A Study of the Use of Maine Produced Foodstuffs In Public Institutions

A Report to the Joint Standing Committee on Agriculture, Conservation and Forestry
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By
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About the Author

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EXECUTIVE SUMMARY

This work follows from that of the Task Force on Agricultural Vitality by providing information concerning the use of Maine foodstuffs in Maine's public institutions. The primary objectives of this paper are to identify the factors that motivate the purchasing decisions of institutional foodservice directors, to analyze current and potential sales of Maine foods to this market, and to examine the importance of regional distributors to the procurement system.

To accomplish these objectives, an original mail survey instrument was designed and administered to all of Maine's public universities, community colleges, applied technical schools, correctional facilities, veterans' homes, and mental health institutions. In addition, personal interviews were conducted with representatives at both SYSCO of Northern New England and Performance Food Group Northcenter.

Analysis of the survey responses reveals that the foremost issues considered by institutional foodservice buyers in purchasing decisions are food safety, quality, availability from a centralized distributor, and supplier reliability and service. Time constraints limit the ability of foodservice directors to coordinate numerous small suppliers. Rather, the majority of the institutional sample depends on regional distributors, namely SYSCO and PFG Northcenter, to supply most of their foodservice needs.

According to spending estimates, the majority of the apples, blueberries, fluid milk, eggs, and seafood purchased by institutional foodservice operations are produced within the state. If they have the capacity to do so, there may be an opportunity for Maine producers to expand their sales of other produce items, including lettuce, broccoli, carrots, and onions. However, the share of meat products in institutional foodservice budgets far outweighs that of fresh vegetables and fruit. This implies that increasing sales of Maine produced meats would generate a much higher level of additional spending within the state than an identical percentage increase in produce sales. Although this seems a promising and effective way to enhance the vitality of Maine's agricultural sector, the relatively high prices of Maine produced meats will likely prohibit institutions from purchasing these products.

These results highlight a number of important issues relevant to any attempt to increase the sale of Maine goods to public institutions, whether through policy or by informally facilitating supply channels. For Maine producers to effectively market their products to foodservice operations and distributors, information exchange between the parties concerning food safety, liability insurance, minimum production volume, and appropriate packaging is necessary. Moreover, the design of the procurement system affects the ability of institutions to source locally. Under current conditions, producers may have more success targeting sales to a regional distributor, rather than directly to institutions. Finally, the economic impact of increasing the share of institutional spending on Maine foodstuffs depends directly on the weight of those goods in foodservice budgets.

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I. Introduction

The declining viability of Maine's small farms is widely recognized as an important policy issue. The state affirmed its commitment to "promote small-scale agricultural enterprises and the benefits they bring" with the formation of the Task Force on Agricultural Vitality in 1999. In their initial report, the task force suggested strategies to augment sales of locally produced goods. These include direct marketing to consumers, forming producer cooperatives, differentiating Maine products, and obtaining USDA certification of slaughterhouses.

Thus far, efforts to implement these suggestions have focused on increasing sales directly to consumers, in part with the 'get real. get maine!' labeling campaign. The 'get real. get maine!' program was initiated in 1998 by the Maine Department of Agriculture, Food & Rural Resources to increase the visibility of Maine products in supermarkets. The labeling effort has been successful in increasing the propensity of consumers to purchase Maine products, despite the widespread belief that the availability of Maine goods is limited in large retail stores (Teisl, 2003).

Recently, the Red Meat and Poultry Inspection Program established state certification of livestock and poultry processing facilities, as a complement to the federal inspection program administered by the USDA. Since the program's inception, seven of Maine's processing facilities have opted to participate. The state inspection program enables small processors to sell in local markets throughout Maine.

While increased direct marketing to consumers has received a great deal of attention, Maine's public institutions constitute a potentially significant market for local food products that has yet to be explored. In 2002, Maine's jails and prisons housed an estimated 1,841 inmates[1]. The University of Maine system provided residence services to over 6,300 of its 19,623 full-time students in the same year[2]. Nationally, the share of foodservice sales in both corrections and education rose by two to three percent between 1988 and 1998 (MDA, 2001). Public institutions are clearly a large and increasingly important market for food products.

This study provides the first comprehensive and formal research of purchasing habits in Maine's public institutions. A survey of foodservice directors examines the factors that influence their purchasing decisions and the benefits and obstacles they face when using local suppliers. This information is relevant should the committee decide to draft legislation to alter purchasing requirements. Moreover, it may be of use in facilitating more informal supply channels between local producers and state institutions.

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[1] Bureau of Justice Statistics, "Prisoners in 2002."

[2] University of Maine System Policy Analysis and Research, "Summary of Fall 2002 Enrollments." Residence statistic calculated based on dorm capacities on each campus.

A. Current Law

Title 7, Chapter 8-A, establishes that "It is the policy of the State to encourage food self-sufficiency for the State" (§211). This statute requires that institutional facilities purchase local food products, but sets a cap on required spending of 30 cents per person per day, on average. However, this is subject to the condition that "foodstuffs produced by Maine food producers is available in adequate supply and meets quality standards, and is priced competitively" (§213).

A working document from the Office of Policy and Legal Analysis (2001) notes that this provision has never been implemented, and that it does not require increased purchases of Maine products. In response, the task force recommended "the legislature strengthen Maine's institutional buying law and examine the provisions and implementation of the agricultural awareness program." However, the policy remains in statute as originally written.

