checks issued prior month; voided in current month	(\$8,429.92)	
		Student checks issued prior month; voided in current month	(\$27,551.94)	
		Student checks issued current month	\$3,249,280.71	
		Student e-checks issued via Touchnet in current month	\$4,344,704.79	
		Student credit cards issued in current month	\$294,096.98	
TOTAL CHECKS, E-CHECKS, ACH AND WIRE TRANSFERS ISSUED DURING THE ACCOUNTING MONTH			\$17,252,777.13	

COLLEGE OF DuPAGE
 COMMUNITY COLLEGE DISTRICT NO. 502
 BUDGET TRANSFER REPORT FOR THE QUARTER ENDED 3/31/2016
 FISCAL YEAR 2016

OPERATING FUNDS:

FROM:				TO:			
MONTH	ACCOUNT NUMBER	DESCRIPTION	Amount	ACCOUNT NUMBER	DESCRIPTION	AMOUNT	REASON
2/2016	01-90-00833-6000001	Contingency	\$ (500,000)	01-90-00833-5309001	Other Contractual Services	\$ 295,400	Board approved transfer of contingency to cover professional and legal fees related to investigations, cooperation w/law enforcement, ordinary legal services, and interim management. Item 4L on Consent Agenda from 2/3/16 Board meeting.
				01-90-00833-5305002	Legal Services	\$ 204,600	

CONTINGENCY ACCOUNTS - YEAR TO DATE	ORIGINAL BUDGET	TRANSFER IN	TRANSFER OUT	ADJUSTED BUDGET
Education Fund	\$ 4,000,000	\$ -	\$ 500,000	\$ 3,500,000
Total Contingency in Operating Funds	<u>\$ 4,000,000</u>	<u>\$ -</u>	<u>\$ 500,000</u>	<u>\$ 3,500,000</u>

College of DuPage
Community College District No. 502
ACCOUNTS PAYABLE REPORT

March 2016 Professional Services

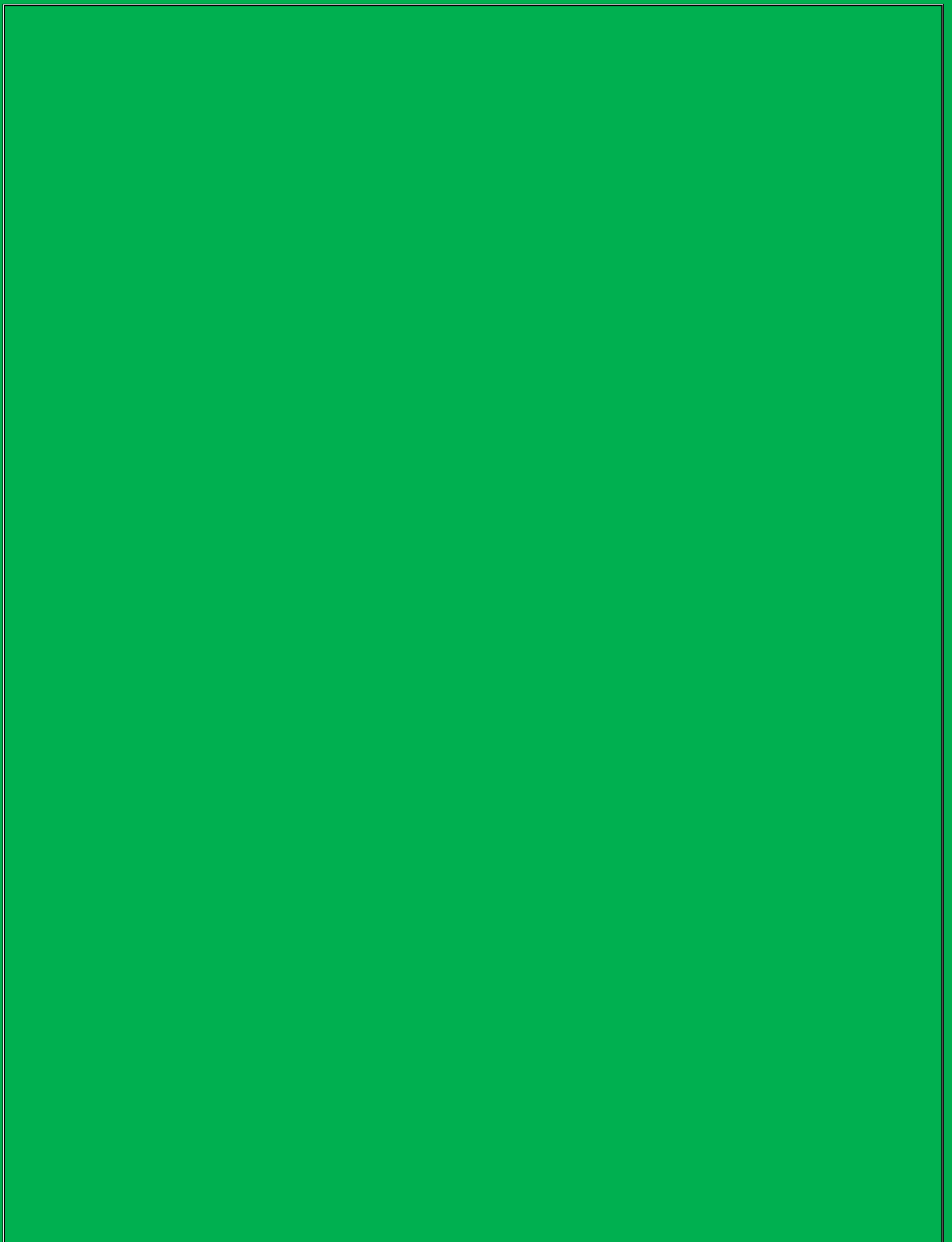
Professional and Legal Services for approval to be paid in April 2016

Schiff Hardin

Legal and Professional Services IMET 10/6/15 - 1/7/16

\$16,637.50

\$16,637.50



**BOARD OF TRUSTEES OF COMMUNITY COLLEGE DISTRICT NO. 502
COUNTIES OF DuPAGE, COOK AND WILL
STATE OF ILLINOIS**

THURSDAY, FEBRUARY 18, 2016
REGULAR BOARD MEETING ~ 7:00 P.M.

MINUTES

HELD ON CAMPUS IN SRC-2000, GLEN ELLYN, IL

1. CALL TO ORDER

At 7:02 p.m., Chairman Mazzochi called to order the February 18, 2016 Regular Meeting of the College of DuPage Board of Trustees and led the pledge of allegiance.

2. PLEDGE OF ALLEGIANCE

3. SWEARING IN OF NEW TRUSTEE

Chairman Mazzochi asked David S. Olsen to please come forward. The Honorable Judge Liam C. Brennan administered the oath of office to the newly appointed Trustee, David S. Olsen. Trustee Olsen took his seat at the Board table.

4. OPENING ROLL CALL

Chairman Mazzochi asked Secretary Napolitano to call the roll.

Present: Student Trustee Roark, Trustees Charles Bernstein, Erin Birt, Deanne Mazzochi, Dianne McGuire, Frank Napolitano, David Olsen and Joseph Wozniak.

Also Present: Timothy Elliott, Rathje Woodward; Dr. Joseph Collins, Acting Interim President; staff members, representatives of the press and visitors. (Minutes prepared by Erin Carrillo.)

5. PUBLIC COMMENT

Glenn Hansen commented on faculty tenure.

Richard Jarman commented on the importance of 7.

Peter Breen commented on new trustee appointment.

Joe Enders commented on free speech.

Julio Rosas commented on free speech.

Colin Porter commented on free speech.

Samir Lal commented on free speech.

Mark DiRienzo commented on free speech.

Laura Reigle commented on Standard & Poor's lowered credit rating.

Joshua Lancaster commented on free speech.
Mike McPherson commented on the COD website.
Bill Graham commented on new trustee appointment.
Claire Ball commented on new trustee appointment.
John Kraft commented on new trustee appointment.
Roger Kempa commented on Standard & Poor's lowered credit rating.
Miguel Marino commented on his belief in COD.
Kirk Allen commented on unstable Board governance.
Paul LeFort commented on his strong support of Ethics training for the Board.
Keith Yearman commented on ICCB's silence regarding the College.