B. Research Objectives and Prior Studies

The objectives of this research are threefold:

1. **To identify the factors that motivate purchasing decisions by institutional foodservice directors.**

   Previous research suggests that managers' choices are influenced by menu offerings, geographic location, purchasing and payment policies, package forms, convenience, and certification for state and government food safety standards (Strohbehn and Gregoire, 2003).

   Budget constraints are also an important determinant of purchasing decisions. Nancy Porter, foodservice director of North Carolina corrections and president of the American Correctional Food Service Association, stated that her strategy is to take advantage of market price fluctuations to minimize costs: "We have to watch the markets and see what happens. When turkey was cheap, we started blending turkey with beef products, making a cost-effective mix. We are always looking for something else we can use to develop menus that can increase protein, which costs the most" (Stein, 2000; 508).

2. **To determine whether Maine institutions currently purchase in-state products. If so, what are the benefits to purchasing locally? What are the obstacles?**

   Survey results from Iowa and Colorado suggest that foodservice directors believe that local goods are higher in quality, with superior freshness, taste, and variety. Moreover, decreased transportation costs and support of the community are often mentioned as benefits from patronizing local producers. The most important obstacles cited by institutional food purchasers are the limited local growing season, inadequate volume, inconsistent delivery and payment procedures, the difficulty of coordinating multiple vendors, and food safety concerns (Strohbehn and Gregoire, 2003; Hine, et al., 2002).

3. To examine the purchasing and contracting mechanisms used by the distributors that supply Maine institutions.

Hine, et al., administered a survey to ten distributors and brokers that service Colorado restaurants and institutions. They found that the top five factors relevant to their choice of supplier are product quality, price, availability, consistency, and variety. Survey respondents indicated that they would increase purchases of local produce if client demand were greater, if growers could meet that demand, and if their prices were competitive with vegetables produced in other locations.

Signing fixed-term contracts with a distributor can limit the flexibility of foodservice directors to engage in "opportunity buys" when local produce is available. Buying off of the spot market is increasingly recognized as an alternative cost cutting measure. In 1995, the Oregon State prison system eliminated annual contracts in favor of a "price-agreement arrangement." These agreements give suppliers an estimate of purchase amounts, but the state does not guarantee they will buy the full amount. According to Bill Hoefel, the foodservice manager for the Oregon State Penitentiary, the ability to go to the spot market for produce saved the Oregon prison system $300,000 between 1995 and 1997 (Reill, 1997).

Whether buying outside of the distribution channel directly translates into increased local purchases is unknown. However, these arrangements present an opportunity for local growers to target sales directly to foodservice establishments. Alternatively, Maine growers may be able to market their products to distributors, both year-round (in the case of frozen fruits and vegetables, potatoes, and dry beans) and during the growing season. This option may offer a more consistent and stable outlet for Maine goods. Selling produce directly to institutions or to a regional distributor are both viable options for increasing the vitality of small to medium-sized farmers. However, each presents its own set of difficulties, which will be identified and analyzed based on information collected via mail survey and personal interview.

II. Survey and Interview Methods

A. Mail Survey of Institutional Foodservice Directors

In December of 2003, a mail survey was distributed to a total of 67 public institutions in Maine. The survey was administered via multiple mailings, to enhance the total response rate. Immediately following a pre-letter explaining the objectives of the study, the questionnaire was mailed to the foodservice director of each institution. After four weeks, a reminder postcard was sent to each recipient, followed by a second copy of the survey. The final cutoff date for responses was February 27, 2004. Table 1 presents the relative distribution of the mail survey and the response rate for each category of public institution.

Table 1. Survey Distribution and Response Rates by Type of Institution

Type of Institution	*Distributed*	*Response*	*Response Rate*
Correctional Institutions	21	13	61.9%
Mental Health/Veterans Facilities	9	3	33.3%
Universities and Community Colleges	17	7	41.2%
Applied Technology Centers	20	6	30.0%
Total	**67**	**28**	**41.8%**

An identical questionnaire was sent to each institution to allow comparisons across the spectrum of institutions and to create the greatest sample size. The survey consists of five sections designed to elicit the institution's profile, purchasing habits, use of suppliers, expenditures on and perceptions of Maine food products, and current and projected labor costs. A copy of the survey is provided in Appendix A.

The survey design elicits two general types of information. The first consists of an assessment by foodservice directors of factors that motivate their purchasing decisions. To obtain this information, tables in parts two and three ask respondents to rank various attributes of products and suppliers on a five point Likert scale, according to their importance in purchasing choices. Part four uses the same type of scale to gauge the opinions of foodservice directors on the performance of Maine foodstuffs relative to non-Maine goods.

Secondly, the survey contains three tables to assess the amount of funds spent on various food products and the budget allocation to purchases from distributors. In the first table, respondents were asked to estimate their total average annual expenditures on produce, dairy, and meat. The second table requested a list of distributors used on a regular basis, and the proportion of the foodservice's budget spent through that channel. The last table was designed to gather estimates of the amount spent on specific foods for which there are Maine produced substitutes.

B. Personal Interviews

Interviews were conducted with representatives from the two primary regionaldistributors – SYSCO of Northern New England (NNE) and Performance Food Group (PFG) Northcenter. On February 16, a questionnaire was administered verbally to Dennis Topper, the Vice President of Purchasing at PFG Northcenter. The same form was used to facilitate a dialogue with Thomas Mannett, the Vice President of Merchandising and Marketing at SYSCO of NNE, on March 8. A copy of the questionnaire is included in Appendix A. Questions were asked about the distributors' procurement systems, use of contracting, and the benefits and obstacles they associate with purchasing from Maine suppliers.