6. REPORTS

Chairman's Report

Chairman Mazzochi conveyed upcoming meetings. She stated that the Organizational Meeting will take place on April 21, 2016. She also mentioned that there will be several upcoming academic presentations which were requested by Trustee Wozniak.

Student Trustee Report

Student Trustee Roark spoke about the impact and importance of Black History Month. Princess White, a current student, recited in her own words what Black History Month represented for her and her family.

President's Report

Dr. Joseph Collins spoke regarding enrollment numbers and trends. He also congratulated the Finance Office on the Distinguished Budget Presentation Award received from the Government Finance Officers' Association. Alix Partners tenure has come to a close now that Scott Brady has been hired as Interim Comptroller and a possible hire this evening of the Interim Vice President of Finance, Kim Michael-Lee.

Presidential Search Committee Report

Committee Chairman Lee Daniels spoke regarding the status of the search for a new president.

7. INFORMATION

The following items were provided to the Board for Information:

- a. Personnel Items
- b. Financial Statements
- c. Gifts & Grants Report
- d. Construction Change Orders
- e. Student Election Timetable
- f. In-Kind Quarterly Donations
- g. Horticulture Department Sustainable Urban Agriculture Farm

8. CONSENT AGENDA

Chairman Mazzochi asked if there were any Consent Agenda items the Board would like to pull and vote on separately. Trustee McGuire requested Item 8l: Approval of External Audit Services Request for Proposal be pulled. Trustee Birt requested Item 8d: Approval of payment in the amount of \$26,000.00 to Governet, payable upon receipt of specific invoices for Annual Support, Hosting and Maintenance fees for CurricUNET be pulled. Chairman Mazzochi entertained a motion to approve the Consent Agenda with the above items pulled.

Trustee McGuire moved, Trustee Wozniak seconded, that the Board of Trustees approve the Consent Agenda consisting of the following items:

- a. Personnel Action Items
- b. Financial Reports
- c. Approval of tenure for 24 members of the faculty at the end of their probationary years of employment at College of DuPage as indicated.
- d. Item pulled.
- e. Approval of the aggregate payment of \$34,851.60 unclaimed property to the Illinois State Treasurer's Office.
- f. Approval of the contract for Employee Wellness Screenings with CHC Wellness for an estimated 400 participants at a per participant fee of \$80.00, for a total expenditure not to exceed \$35,000.00 for FY16.
- g. Approval of food purchase for the Early Childhood Center Programs in the amount of \$35,000.00 from Sysco Food Services-Chicago, Inc., 250 Wieboldt Drive, Des Plaines, IL 60016-3192.
- h. Approval of purchase of nine (9) portable shooting stalls for the Homeland Security Training Center from Range Systems, 5121 Winnetka Avenue N, New Hope, MN 55428, in the amount of \$43,300.00.
- i. Approval of PFM Investment Advisor Fee for the 2016 fiscal year for an amount not to exceed \$33,352.00.
- j. Approval of Great Lakes' Investment Advisor Fee for the 2016 fiscal year for an amount not to exceed \$47,000.00.
- k. Approval for an additional \$3,640.00 of surety bond premiums for Treasurer's bond written by The Ohio Casualty Insurance Company.
- l. Item pulled.

On a roll call voting aye: Student Trustee Roark, Trustees Bernstein, Birt, McGuire, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

PULLED ITEMS:

Item 8d

Chairman Mazzochi entertained a motion to approve the FY16 annual support, hosting and maintenance fees for CurricUNET to Governet in the amount of \$26,000.00.

Trustee McGuire moved, Trustee Wozniak seconded the motion.

On roll call voting aye: Student Trustee Roark, Trustees Bernstein, Birt, McGuire, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

Item 8!

Chairman Mazzochi entertained a motion to approve an External Audit Services Request for Proposal.

Trustee McGuire moved, Secretary Napolitano seconded the motion.

Discussion ensued regarding the disqualification language in the RFP for External Audit Services.

Chairman Mazzochi moved and Secretary Napolitano seconded that the Disqualification Language in the RFP form be amended as follows:

On roll call voting aye: Student Trustee Roark, Trustees Bernstein, Birt, McGuire, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

Motion to be amended as follows:

Line 1 of Disqualification Language to read: "College of DuPage employee or trustee, vendor, contractor or subcontractor."

Line 3 of Disqualification Language, between "College" and "employee" add the words "trustee, or."

Discussion ensued regarding the use of an RFP versus RFQ for the External Audit Services.

On roll call voting aye on motion, as amended: Student Trustee Roark, Trustees Bernstein, Birt, McGuire, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

9. REQUEST BY ILLINOIS STATE'S ATTORNEY'S OFFICE OF VERBATIM RECORD OF CLOSED SESSIONS OF THE BOARD OF TRUSTEES FROM FEBRUARY 2014 AND MARCH 2014

Trustee Bernstein moved and Secretary Napolitano seconded a motion that the Board approve the request by Illinois State's Attorney's Office of Verbatim Record of Closed Sessions of the Board of Trustees from February 2014 and March 2014.

Discussion ensued regarding the difference between a request versus a subpoena or court order for the information requested by the State's Attorney's Office and protection of the College from future litigation.

On roll call voting aye: Student Trustee Roark, Trustees Bernstein and Olsen, Secretary Napolitano and Chairman Mazzochi. On roll call voting nay: Trustees Birt, McGuire and Wozniak. Motion passed.

10. REQUEST FOR PROPOSAL FOR BOARD ETHICS AND GOVERNANCE TRAINING

Secretary Napolitano moved and Trustee Olsen seconded a motion that the Board approve the issuance of the Request for Proposal for Board Ethics and Governance Training.

Trustee Olsen expressed his support for ethics training and strong governance as a Board and feels this will help demonstrate the College's commitment to the HLC.

Chairman Mazzochi moved and Trustee Olsen seconded that the RFP Disqualification Language in the RFP form be amended.

On roll call voting aye: Student Trustee Roark, Trustees Bernstein, Birt, McGuire, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

Motion to be amended as follows:

Line 1 of Disqualification Language to read: "College of DuPage employee or trustee, vendor, contractor or subcontractor."

Line 3 of Disqualification Language, between "College" and "employee" add the words "trustee, or."

On a roll call on motion, as amended, voting aye: Student Trustee Roark, Trustees Bernstein, Birt, McGuire, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

11. RESOLUTION TO HIRE IN-HOUSE COUNSEL COMMENCING JULY 1, 2016

Secretary Napolitano moved and Trustee Olsen seconded a motion that the Board approve the Resolution to hire In-House Counsel commencing July 1, 2016.

Trustees discussed timing of hiring In-House Counsel before hiring of the President to allow input from the new President.

Chairman Mazzochi noted that the resolution is brought to the Board at this time so funds can be included in the FY17 budget for the position so the process can be started.

Additional discussion ensued regarding who would be responsible for hiring for this position, oversight and reporting relationship.

Trustees discussed the dual reporting role for the In-House Counsel.

Trustee McGuire expressed concern about the dual report role.

Trustee Olsen noted his experience with the Village Counsel in Downers Grove and

indicated that the Village of Downers Grove has an in-house legal department and the Village Attorney is an employee of the Village Council and does not report to the Village Manager. He indicated that if the Board hires the person, the person should report to the Board, set salary, etc. with a single reporting to the Board.

Following discussion, Chairman Mazzochi moved and Trustee Olsen seconded that this motion be tabled until the February 25, 2016 Special Board of Trustees Meeting.

On roll call voting aye: Student Trustee Roark, Trustees Bernstein, Birt, McGuire, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

12. CLOSED SESSION

At 9:56 p.m. Chairman Mazzochi entertained a motion that the Board of Trustees moves into closed session. Secretary Napolitano moved and Trustee Olsen seconded.

Attorney Timothy Elliott read the reasons for closed session as follows:

“The appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity;” “Collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees;” and “Litigation, when an action against, affecting or on behalf of the particular public body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.”

On roll call voting aye: Student Trustee Roark, Trustees Bernstein and Olsen, Secretary Napolitano and Chairman Mazzochi. On roll call voting nay: Trustees Birt, McGuire and Wozniak. Motion passed.