In addition to the personal interviews, a meeting of the buyers from correctional and mental health facilities that are contracted under SYSCO was held in Westbrook the morning of February 27. I attended this meeting as an observer to further my knowledge of the procurement process and to determine the current issues relevant to foodservice directors in a number of the state's institutions.

III. Results and Discussion

Out of the 28 respondents, two replied that they do not have foodservice operations on the premises. In addition, two correctional institutions operate under the same food service department. In total 25 responses were used in the analysis, 13 of which are from correctional, mental health, and veterans' facilities, and 12 of which are from educational institutions. All statistics were generated using Excel spreadsheet software.

A. Institutional Profile

There is a wide variation in the size of Maine's public institutions. The smallest foodservice department reported serving only 17 meals per year, through a limited-basis catering program, while the largest serves an estimated 3,000 meals daily. The responding institutions served a median of 114 meals per day, with an average across the sample of 478 meals per day. Ninety-five percent of the responding foodservice departments are self-operated. The remaining five percent are contract managed by Aramark, Sodhexo, or Donovan and Donovan.

A majority of the foodservice departments, 64 percent, prepare more than three quarters of their food on-site, primarily from raw ingredients. The remaining 36 percent prepare and cook over half of their food on site. Two of the correctional institutions that responded maintain a garden to supply some of their foodservice needs, including potatoes, dry beans, and seasonal produce.

Foodservice directors in all institutions indicated that, on average, 25 percent of their annual budget is devoted to produce purchases, 16 percent to dairy, and 30 percent to meat (including eggs)[3]. The remaining 29 percent of institutional budgets is assumed to go towards dry and miscellaneous goods[4] and other items necessary for foodservice operation, including paper and cleaning products. The respondents further broke down spending in each category by specific food type. The results are outlined in Table 2. Estimates are

[3] The percent allocation to each type of good is calculated by dividing each institution's reported annual expenditure on produce, dairy, and meat by its total annual foodservice budget and multiplying by 100.
[4] Dry goods consist of wheat products, including pasta, rice, bread, cereals, and baked goods. This category also contains miscellaneous other goods, such as beverages and condiments. The survey did not include questions pertaining to these goods because, although they compose a large portion of institutional budgets, very few of them are manufactured within Maine. The use of paper products in public institutions is not examined, as the focus of this study is on agricultural goods.

provided for all institutions, and also for two disaggregated categories. The first group contains correctional, mental health, and veterans' facilities (referred to as the "CMV" category henceforth). The second consists of educational institutions – community colleges, universities, and applied technical centers.

Across all institutions, over forty percent of the average annual expenditure on produce items is allocated to fresh products, and nearly half is spent on canned and frozen goods combined. However, the relative importance of fresh produce varies by type of institution. Within educational facilities, fresh items dominate as a percentage

Table 2. Mean Percent Budget Allocated to Produce, Dairy, and Meat

Food Product	*All Institutions*	*CMV*	*Education*
Percent of Total Produce:			
Canned	22.3	29.5	10.2
Fresh	41.9	29.3	60.0
Frozen	25.2	22.4	29.8
Otherwise Processed	5.7	4.9	7.0
Percent of Total Dairy:			
Cheese	28.1	20.2	37.1
Milk	64.6	67.5	61.4
Percent of Total Meat:			
Eggs	12.6	10.9	14.6
Ground Beef	22.9	25.2	19.9
Beef Muscle	9.7	6.6	13.7
Pork	10.1	10.0	10.1
Poultry	30.1	25.2	36.4
Seafood	6.3	6.1	6.4

of produce spending, while only ten percent of the average produce budget is spent on canned products. CMV foodservices allocate an equal amount of funds to fresh and canned goods: each constitutes almost a third of total produce spending.

Otherwise processed goods, such as pre-bagged or cut vegetables, constitute a minor percentage of the total produce spending by Maine's institutional foodservice operations. The percent of produce spending devoted to this category ranges from 4.9 percent by CMVs to seven percent by educational institutions. The continued use of fresh produce items, together with the result that foodservices primarily prepare their offerings from raw ingredients, suggests that the observed trend towards more processed "convenience" items has had little impact on produce purchasing decisions in Maine institutions[5].

Meat purchases constitute the largest category of spending for institutional foodservices, with funds allocated primarily to ground beef and poultry. These two products are equally important to the CMV group, and account for half of total annual meat expenditures. Educational institutions place a relatively greater emphasis on poultry and beef muscle cuts, with less of a reliance on ground beef. These facilities spend ten percent more on poultry and twice as much on beef muscle than the CMV foodservices. Across all institutions, egg purchases range from 10 to 14 percent of meat spending, while pork and seafood account for ten and six percent, respectively. The following section will address the factors that motivate these spending decisions.

B. Factors that Drive Purchasing Decisions

Tables 3 and 4 present a list of factors that are hypothesized to influence the choice of food product and supplier by institutional foodservice directors. The mean ranking of each factor by survey respondents, on a scale of one to five (5 = "extremely important"), as well as the standard deviation around that mean, are reported in the two tables. The standard deviation is interpreted as the degree to which survey respondents agree on the relative importance of each factor. For example, a standard deviation of .4 indicates that, across respondents, the rating for food safety is highly concentrated around the mean. In contrast, a standard deviation of 1.07 for customer requests indicates that there is greater variation around the mean rating. This implies that customer requests influence the purchasing decisions of some institutional foodservice directors to a greater extent than they do others. The full results disaggregated by category of institution are presented in Appendix B, Table 7.

Food safety issues are the foremost concern across all facilities when choosing foods and suppliers. Second to food safety, quality and availability from the institution's primary vendor are rated as important in determining the choice of food product. Less important factors include the use of standardized packaging and customer requests. Ease of preparation ranks low in importance, which supports the result that institutional foodservice in Maine does not rely heavily on more processed foodstuffs. In terms of supplier selection, service and reputation followed by adequate volume and variety are ranked as the most influential determinants. Overall, the availability of "locally grown" offerings is rated as only slightly important in the choice of food and supplier.

While the importance of food safety concerns hold for all types of institutions, there are a number of differences in the ranking of other factors between the CMV and educational groups. The price of food products is cited as third in importance among the CMV institutions, but ranks low as a deciding factor for educational foodservice. Educational facilities, on the whole, are more concerned with the degree and consistency of quality and availability, as well as the variety of product offered by a potential vendor. Local food offerings are ranked as the least important factor entering decisions made by foodservice

[5] Trend documented in "Locally Consumed Food Products," Maine Department of Agriculture, August 2001.

directors of CMV institutions. However, this option is ranked as a moderately important element in the purchasing decisions of educational food buyers.

Table 3. Factors that Influence Choice of Foods Across All Institutions*, From Most Important to Least Important

Factor	*Mean*	*Standard Deviation*
1. Food safety	4.76	0.42
2. Freshness	4.54	0.51
3. Consistent quality	4.42	0.65
4. High quality	4.21	0.72
5. Available from primary food service vendor	4.17	0.70
6. Consistently available	4.04	0.86
7. Adequate volume available	4.04	0.95
8. Price	4.04	0.81
9. Year-round availability	3.71	1.04
10. Standardized packaging	3.21	0.72
11. Customer requests	3.17	1.07
12. Ease of preparation	3.04	1.00
13. Product has "get real. get maine!" label	2.54	0.93

Scale: 1 to 5, where 1 = "not important" and 5 = "extremely important."
* Disaggregate results by category of institution are presented in Appendix B, Table 7.

Concerns voiced at the correctional foodservice buyers' meeting centered on the difficulty of coordinating numerous small suppliers. Many of the buyers noted an adjustment period of "training" the supplier to adhere to their delivery, packaging, and safety specifications. The corrections buyers stressed that while they are interested in purchasing more goods from in-state suppliers, channeling foodstuffs through the distribution system is essential to facilitate their use of Maine goods.

Table 4. Factors that Influence Choice of Supplier Across All Institutions*, From Most Important to Least Important

Factor	*Mean*	*Standard Deviation*
1. Food safety	4.75	0.44
2. Satisfaction guaranteed	4.58	0.50
3. Vendor reputation	4.42	0.78
4. Adequate volume available	4.33	0.64
5. Wide product variety	4.29	0.69
6. Price	4.25	0.79
7. Frequency of delivery	4.21	0.66
8. Established relationship	4.21	0.51
9. Ease of ordering	4.08	0.58
10. Ability to source special request items	3.63	1.13
11. Standardized packaging	3.58	0.83
12. Foods available in small quantities	3.17	1.43
13. Broker fees	2.94	1.29
14. Able to buy outside of contract	2.90	1.26
15. Vendor offers locally grown options	2.71	0.81
16. Directive from contract manager	2.68	1.59

Scale: 1 to 5, where 1 = "not important" and 5 = "extremely important."
* Disaggregate results by category of institution are presented in Appendix B, Table 7.

Another mentioned issue was that suppliers must obtain a vendor identification number so that institutions under the auspices of the Division of Purchases can order from that producer. Interested suppliers can obtain information about the bidding process and register online at www.maine.gov/purchase.

C. Purchases of Maine Foodstuffs and Performance Rankings

Section four of the survey was designed to gather information on the current level of institutional expenditure on Maine goods. Foodservice directors were asked whether they purchase Maine goods directly from Maine producers, and whether they know (or believe) that they are purchasing Maine foods through their distributor(s). Of the 25 respondents, 32 percent purchase at least one food item from a Maine farmer. Within the distribution channel, sixty-four percent of the sample reported that they are purchasing Maine foods, while 32 percent are uncertain of whether any of the goods procured through their distributor(s) are produced in Maine.

In order to assess the potential market for a variety of Maine food products, foodservice directors were asked to estimate their spending on goods for which there is a

Maine grown substitute. For each food item, the average expenditure per meal[6] is reported in Table 5. This estimate is calculated by dividing each institution's reported spending for an item by the amount of meals served per year in that institution (derived from the average meals per week reported in part one of the survey). Additionally, Table 5 presents respondent estimates of the average percentage of each good purchased that is produced in Maine, and the number of institutions that bought an item directly from a farmer in the past year.