At 12:35 a.m. Chairman Mazzochi entertained a motion that the Board of Trustees moves back into open session.

On roll call voting aye: Student Trustee Roark, Trustees Bernstein, McGuire, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

Trustee Birt left during closed session.

13. LEGAL BILLS (from October/November 2015)

Chairman Mazzochi moved and Secretary Napolitano seconded that the Board of Trustees approve the Legal Bills (from October/November 2015).

Chairman Mazzochi moved and Secretary Napolitano seconded that Legal Bills (from October/November 2015) be amended.

On roll call voting aye: Student Trustee Roark, Trustees Bernstein and Olsen, Secretary Napolitano and Chairman Mazzochi. On roll call voting nay: Trustees McGuire and Wozniak. Motion passed.

Motion to be amended as follows:

To remove legal invoices from Schiff Hardin for legal services performed 12/1 – 12/31/15 and legal services performed 1/1/16-1/31/16.

On roll call voting aye on motion, as amended: Student Trustee Roark, Trustees Bernstein and Olsen, Secretary Napolitano and Chairman Mazzochi. On roll call voting nay: Trustees McGuire and Wozniak. Motion passed.

14. SECOND READING OF BOARD POLICY NO. 5-180: LEGAL COUNSEL

Secretary Napolitano moved and Trustee Bernstein seconded that the Board of Trustees approve the Second Reading of Board Policy No. 5-180: Legal Counsel.

Chairman Mazzochi moved and Secretary Napolitano seconded that Board Policy No. 5-180: Legal Counsel be amended.

On roll call voting aye: Student Trustee Roark, Trustees Bernstein and Olsen, Secretary Napolitano and Chairman Mazzochi. On roll call voting nay: Trustees McGuire and Wozniak. Motion passed.

Add the following language at the end of the document:

“Interpretive Notes:

In making determinations under (5) above, the Board may consider factors such as: (a) whether the request is proportional and/or germane to the individual Trustee and/or Board’s oversight interests; (b) whether the request for copies of privileged documents outweighs the burden or expense of the request; (c) whether less burdensome or costly means (including e.g., discussions in closed session or document review under controlled conditions) exist to provide the requested information; (d) the nature and timing of the request; and/or (e) the nature of the requested information and the risks posed by the public release of such information. This list is not intended to be exhaustive.”

Trustees discussed the application of the proposed policy.

Trustee Olsen noted being in favor of written reports from Legal Counsel, but concerned that bi-monthly reports may increase legal costs to the College, and support of the policy giving authority to the Board, not an individual.

On roll call voting aye on motion, as amended: Student Trustee Roark, Trustees Bernstein, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. On roll call voting nay: Trustee McGuire. Motion passed.

ITEMS 15 – 17 WERE VOTED ON TOGETHER

Chairman Mazzochi entertained a motion to combine Items 15-17 to vote on these items together. Secretary Napolitano moved and Trustee Olsen seconded that the following three items be combined and voted on together:

- **APPOINTMENT OF KIM MICHAEL-LEE AS INTERIM TREASURER / INTERIM VICE PRESIDENT ADMINISTRATION**
- **SURETY BOND FOR THE INTERIM TREASURER**
- **AUTHORIZED BANK SIGNATURE CHANGES**

On roll call voting aye: Student Trustee Roark, Trustees Bernstein, McGuire, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

18. TRUSTEE DISCUSSION

Trustee McGuire wanted to compliment faculty member David Kramer for helping Hospice Grief Coordinator, Heather Nicarren, with Cooking for One. Trustee McGuire also inquired about the sports coverage issue on the website. Joseph Moore, Vice President of Marketing & Communications said that the coaches update that information but that he is looking into it.

Trustee Olsen suggested that because there is confusion surrounding the William E. Hay & Co. scope of work, Chairman Mazzochi could provide the Trustees with a copy of the contract.

Secretary Napolitano wanted to welcome Trustee Olsen and thank him for accepting the Trustee seat.

Chairman Mazzochi wanted to respond to Roger Kempa's question as to why the Board meetings are being held in the conference center and not in the living room. Chairman Mazzochi said that the living room is a student space and every time there is a meeting we are disrupting the students.

19. Calendar Dates

Campus Events (Note: * = Required Board Event)

- **Thursday, February 25, 2016 – Special Board Meeting – SRC-2000 – 7:00 p.m.**
- **Thursday, March 3, 2016 – Special Board Meeting – SRC-2000 – 7:00 p.m.**

20. ADJOURN

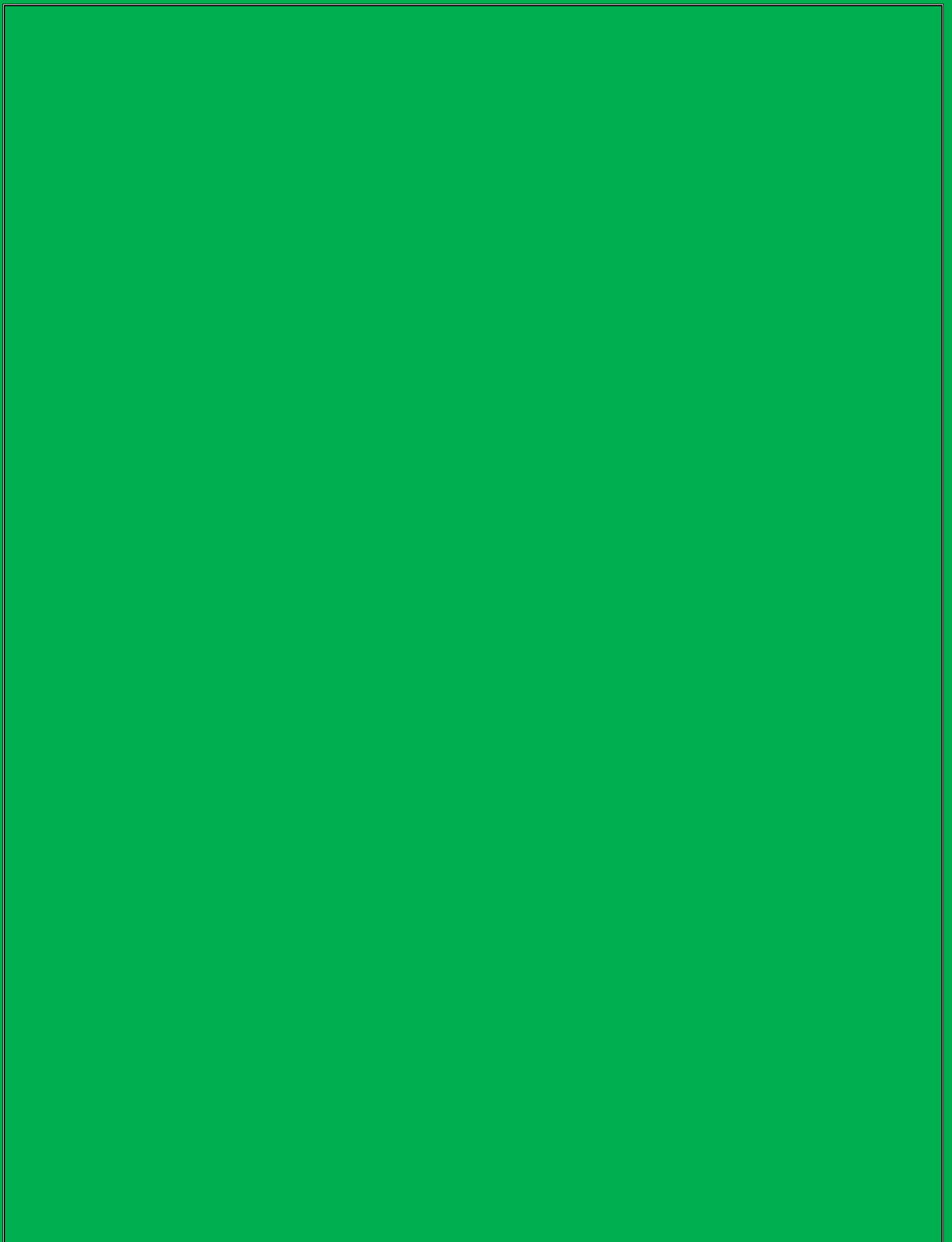
At 1:08 a.m., seeing no other business before the Board, Chairman Mazzochi called for a motion to adjourn. Secretary Napolitano moved and Trustee Bernstein seconded a motion to adjourn the February 18, 2016 Regular Meeting of the Board.