Table 5. Mean Annual Expenditure and Percent Maine Produced, by Food

Food Item	*n*	*Expenditure per meal (in cents)*	*Mean Percent Maine Grown*	*Direct Farm Purchases*
Fruit:				
Apples	13	3.3	57.5	1
Blueberries	10	2.0	82.5	0
Strawberries	8	1.5	18.6	2
Raspberries	5	1.1	*	0
Cranberries	5	0.5	*	0
Total:		**8.4**		
Vegetables:				
Lettuce/Mixed Greens	10	14.4	12.5	1
Potatoes	14	4.9	50.8	4
Tomatoes	10	4.7	23.8	2
Green Beans	8	2.2	12.0	1
Broccoli	9	2.1	7.5	1
Carrots	10	2.1	5.0	1
Cucumbers	10	1.8	12.5	2
Onions (bulb)	10	1.7	5.7	2
Sweet Corn	7	1.3	33.6	1
Winter Squash	8	1.0	22.9	2
Total:		**36.2**		
Dairy & Meat:				
Fluid Milk	14	23.8**	90.8	0
Poultry	10	35.8	11.1	0
Ground Beef	10	28.2	2.9	0
Pork	9	21.5	1.4	0
Eggs	12	13.7	66.0	1
Other Beef	8	13.5	2.9	0
Seafood	10	12.3	53.6	0
Total:		**148.8**		
Grand Total:		**$1.93**		

*Results for those categories with less than five respondents are excluded.
**Three outliers excluded from calculation.

[6] Three outliers were excluded from the calculation of average expenditure per meal on fluid milk. Two institutional facilities reported spending over a dollar per meal on fluid milk, and the third, over three dollars per meal.

Of the total spending per plate on the goods listed above, the majority, 65 percent, is devoted to meat purchases, and twelve percent is allocated to fluid milk. Produce and fruit items account for 19 and four percent, respectively. The expenditure on each of these goods as a percentage of the total budget cannot be calculated because spending figures for dry goods are not reported. However, these results confirm the dominance of meat products in institutional buyers' purchasing portfolios.

The majorities of the apples and potatoes, and over 80 percent of the blueberries purchased by Maine's public institutions are produced within the state. A third of the sweet corn, and over 20 percent of the tomatoes and winter squash used

also come from Maine producers. Only 12 percent of the highest volume produce item, lettuce/mixed greens, is estimated to come from Maine producers. Little of the broccoli, carrots, and onions purchased by institutions are produced in Maine.

Meats, especially poultry and ground beef, constitute the most significant portion of annual spending by Maine's public institutions. Nearly all of the fluid milk, and a majority of the eggs and seafood bought are produced within the state. However, very little of the total amount of poultry, ground beef, and pork are estimated to come from Maine producers. According to a report by the Maine Department of Agriculture, the total amount of Maine produced meat available for in-state consumption constitutes only 23.5, 11.9, and 3.8 percent of total state consumption of beef, chicken, and pork, respectively (MDA, 2001). Currently, Maine farmers produce an inadequate amount of livestock products to eliminate a reliance on non-Maine meats.

The survey also asked foodservice directors about their experience with Maine products and suppliers. Respondents were asked to rate the performance of Maine goods, relative to those produced outside of the state, on a five point Likert scale. Table 8 in Appendix B reports the mean rating of factors for which Maine is believed to outperform non-Maine goods and those for which Maine performs poorly. Overall, Maine food products perform slightly better for characteristics such as taste, freshness, nutrition, consistency of quality and ease of preparation. Maine producers received high ratings for reliability and delivery. Moreover, the responding foodservice directors ranked Maine grown food products as slightly superior to non-Maine goods in terms of food safety, the most important factor in food and supplier selection.

The primary obstacles identified by institutional foodservice directors are a lack of year-round and consistent availability, as well as inadequate available volume. Inconsistent packaging and the absence of a centralized distributor are also identified as significant obstacles to purchasing in-state goods. The issue of distribution will be examined in greater detail in Section (E).

However, the issue of price warrants a brief discussion. Across all institutions, produce prices are ranked slightly lower on the performance scale than meat prices. Within CMV institutions, the price of meat is ranked as the second lowest performance factor

(Maine goods are worse only in terms of consistent availability). This result supports the hypothesis that institutions may not be able to use more Maine produced meat because in-state suppliers cannot compete with others in terms of price. Although, according to respondents' ratings, produce cannot compete with out-of-state goods in terms of price, it may be that the benefits to purchasing local produce, such as higher quality, outweigh their relatively higher cost. Moreover, because produce items hold less weight in the budget allocation, there may be relatively less emphasis on cutting costs in this category.

D. Projected Spending Analysis

Using the estimates reported in Table 5, the change in spending associated with the use of an increased proportion of Maine goods is calculated. Current spending on Maine products is calculated by multiplying the expenditure per plate for each good by the estimated proportion from Maine. Holding the spending per meal for each item constant, an additional ten percent of the purchase amount is assumed to be Maine produced. For each good, projected spending is calculated as the expenditure per plate multiplied by the current proportion of Maine goods plus ten percent[7]. The total spending increase, due to the change in proportion of in-state items purchased, is calculated by multiplying the increase per plate by the total number of meals in the institutional sample, 4,005,859 per year.

A ten percent increase in the proportion of Maine products used, with total expenditures held constant, is estimated to generate increased in-state spending of nearly $673 thousand in one year for this subset of state institutions. This constitutes a 52.7 percent increase over current expenditures on Maine goods. Of that increase, fruits account for four percent, vegetables for 21.5, and meat for nearly three-quarters.

Within the fruit category, apples account for almost 50 percent of increased fruit spending, but due to the low representation of fruits in the total budget, increasing apple purchases from Maine by 10 percent yields only a 2 percent increase in spending within the state. Increased sales of lettuce/mixed greens, which account for 40 percent of the vegetable category, translate into 8.6 percent of the increase in total spending.

The impact of increasing the use of Maine produced meats is significantly larger than that of fruits and vegetables because of the relative weight of meat products in foodservice budgets. A ten percent increase in purchases of Maine produced poultry and ground beef yields a 38 percent increase in total sales within the sample. This result suggests that the weight of goods in the total purchasing bundle is an important element to consider in an attempt to bolster sales of Maine goods. While there is some gain to increasing the use of Maine apples, for example, the relative impact of the same percentage increase on a good that constitutes a larger proportion of institutional budgets, i.e. poultry, yields a total spending impact that is magnitudes of order larger. However, the price of Maine meats,

[7] Fluid milk is omitted because allocating an additional ten percent to milk from Maine producers violates the limit of 100 percent. Raspberries and cranberries are also excluded because there were not enough responses on which to base an estimate of the percent from Maine.

relative to out-of-state products, may prohibit in-state producers from competing in this market.

Table 6. Projected Increase in Institutional Spending within Maine, Given a Ten Percent Increase in Use of Maine Goods

Food Item	Expenditure on Maine Goods (cents/meal)			*Total Spending Increase*(in $)*
	Current	*Projected*	*Increase*	
Fruit:				
Apples	1.90	2.23	0.33	13,219
Blueberries	1.65	1.85	0.20	8,012
Strawberries	0.28	0.43	0.15	6,009
Total:	**3.83**	**4.51**	**0.68**	**$27,240**
Vegetables:				
Lettuce/M.G.	1.80	3.24	1.44	57,684
Potatoes	2.49	2.98	0.49	19,629
Tomatoes	1.12	1.59	0.47	18,828
Green Beans	0.26	0.48	0.22	8,813
Broccoli	0.16	0.37	0.21	8,412
Carrots	0.11	0.32	0.21	8,412
Cucumbers	0.23	0.41	0.18	7,211
Onions (bulb)	0.10	0.27	0.17	6,810
Sweet Corn	0.44	0.57	0.13	5,208
Winter Squash	0.23	0.33	0.10	4,006
Total:	**6.92**	**10.54**	**3.62**	**$145,012**
Meat:				
Poultry	3.97	7.55	3.58	143,410
Ground Beef	0.82	3.64	2.82	112,965
Pork	0.30	2.45	2.15	86,126
Eggs	9.04	10.41	1.37	54,880
Other Beef	0.39	1.74	1.35	54,079
Seafood	6.59	7.82	1.23	49,272
Total:	**21.12**	**33.62**	**12.50**	**$500,732**
Grand Total:	**31.87**	**48.67**	**16.80**	**$672,984**
Percent to				
Fruit:				**4.0 %**
Vegetables:				**21.5 %**
Meat:				**74.4 %**

*Total projected spending increase based on sample size of 4,005,859 meals. Rounded to nearest dollar.

There are several important caveats to keep in mind with regard to the construction of this table and its interpretation. These projections are based on calculations that rely on a number of estimates, all of which are subject to reporting error. The results in this table are useful in illustrating several important considerations, but should not be interpreted literally. The estimated total spending increase applies only to the sample of institutions that responded to the survey, which is less than half of the total number of public institutions in the state. Because the number of meals served by the non-responding institutions is unknown, it is impossible to extrapolate in order to gauge the impact of this change over all institutions. Additionally, the projected spending increase does not translate one-to-one into increased farmer income because of the use of intermediate distributors.

E. Distribution

The two primary distributors listed by the respondents are SYSCO of NNE and PFG Northcenter. Nineteen of the twenty-five responding foodservice directors allocate an average of 75 percent of their total food budget to SYSCO. Nine of the institutions in the sample acquire 62 percent of their average purchases from PFG Northcenter on a regular basis. In addition, Poultry Products Northeast, Nissen, US Foodservice, Bernard, and GoodSource were listed as significant suppliers. A full list of all distributors used by the institutional respondents is presented in Table 9, Appendix B.

The use of fixed-term contracts between distributors and institutions may limit the flexibility that foodservice directors have to purchase Maine produce off of the spot market during the growing season. Of the 19 institutions that use SYSCO, 70.6 percent responded that their foodservice is under a contract ranging in length from one to three years. While SYSCO does not require a contract (65% of their sales are to non-contract businesses), there is an incentive through discounted prices for institutions to commit 70 to 80 percent of their purchases to SYSCO. Contracts are relatively less important in the case of other distributors: a third of the institutions that purchase from Northcenter have a contract, and contracting with other distributors is minimal[8]. That a majority of the responding institutions operate under a contract with SYSCO implies that it may be difficult for Maine producers to increase direct sales to those institutions during the growing season. Rather, it may be more effective for Maine producers to increase sales via the distribution channel.

Both SYSCO and Northcenter estimate that Maine suppliers produce approximately ten percent of the produce items that move through their system, primarily during the growing season. Year-round Maine items include potatoes, dairy, and frozen fruits, including blueberries and, most recently, strawberries. Northcenter reported that 90 percent of their fresh, bagged potatoes are grown in state. SYSCO stocks 70 and 60 percent of its fresh and frozen potatoes from Maine during periods of availability. While SYSCO devotes a full-time merchandiser to monitoring seasonal opportunity buys, Northcenter is unable to devote the time to such efforts because of their high volume of seasonal business. Both distributors supplied a list of regularly purchased products from Northern New England and Maine, which are included in Appendices C and D.