Motion passed on a voice vote.

Frank Napolitano, Secretary

Dated: April 7, 2016

Deanne Mazzochi, Chairman



**BOARD OF TRUSTEES OF COMMUNITY COLLEGE DISTRICT NO. 502
COUNTIES OF DuPAGE, COOK AND WILL
STATE OF ILLINOIS**

THURSDAY, FEBRUARY 25, 2016
SPECIAL BOARD MEETING ~ 7:00 P.M.

MINUTES

HELD ON CAMPUS IN SRC-2000, GLEN ELLYN, IL

1. CALL TO ORDER

At 7:02 p.m., Chairman Mazzochi called to order the February 25, 2016 Special Meeting of the College of DuPage Board of Trustees and led the pledge of allegiance.

2. PLEDGE OF ALLEGIANCE

3. OPENING ROLL CALL

Chairman Mazzochi asked Secretary Napolitano to call the roll.

Present: Student Trustee Roark, Trustees Charles Bernstein, Deanne Mazzochi, Frank Napolitano and David Olsen.

Absent: Trustees Erin Birt, Dianne McGuire and Joseph Wozniak.

A quorum was present.

Also Present: Timothy Elliott, Rathje Woodward; Dr. Joseph Collins, Acting Interim President; staff members, representatives of the press and visitors. (Minutes prepared by Erin Carrillo.)

Trustee Joseph Wozniak arrived at 7:04 p.m.

4. PUBLIC COMMENT

- Dilyss Gallyot spoke regarding the students and their best interests.
- Bob Hazard spoke regarding Agenda Item 6b (Approval of Non-Renewal of Faculty Appointment).
- Karin Evans spoke regarding Agenda Item 6b.
- Jackie McGrath spoke regarding Agenda Item 6b.
- David Goldberg spoke regarding Agenda Item 6b.
- Deborah Adelman spoke regarding Agenda Item 6b and also submitted a

petition regarding same.

- Noel Manley yielded his time to Roger Kempa.
- Roger Kempa spoke regarding Agenda Item 6b, the financials and the HLC.
- Paul LeFort spoke regarding the HLC.
- Kirk Allen spoke regarding change orders.
- Elizabeth Anderson spoke regarding Agenda Item 6b.
- Deborah Adelman & Shamili Ajgaonkar spoke regarding the Community Education Farm.
- John Staeck spoke regarding parental concerns and urged the Board to fully consider Agenda Item 6b before making a decision.

5. INFORMATION

The following items were provided to the Board for Information:

- a. 9/10/14 CODFA Vote of No Confidence Resolution
- b. 5/15/15 Higher Learning Commission Letter
- c. 10/10/15 Higher Learning Commission Team Report + Cover Letter
- d. 11/12/15 Collins' Letter to Higher Learning Commission
- e. 12/16/15 Higher Learning Commission Action Letter
- f. Initial Draft January 21, 2016 Plan of Action

6. CONSENT AGENDA

Chairman Mazzochi asked if there were any Consent Agenda items the Board would like to pull and vote on separately. Acting Interim President Joseph Collins informed Chairman Mazzochi that the administration requested to remove Agenda Item 6c Approval of a Programming Agreement between Chicago Public Media, Inc. and Community College District No. 502. Trustee Wozniak requested that the following Agenda Items be pulled:

- 6b: Non-Renewal of Faculty Appointment;
- 6d: Approval of the Presidential Search Committee's request for the consulting services of Robert C. Dickeson to perform an additional 40 hours of time, at his current consulting rate, plus expenses incurred for recruitment purposes;
- 6e: Approval to authorize Administration to enter into a contract with Perkins & Will Architects for a not to exceed expenditure of \$61,250.00 to update the College of DuPage Facilities Master Plan;
- 6f: Approval to authorize the Administration to authorize Perkins & Will Architects to perform additional architectural services for providing a Facilities Needs Analysis concurrently with the updating of the College of DuPage Facilities Master Plan (FMP), for a not to exceed expenditure of \$51,272.00 which includes reimbursable expenses;
- 6h1: Approval of payment of legal fees for December 2015 and January 2016; and
- 6h2: Approval of January 2016 Consulting Service Fees.

Chairman Mazzochi entertained a motion to approve the Consent Agenda with the above items pulled. Secretary Napolitano moved, Trustee Olsen seconded, that the Board of Trustees approve the Consent Agenda consisting of the following items:

- a. Ratification of new Employment Contracts
- b. Item Pulled
- c. Item Removed
- d. Item Pulled
- e. Item Pulled
- f. Item Pulled
- g. Approval to award the McAninch Arts Center (MAC) Electronic Theatre Control System to the lowest responsible bidder, Intelligent Lighting Creations, for the lump sum bid amount of \$109,529.00.
- h.
 1. Item Pulled
 2. Item Pulled

On a roll call voting aye: Student Trustee Roark, Trustees Bernstein, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

PULLED ITEMS:

Item 6b

Chairman Mazzochi entertained a motion to approve the Non-Renewal of Faculty Appointment. Secretary Napolitano moved and Trustee Bernstein seconded the motion.

The Board of Trustees decided to table this motion until after Closed Session. Secretary Napolitano moved and Trustee Bernstein seconded to table the motion and move this item on the Agenda to Item 13a.

On a roll call voting aye: Student Trustee Roark, Trustees Bernstein and Olsen, Secretary Napolitano and Chairman Mazzochi. On a roll call voting nay: Trustee Wozniak. Motion passed.

Item 6d

Chairman Mazzochi entertained a motion to approve the Presidential Search Committee's request for the consulting services of Robert C. Dickeson to perform an additional 40 hours of time, at his current consulting rate, plus expenses incurred for recruitment purposes. Trustee Bernstein moved and Trustee Olsen seconded the motion.

Trustee Olsen and Secretary Napolitano asked for clarification of the scope of the consultant's role in the presidential search, including participating in interviewing of candidates.

Trustee Olsen expressed concerns regarding potential transparency and procedural

issues that occurred before he joined the Board and noted the importance of having a strong and ethical leader for the College. He expressed appreciation for the work of the Committee and the consultants.

Trustee Bernstein believes there are no transparency issues and supports the motion.

Paul LeFort, Secretary of the Presidential Search Committee explained the need to increase Dr. Dickeson's consulting services.

On a roll call voting aye: Student Trustee Roark, Trustees Bernstein and Olsen and Chairman Mazzochi. On a roll call voting nay: Trustee Wozniak and Secretary Napolitano. Motion passed.

Item 6e

Chairman Mazzochi entertained a motion to authorize Administration to enter into a contract with Perkins & Will Architects for a not to exceed expenditure of \$61,250.00 to update the College of DuPage Facilities Master Plan. Secretary Napolitano moved and Trustee Olsen seconded the motion.

Trustees discussed the requirement for a Facilities Master Plan (FMP) by ICCB and the timeline for completing the FMP.

Chairman Mazzochi and Trustee Olsen noted that they have received feedback from the public regarding the recommended architectural firm going beyond the scope of work and expressed confidence that management would ensure the firm stays within the scope of their contract.

Trustee Olsen expressed appreciation for the RFQ process.

On a roll call voting aye: Student Trustee Roark, Trustees Bernstein and Olsen, Secretary Napolitano and Chairman Mazzochi. Trustee Wozniak abstained. Motion passed.

Item 6f

Chairman Mazzochi entertained a motion to authorize the Administration to authorize Perkins & Will Architects to perform additional architectural services for providing a Facilities Needs Analysis concurrently with the updating of the College of DuPage Facilities Master Plan (FMP), for a not to exceed expenditure of \$51,272.00 which includes reimbursable expenses. Trustee Bernstein moved and Secretary Napolitano seconded the motion.

On a roll call voting aye: Student Trustee Roark, Trustees Bernstein and Olsen, Secretary Napolitano and Chairman Mazzochi. Trustee Wozniak abstained. Motion passed.

Item 6h1&2

Chairman Mazzochi entertained a motion to approve the payment of Legal Fees for December 2015 and January 2016 and the Consulting Service Fees for January 2016. Secretary Napolitano moved and Trustee Bernstein seconded the motion.

On a roll call voting aye: Student Trustee Roark, Trustees Bernstein and Olsen, Secretary Napolitano and Chairman Mazzochi. On a roll call voting nay: Trustee Wozniak. Motion passed.

7. BMO ASSET MANAGEMENT'S FEES

Chairman Mazzochi entertained a motion to approve BMO Global Asset Management as the Board's Independent Funds Adviser Asset Manager and their fees not exceed \$250,000 for the period March 1, 2016 – February 28, 2017. Trustee Bernstein moved and Trustee Olsen seconded the motion.

Trustee Olsen asked questions regarding the pricing of the item. Management explained the criteria used in evaluating and selecting the vendor.

On roll call voting aye: Student Trustee Roark, Trustees Bernstein, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

8. PRESENTATION: Faculty Response to the Higher Learning Commission Action Letter: Prior Faculty Vote of No Confidence

- a. COD Faculty Association
 - Glenn Hansen, President of Faculty Association
 - Richard Jarman, Vice President of Faculty Association
- b. COD Adjunct Association
 - Cheryl Baunbach-Caplan, President of Adjunct Association
 - James
- c. Further open faculty comment
 - Tom Tipton spoke regarding the Accreditation Task Force
 - Roger Kempa spoke regarding the HLC and Perkins & Will
 - Kirk Allen spoke regarding accountability
 - Joe Stahl spoke regarding student opinions and reactions regarding HLC
- d. Discussion
 - Trustee Olsen appreciated all the information given since he was not here when the vote of no confidence was announced. He noted that one recurring theme was the importance of involving stakeholders in decision-making and looks forward to continued engagement with faculty and staff.
 - Chairman Mazzochi appreciated the feedback from the faculty and feels the Board has several topics to discuss.
 - Secretary Napolitano stated that communication and a collaborative effort is key. He also encourages students and faculty to attend the various sub-committee meetings to share their thoughts and concerns.

Chairman Mazzochi gave a presentation outlining the Board of Trustees' accountability and timeline in relation to the HLC probation.

Acting Interim President Joseph Collins gave a presentation on the Corrective Plan of Action and response to HLC's probation sanction.

9. UPDATE: Introductory Overview of In-House Legal Counsel (Presentation #1 by Administration Representatives)

Linda Sands-Vanker gave a presentation on the pros and cons of hiring In-House Counsel, as well as the median salary and reporting duties.

10. COLLEGE ADMINISTRATION TO ENTER INTO CONTRACT NEGOTIATIONS WITH PERKINS & WILL, the firm deemed to be the most qualified graphic designer for the memorials as approved by the Board of Trustees on September 17, 2015

Chairman Mazzochi entertained a motion to retain Perkins and Will to perform work for the SSG Miller Honorarium and Commemorative Displays. Trustee Bernstein moved and Secretary Napolitano seconded the motion.

On roll call voting aye: Student Trustee Roark, Trustees Bernstein, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

11. TRUSTEE DISCUSSION

Trustee Wozniak read a statement regarding the boycotting of several meetings and the willingness of the Board to work together.

Trustee Olsen agreed that working together is important. He also inquired regarding the scope of contract we have with William E. Hay & Company.

Secretary Napolitano requested that Trustee McGuire's letter and Trustee Wozniak's statements be entered into the record.

Chairman Mazzochi said that this is the 50th anniversary of the College and Joseph Moore is planning activities which will take place throughout the year. She requested that each Trustee consider an activity they would like to see happen. Chairman Mazzochi met with the three newly elected student representatives and she is excited to begin working with them.

Chairman Mazzochi encouraged the Trustees to send her dates for a possible Board Retreat.

Lastly, Chairman Mazzochi wanted to respond to comments regarding several attorneys being present during Board Meetings. The Board is only getting charged one attorney fee during Board meetings.

12. Calendar / Campus Events

- **Thursday, March 3, 2016 – Special Board Meeting – SRC-2000 at 7:00 p.m.**

13. CLOSED SESSION

At 11:06 p.m. Chairman Mazzochi entertained a motion that the Board of Trustees moves into closed session. Trustee Olsen moved and Secretary Napolitano seconded.

Attorney Timothy Elliott indicated the reasons for closed session as follows: "The appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity;" "Collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees;" and "Litigation, when an action against, affecting or on behalf of the particular public body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting."

On roll call voting aye: Student Trustee Roark, Trustees Bernstein, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

At 12:32 a.m. Chairman Mazzochi entertained a motion that the Board of Trustees moves back into open session.

On roll call voting aye: Student Trustee Roark, Trustees Bernstein, Olsen and Wozniak, Secretary Napolitano and Chairman Mazzochi. Motion passed.

13a. Non-Renewal of Faculty Appointment

Chairman Mazzochi entertained a motion to approve the Non-Renewal of Faculty Appointment of Elizabeth Anderson. Trustee Olsen moved and Secretary Napolitano seconded.

On a roll call voting aye: Trustees Bernstein and Olsen, Secretary Napolitano and Chairman Mazzochi. Student Trustee Roark and Trustee Wozniak abstained. Motion passed.

14. ADJOURN

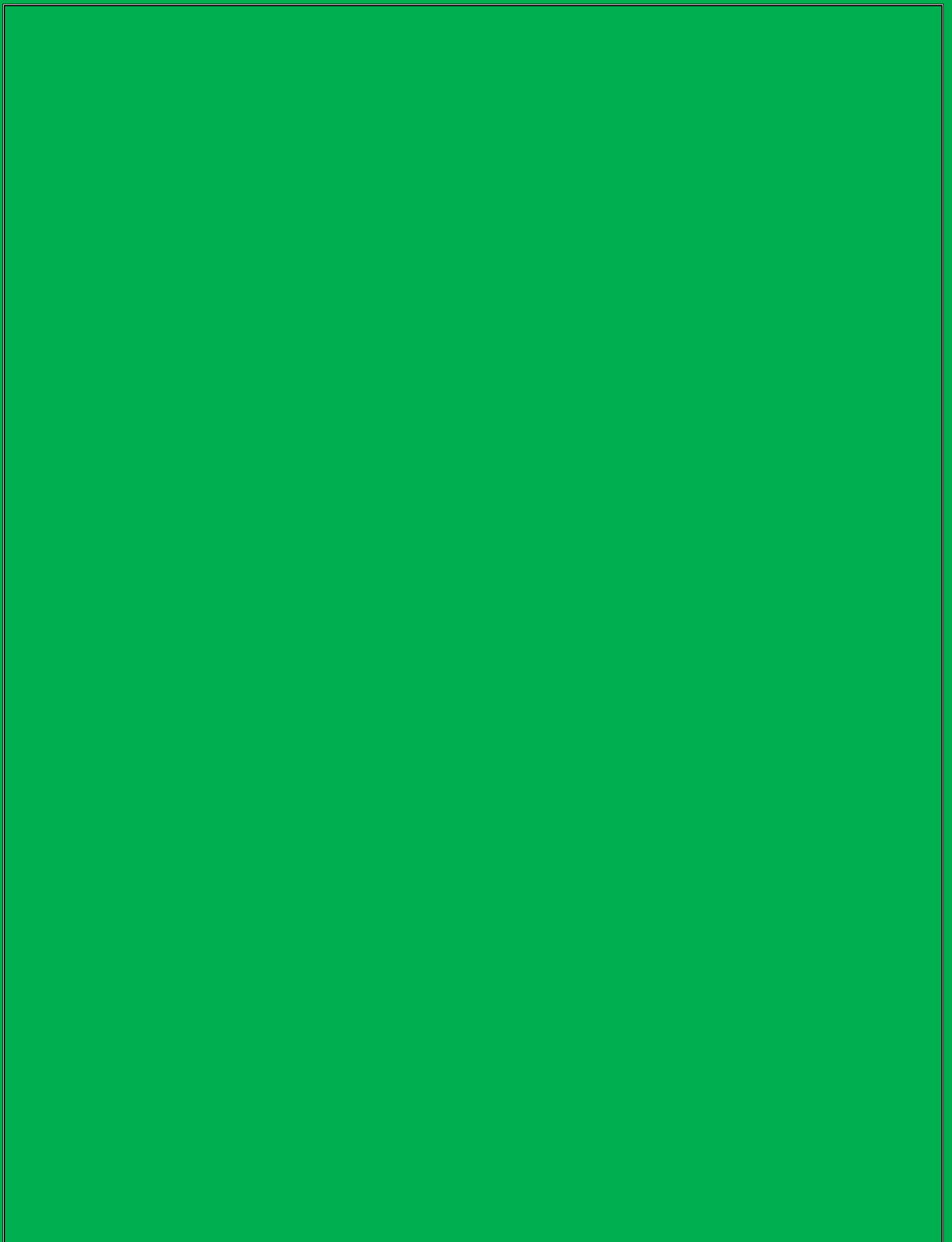
At 12:33 a.m., seeing no other business before the Board, Chairman Mazzochi called for a motion to adjourn. Trustee Olsen moved and Secretary Napolitano seconded a motion to adjourn the February 25, 2016 Special Meeting of the Board.