SYSCO and Northcenter purchase a limited amount of New England meat products, but they rely primarily on midwestern sources to meet their needs. Both respondents indicated that the bulk of the meat produced in Maine fills small niche markets (such as grass-fed and organic) and therefore is typically too high in price to be viable in their distribution system. For this reason, it is unclear whether the Red Meat and Poultry

[8] With the exception of dairy, which is almost entirely contracted.

Inspection Program will enable Maine producers to service the institutional and distribution markets, although this measure may increase the sale of meat products to consumers[9].

The two distributors vary in their ability to differentiate in-state (or regional) goods from those produced outside of the region and to pass that information to their clients. SYSCO indicated that they receive a number of requests for Maine and other New England products from their clients. They are able to track the origin of products in their system by use of uniform codes and descriptions. Northcenter, however, does not often receive requests for local goods. They do not track the origin of items in their inventory, as it is not believed to influence their clients' purchasing decisions. This result illustrates the role of demand factors in influencing their marketing and merchandising decisions.

The primary factors that influence the two distributors' purchasing choices and selection of supplier are quality, service, and availability. Both companies have a corporate goal to fill 99 percent of their orders in one delivery, making continuous supply and availability vital. Price is secondary to availability issues, but must be competitive. Other factors that play a role are the use of consistent, sturdy, and well-marked packaging. In addition, liability insurance is required for suppliers of value-added foods (and is preferred but not required for unprocessed produce). Northcenter requires the industry standard of one million dollars, while SYSCO Corporation mandates two million dollars of insurance and a site inspection for all new suppliers. Obstacles to increasing purchases of local goods through the distribution channel include availability or continuity of supply, consistency of packaging, and certification for liability insurance.

Both corporations indicated that the primary benefit to purchasing locally is support of community and the state economy. They both expressed an interest in purchasing more locally produced items, but were skeptical that local producers could meet their level of demand. The conversations also revealed problems with the recent loss of local suppliers, and the consequent need to turn to producers outside of the state and region to fill that niche.

IV. Conclusion

The objectives stated at the outset of this analysis were threefold: to determine the factors that influence the purchasing decisions of institutional foodservice directors; to analyze their current and potential use of Maine foodstuffs; and to examine their reliance on regional distributors and the presence of Maine produced goods in that system.

The foremost issues that foodservice buyers consider in purchasing decisions are food safety, quality of the good, availability from a centralized distributor, and supplier reliability and service. Discussions with these directors also revealed that their current responsibilities constrain their ability to negotiate with and coordinate small suppliers. The responding foodservice operations depend heavily on SYSCO of NNE and PFG Northcenter to source their foodservice needs. Moreover, a significant proportion of these institutions operate under a fixed term contract with SYSCO. Therefore, the potential for institutions to increase their use of

[9] Recommendation of the Task Force on Agricultural Vitality, 2001.

Maine foodstuffs by exploiting opportunity buys on the spot market is limited.

Under the design of the current purchasing system, it may be more feasible and effective for Maine producers to target sales to regional distributors than to approach institutions directly. Going through the distribution channel offers the benefit of a more steady and consistent market, as well as a concentrated focus and an outlet for a larger volume of product. However, the downside is a reduced profit margin for Maine producers.

Currently, foodservice directors estimate that the majority of the apples, blueberries, fluid milk, eggs, and seafood that they purchase are produced within the state. There may be an opportunity for Maine producers to expand their sales of some produce items, such as lettuce, broccoli, carrots, and onions, if they have the capacity to do so. However, the weight of meat products in institutional budgets far exceeds that of fresh fruits and vegetables. The projected spending figures indicate that, holding foodservice budgets constant, a ten percent increase in the most heavily used produce item, lettuce, results in a total expenditure increase within Maine of $57 thousand. The same proportional increase in the use of Maine produced poultry generates twice that amount, $114 thousand, in additional spending. The economic impact of increasing sales of Maine goods to public institutions therefore hinges on the weight of that good in their budgets. Additionally, the feasibility of increasing sales of any good to the institutional market also depends on the ability of Maine suppliers to compete in terms of price.

There are a number of important issues to consider in any attempt to increase the use of Maine foodstuffs by Maine's institutions. On the demand side, the design of the current procurement system, as well as the composition of institutional budgets affects the impact of a spending increase. Providing information to interested foodservice directors, on the price and availability of Maine produced goods, may ease some of the difficulties associated with sourcing those products. On the supply side, enhancing the ability of Maine producers to provide the goods necessary for institutional foodservice and regional distributors, in a way that is compatible with their needs, likely involves facilitating information exchange between the relevant parties. Education about food safety, packaging, delivery, liability insurance, and state purchasing protocol (i.e. vendor identification numbers) is necessary for producers to market their products more effectively.

Although there are a host of obstacles, the benefits to marketing Maine foodstuffs to state institutions are potentially significant. The information provided in this study is useful not only in designing policy to address this issue, but also in facilitating supply channels between Maine's, small and medium-sized farmers, public institutions, and regional distributors.

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APPENDIX A. Survey Instruments

Survey of Maine State Institutions Concerning Purchases of Maine Food Products

Part 1: Institutional Profile

1. Name of institution: ____

2. Does your institution prepare food for service to clients?
   _____ Yes (Continue to question 3)
   _____ No (You do not need to complete this survey. Please return the questionnaire in the enclosed envelope so that we can update our records.)

3. Is your institution's food service self-operated or operated by a contracted company (such as Aramark)?
   _____ Self-operated
   _____ Contract-operated
   Who is the contract operator? ______________________________

4. What is the average number of meals served per week in your institution? If your institution is a school, please report separate estimates for the summer session.