Motion passed on a voice vote.

Dated: April 21, 2016

Frank Napolitano, Secretary

Deanne Mazzochi, Chairman



COLLEGE OF DuPAGE
REGULAR BOARD MEETING

BOARD APPROVAL

1. **SUBJECT**

Approval for the College's internal auditor to use the professional services of Stout, Risius and Ross to assist in the performance and analyses of internal accounts.

2. **REASON FOR CONSIDERATION**

To strengthen the College's internal auditing function and perform additional checks and analyses of various College accounts.

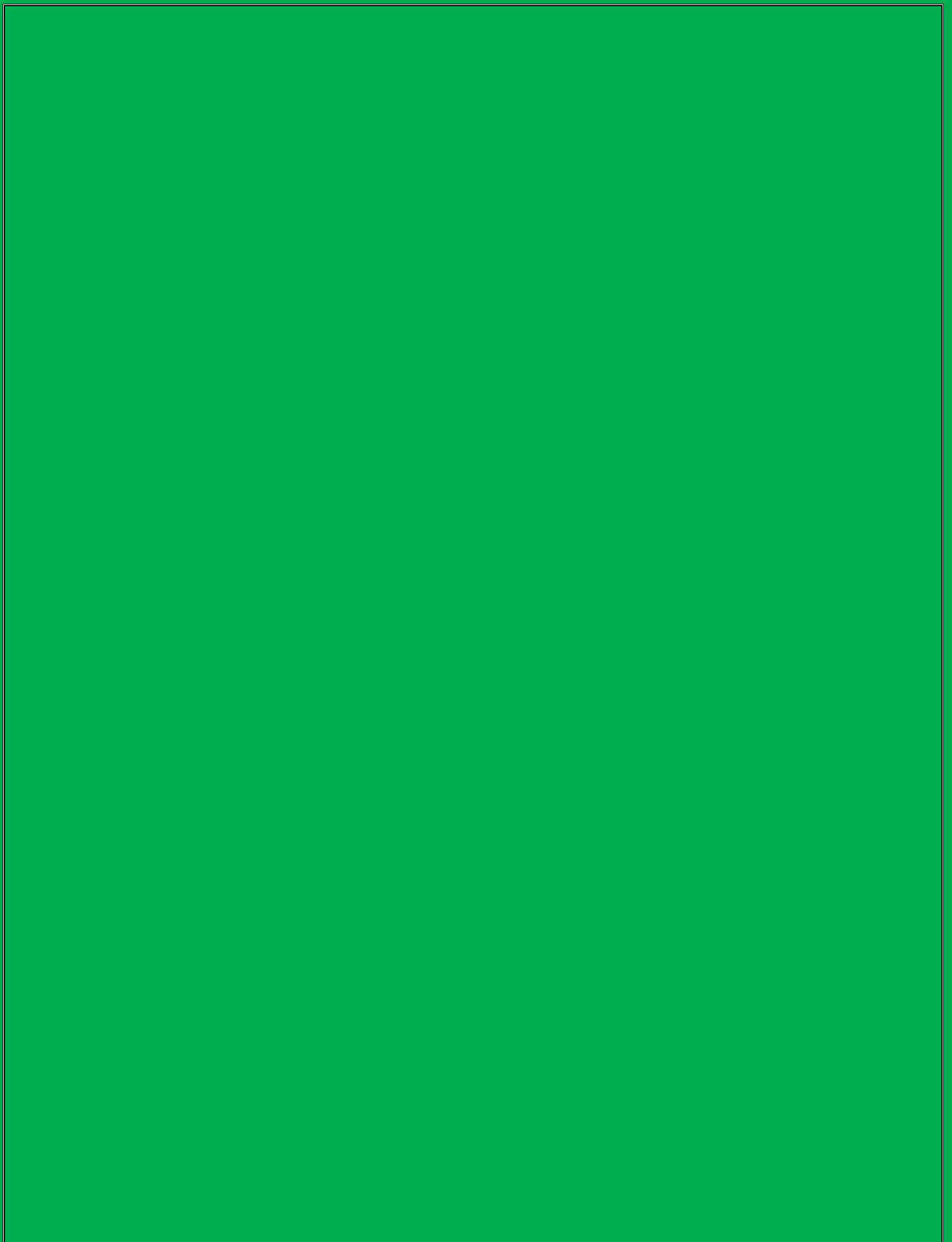
3. **BACKGROUND INFORMATION**

In response to the Higher Learning Commission's admonition that the Board needs to strengthen its oversight over College finances, the Board has begun to rely more heavily on the College's Internal Auditor. The Internal Auditor has identified certain areas of College finance that would benefit from a more comprehensive review and analysis. An independent firm that has expertise in complex accounting, forensic accounting, multiple billing systems, large database reconciliation, compliance programs, audits of governmental entities, and can perform the work on a more rapid pace than the Internal Auditor, would adeptly supplement the Internal Auditor's examination of College finance. Given the internal complexity of the College's finances, and to facilitate the Internal Auditor's review, the College seeks to retain the professional services of Stout, Risius and Ross. The College's opinion is that this particular firm is uniquely qualified to provide the needed services to the Internal Auditor and the Board because this particular firm has a high degree of breadth and skill in the areas noted above where the particular need arises.

It is anticipated that over the retention period, the cost of these professional services may exceed \$25,000. Thus, advance Board approval for the retention and utilization of services is being sought.

4. **RECOMMENDATION**

That the Board of Trustees approve the retention of Stout, Risius and Ross to perform review and analysis in conjunction with and at the direction of the College's Internal Auditor.



**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

1. **SUBJECT**

Approval to continue Resolutions approved at the April 30, 2015 Board Meeting.

2. **REASON FOR CONSIDERATION**

Many of the resolutions adopted at the April 30, 2015 Board Meeting are still applicable today. To ensure continuity and operational clarity, the present Board will persist in those practices.

3. **BACKGROUND INFORMATION**

At the Special Board Meeting of the Board of Trustees called Thursday, April 30, 2015, several items were placed For Approval in New Business as Agenda Item 6A, including but not limited to:

- 6.A.1: Adoption of *Robert's Rules of Order* for Board meetings and Board Committee meetings pursuant to Board Policy No. 5-150;
- 6.A.2: Appointment of Dr. Joseph Collins to Serve As Acting Interim President of the College;
- 6.A.4: Litigation Hold;
- 6.A.5: Retention of Legal Counsel;
- 6.A.7: Suspension of all Travel and Entertainment Reimbursement for Trustees;
- 6.A.8: Suspension of all House Accounts at the Waterleaf Restaurant (as amended)
- 6.A.11: Authorization of Performance Audit by the Office of the Illinois Auditor General; and
- 6.A.12: Authorization for Office Space and Office Equipment for the Board of Trustees.

4. **RECOMMENDATION**

To the extent any of the foregoing items may be argued to have terminated upon the conclusion of the prior Board term, that these items be adopted and continued for the current Board term unless expressly revoked by an action of the Board.



COLLEGE OF DUPAGE
REGULAR or SPECIAL BOARD MEETING

BOARD APPROVAL

1. **SUBJECT**

Authorization to subsidize arts programs at the College of DuPage, including the Buffalo Theatre Ensemble.

2. **REASON FOR CONSIDERATION**

The Buffalo Theatre Ensemble seeks to re-establish itself as a resident theater company at the College of DuPage, and has requested funding support. However, many other arts programs may in the future be seeking support as well.

3. **BACKGROUND INFORMATION**

The Buffalo Theatre Ensemble used to be a resident theater company operating at the College of DuPage. In August, 2015, hundreds signed a petition to “Bring Back Buffalo Theatre Ensemble.” The Board has received many letters and personal appeals asking to bring the BTE back to campus.

However, concerns have been expressed that the structural issues that led to declining audience attendance and significant revenue losses that originally led to severing the College’s relationship with BTE have not been addressed.

The Board must further note that it must live by Higher Learning Commission criteria. The Higher Learning Commission Criteria for Accreditation Appendix defines an “auxiliary” function as one that “denotes activities and services related to but not intrinsic to educational functions,” with examples including, *e.g.*, intercollegiate athletics, a Public Radio station, etc.; and notes that it may further have “a segregated budget and dedicated revenues.”

The BTE, as a resident theatre company that would be a non-academic program, fits the category of an Auxiliary function.

Under 110 ILCS 805/3-31.1, auxiliary services are to be “related to the adequate operation of the college.”

A resident theatre company, as a non-academic, auxiliary function of the College, should be designed to be self-supporting.

Thus, BTE representatives were asked by the Board to make presentations to the Board and members of the administration relating to: (1) likely community/audience support; (2) financial cost; and (3) whether the program could be converted into an educational program for students. Theatre faculty Connie Canaday Howard and Amelia Barrett have led the efforts in this regard.

The BTE has requested that the Board vote on this issue one way or the other, so that it can coordinate mailing and promotional efforts with the MAC. The BTE has requested previously:

“a financial commitment from the College of approximately \$131,422 for the first year of operation, with an estimated total contribution from the College of \$250,444 for the first two years of operation. Beyond the first two years, it is estimated that BTE would require \$80,000-\$110,000.00 in College support annually. Reinstatement of BTE will also require the hiring of additional MAC personnel to support an additional 60 performances per year.”

(See April 7, 2016 Board Packet).

As noted, the Board further has been presented with petitions, e-mails and other communications expressing support for the BTE, and descriptions of BTE's fundraising potential. BTE has proposed achieving a “60% earned 40% contributed” model in 5 years. (See April 7, 2016 Board Packet).

However, the BTE has not identified any circumstances under which it would or could become self-sustaining, notwithstanding the College's donation of the performance space at no cost. Nor has the BTE proposed coordinating its efforts to any specific academic program that would be conducted through either Continuing Education or as a formal academic program subject to the College's curriculum review process.

The BTE is currently assuming that it will have, on average, 65 seats per show sold, in a theatre that holds 195 seats. (65 x 4 nights/week x 5 weeks x 3 shows = 3900 paid seats out of 11,700 possible, or ~33% utilization; see April 7, 2016 Board Packet spreadsheet). Under the current model, with 3900 paid seats per year, and assuming that the bulk of those 3900 paid seats will be from repeat patrons purchasing a subscription package (~1300 people), and the first-year funding request of ~\$130,000, the College is being asked to allocate for BTE subsidies, and essentially pay ~\$100 per paying patron, or \$33 for every \$25 paid ticket under the current proposed pricing. The Board has no information suggesting that this is standard or advisable in the industry, let alone for public educational institutions.

The Board is further aware that there are other arts groups in the region that would welcome the opportunity to likewise establish residency at the College. The Board should strive to treat each requesting group similarly.

The Board is also further aware that there is a not insignificant possibility that the State of Illinois will not be funding MAP grants for the second straight year. Last year, the College directed over \$11 million in funding towards self-subsidizing the MAP grants. Consequently, the Board is sensitive to directing College dollars towards areas most in demand by students for ongoing academic programs.

The Board further seeks to hold auxiliary functions to similar standards whenever possible if seeking funding. Thus, the Board recognizes that any standards for funding it sets for BTE will likely be standards invoked by any other arts or similar auxiliary group seeking funding.

The BTE presentations have also emphasized the value of experiential learning. Yet, there are many areas of study in which our students engage where experiential learning from an in-house company could be valuable, and not merely with regard to the arts. Again, in funding non-academic, auxiliary programs, the Board must be prepared to apply similar standards for any funding requests stated to be presented on the same grounds. Nor has BTE demonstrated that comparable experiential learning activities for students with other professional theatre companies in the Chicagoland area cannot be found, particularly if those students were themselves directly subsidized to participate in such programs to the degree of financial support presently contemplated by the Board.

It should further be noted that in contrast to BTE, there are auxiliary arts organizations that have become essentially self-sustaining entities at the College of DuPage.

Under Higher Learning Commission standards, the Board is obligated to engage in “systematic and integrated planning.” (Criterion 5, Core Component 5C). The institution’s resource allocation process must “ensure[] that its educational purposes are not adversely affected by elective resource allocations to other areas or disbursement of revenue to a superordinate entity.” (*Id.*, Core Component 5.A.) The Board should consider whether it has sufficiently engaged in the required systematic planning relating to the arts or establishing resident auxiliary companies.

In order to achieve the results of becoming a viable self-sustaining organization, the Board expects that BTE form itself into a non-for-profit corporation, seek and obtain IRS Section 501(c)(3) status and begin fundraising. The BTE should also engage in a budgeting process and present its budget and business plan to the Board for review before June 1, 2016. The Board is prepared to assist BTE with the process and will agree to commit College personnel for that purpose.

Following approval of the budget and plan, the Board will authorize the negotiation of a contract between BTE and the College and/or lease for the use of the MAC, any COD facilities and personnel. The contract and/or lease will set out the essential operating conditions of BTE’s productions.

4. RECOMMENDATION

That on a pilot basis, the Board of Trustees will commit to a budget line item dedicated to subsidizing auxiliary arts program requests effective Fall 2016, for an amount not to exceed \$200,000.

To the extent that the Board of Trustees will commit to subsidizing certain activities of the Buffalo Theatre Ensemble (presently proposed as \$130,000), effective Fall 2016, it is subject to the following conditions:

- As a condition of funding, BTE will form an Illinois not-for-profit corporation, seek IRS Section 501(c)(3) status, initiate its own fundraising and create a business plan and budget acceptable to the Board.

- As a condition of funding, BTE will enter into a contract with COD for the operating conditions of BTE productions at the MAC, the use of any other COD facilities and the use of COD personnel.

The Board of Trustees will agree that COD personnel will be authorized to assist BTE as practical in meeting the above two conditions.

- As a condition of funding for year 1, the BTE must demonstrate that it will generate prior to the first proposed performance date (1) paid ticket sales at the current proposed price (\$25/ticket on net) that are either: equivalent to 50% of theatre seats requested at the current proposed pricing point (5850 seats assuming an average realized revenue of \$25/ticket); or 600 fully-paid 3-show subscriptions; **or** (2) demonstrate the revenues expected to be generated from all paid ticket sales will be at least equivalent to 90% of the Board funding requested for year 1 (presently proposed as \$130,000).

- As a condition of funding for year 1, the BTE must separately generate \$20,000 (~15% of Board funding requested) in private support from grants, donations, and the like.

- As a condition of funding for year 1, the BTE must ensure that at least 60% of its proposed paid theatre-related labor hours (whether design, props, crew, acting, etc.) involve students, faculty (non-service hours) or are supported through volunteers of their donated time.

- As a condition of funding for year 1, the BTE must fully account for all participating students by name; hours devoted to experiential learning; and solicit independent feedback to be shared with the Board relating to the value of the experiential student learning.

- Any funding allocated by the Board will first be in the form of payments directly to:

- a) the MAC to reimburse their out-of-pocket support of any BTE theatre operations (e.g., concessions, box office, marketing, house managers, custodial services, ushers, etc.)

- b) student performers, student crew or student participants.

- Any required or permitted faculty or staff service hours that are part of regular faculty or staff compensation may not be satisfied in connection with participation in the BTE. BTE does not

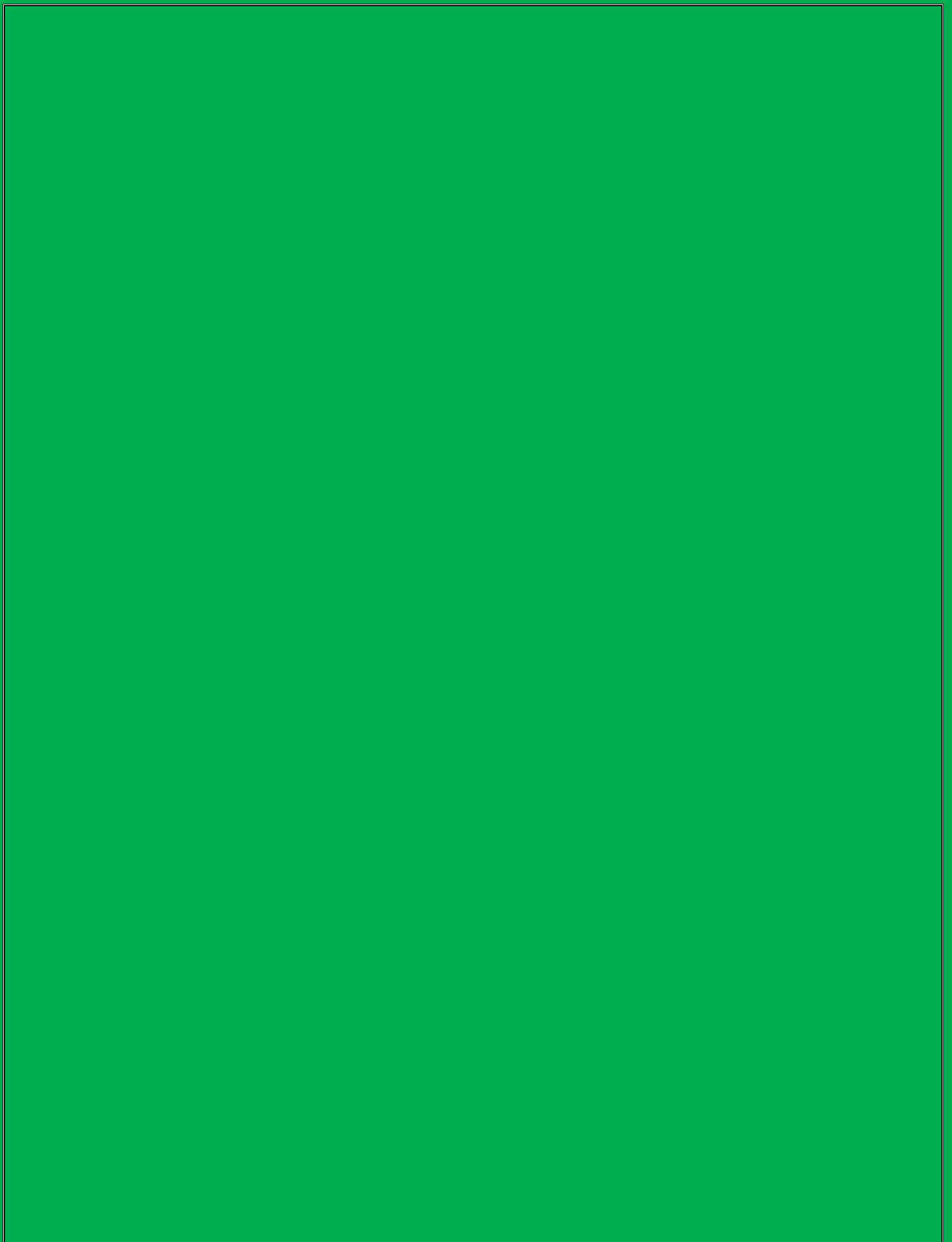
have authority to utilize MAC staff or resources unless outlined above or without advance written approval of the MAC director, and the MAC director is not under any obligation to facilitate the BTE programming at the expense of time and efforts devoted to MAC programming .

- Since the BTE is proposing that its performances and program selection shall be at BTE's own discretion, and not subject to any independent qualification, evaluation or academic standards, the BTE alone, and not the College, shall be responsible for payment of any outside professional administrators, directors, actors, salaries, pension payments, dues, royalty payments, annual fees, and the like out of ticket sales and/or donations. No new or additional employment relationship of any kind shall be created between the College and any individual hired for the purpose of working with the BTE, and BTE shall make that fact clear in all of its proposed contracting arrangements.

- The BTE shall carry liability insurance, naming the College as additional insured, for all non-College participants.

- The BTE shall have a designated business manager to serve as its liason to the MAC. BTE commits that such person shall devote on average 20 hours per week to participate in marketing meetings; and be responsible for searching for grant and donor opportunities; coordinate donor and press events; manage donations, solicitations and gift letter requests; handle contract requirements of the artists and students or other aspects of performance requirements.

- This funding request will be re-evaluated in January 2017 for year 2, to (a) ascertain whether the funding conditions above are adequate and appropriate; (b) ascertain whether other arts groups are similarly seeking funding; (c) ascertain whether the program is likely to become self-sustaining; (d) ascertain the number of different students who actually participated for the year in the BTE as experience-based learning and in which roles; and (e) whether the BTE can be refashioned as an academic program within the College. (See Higher Learning Commission Accreditation Core Component 4.C.2-4; 5.A.2, 5; 5.D).



**COLLEGE OF DUPAGE REGULAR
BOARD MEETING**

STANDARD BOARD APPROVAL

1. **SUBJECT**

Professional Auditing Services (RFP).

2. **BUDGET STATUS**

Funding for the contract will be provided by the Financial Affairs Budget #01-80-00757-5301001.

3. **BACKGROUND INFORMATION**

This Request for Proposal represents a three-year contract for Professional Auditing Services for the fiscal years ending June 30, 2016, 2017, and 2018.

The audit will include an examination of the books and records of all funds of College of DuPage, including capital assets and long-term debt. The audit also includes the WDCB Radio Station, and the preparation, review, and signing of the Federal and State Form 990-T tax returns. Following the completion of the audit, the audit firm will submit a statement to the Board of Trustees of the scope and findings of the audit and include a management letter listing recommendations regarding internal controls and accounting practices.

This contract consolidates all of the audits required for the College and the IRS Form 990 tax returns into one contract as follows:

- Comprehensive external audit of financial statements, ICCB requirements and the Single Audit compliance requirements.
- Radio station audit
- 990 tax returns for the College

A legal bid notice was published and approximately 26 vendors downloaded the RFP. Five responses were received. Four of the responses were from in district firms. No minority vendors were identified.

A committee comprised of College staff from Financial Affairs evaluated and scored all proposals received. Selection criteria included the firms experience and stability, qualifications of staff, audit approach, customer references, and cost. The committee then interviewed the top two firms, Clifton Larson Allen LLP and Crowe Horwath LLP. The recommended firm, Clifton Larson Allen LLP received the highest score.

Review Committee Team Average - Final Firm Scores

Clifton Larson Allen	Crowe Horwath	Selden Fox	Wipfli	Baker Tilly
96.7	91.4	N/A*	N/A*	N/A*

*Remaining three firms were not interviewed by selection committee and therefore a final score was not calculated.

This purchase complies with State Statute, Board Policy and Administrative Procedures.

4. RECOMMENDATION

That the Board of Trustees approves a three-year contract for Auditing Services for fiscal years ending June 30, 2016, 2017, and 2018, with Clifton Larson Allen LLP, 1301 West 22nd Street, Suite 1100 Oak Brook, IL 60523, for a total estimated expenditure of \$346,005.00.

**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

SIGNATURE PAGE FOR
Professional Auditing Services

ITEM(S) ON REQUEST

That the Board of Trustees approves the hiring of Clifton Larson Allen LLP to perform the above audit services for the fiscal years ending 2016, 2017, and 2018.

_____ Date
Acting Chair

_____ Date
Secretary