		Summer session:	
Breakfast	__________	Breakfast	__________
Lunch	__________	Lunch	__________
Dinner	__________	Dinner	__________

5. What percent of food served at your institution is prepared/cooked on-site?
   _____ Less than 25% (Most foods require reheating or plating only.)
   _____ 25-50% (Some foods are prepared from raw form or mixes.)
   _____ 50-75% (Most foods are prepared and cooked on site.)
   _____ More than 75% (Majority of foods are prepared from raw form.)

6. Does your institution cultivate a garden or raise livestock to supply its food service operation?
   _____ Yes (Please answer question 7)
   _____ No (Skip to question 8)

7. In an average year, what proportion of total produce and livestock products used by your institutional food service are grown/raised on-site?
   ______________ percent

8. What is your institution's annual food budget?
   $____________ per year

Part 2: What Does Your Institution Purchase? *We are looking for your **best estimate** based on your experience as food service director.*

9. What are your institution's average annual expenditures on total produce, dairy, and meat? Please **roughly estimate** the percentage of that expenditure spent on each specific item within the category (percentages may sum to less than 100, as some items are excluded from the list).

Food Item	***Example***	*Annual Food Purchases*
Total Produce	*$5,000*	
Canned produce	*50%*	
Fresh produce	*15%*	
Frozen produce	*25%*	
Otherwise Processed produce (e.g. pre-sliced or bagged)	*10%*	
Total Dairy	*$2,000*	
Butter and Cheese	30%	
Fluid Milk	*60%*	
Total Meat	*$10,000*	
Beef – Ground	*30%*	
Beef – Muscle	*5%*	
Eggs	*10%*	
Pork	*25%*	
Poultry	*25%*	
Seafood	*5%*	

10. How important are the following factors in choosing which foods you purchases?

C. Attribute	*Not Important*	*Slightly Important*	*Moderately Important*	*Very Important*	*Extremely Important*
Availability					
Year-round availability	1	2	3	4	5
Consistent availability (week-to-week)	1	2	3	4	5
Adequate volume available	1	2	3	4	5
Available from primary food service vendor	1	2	3	4	5
Product Characteristics					
Low price	1	2	3	4	5
High quality (taste, appearance)	1	2	3	4	5
Consistent quality	1	2	3	4	5
Products are fresh	1	2	3	4	5
Food safety assured	1	2	3	4	5
Easy to prepare	1	2	3	4	5
Other Concerns					
Foods come in standardized packaging	1	2	3	4	5
Customer requests	1	2	3	4	5
Prefer to use products with "Get Real, Get Maine" label	1	2	3	4	5

Part 3: Who Are Your Institution's Suppliers?

11. Who are your institution's food service vendors and what percentage of your institution's annual food budget is allocated to purchases from each. For each vendor indicate whether or not you have a binding contractual agreement, and if so, the length of the contract.

Vendor Name	*Percent of total food budget*	*Contract? (circle)*	*Term of Contract (continue on back if more space is needed)*
1.		Y N	
2.		Y N	
3.		Y N	
4.		Y N	
5.		Y N	
6.		Y N	
7.		Y N	
8.		Y N	
9.		Y N	
10.		Y N	
11.		Y N	
12.		Y N	

12. How important are the following factors in selecting a food supplier?

D. Attribute	*Not Important*	*Slightly Important*	*Moderately Important*	*Very Important*	*Extremely Important*
Availability					
Adequate volume available	1	2	3	4	5
Foods available in smaller quantities	1	2	3	4	5
Vendor offers wide product variety	1	2	3	4	5
Vendor willing/able to locate special request items	1	2	3	4	5
Able to go outside of contract for some items	1	2	3	4	5
Reliability					
Frequent delivery	1	2	3	4	5
Established relationship with vendor	1	2	3	4	5
Vendor reputation	1	2	3	4	5
Satisfaction guaranteed by supplier	1	2	3	4	5
Prices					
Low prices	1	2	3	4	5
Low broker fees	1	2	3	4	5
Other Concerns					
Supplier uses standardized packaging	1	2	3	4	5
Food safety assured/Production practices certified	1	2	3	4	5
Ease of ordering	1	2	3	4	5
Directive from contract management company	1	2	3	4	5
Vendor offers locally grown foods	1	2	3	4	5

Part 4: Does Your Institution Purchase Maine Foods? *This section is designed to develop baseline information about institutional purchases of Maine food products.*

13. Do you purchase any food products directly from Maine farmers?
    _____ Yes _____ No

14. Do you purchase Maine food products through one or more of your distributors?
    _____ Yes _____ No _____ I Don't Know

15. Please provide your **best estimate** of your institution's total annual expenditure on each food item. Roughly what percentage of that total is produced in Maine? Indicate your source of the Maine food (either direct from a farmer or through a distributor).
Note: Do not include foods grown/raised at your institution for use by your food service, include only purchases from external suppliers.

Food Item	*Total Annual Expenditure*	*Percent Maine Grown*	*Source of Maine food (check all that apply)*	
			Farmer	*Distributor*
E. Ex: Blueberries	***$2,000***	***75%***	√	√
Fruits				
Apples				
Blueberries				
Cranberries				
Raspberries				
Strawberries				
F. Vegetables				
Broccoli				
Carrots				
Cucumbers				
Green Beans				
Lettuce/Mixed Greens				
Onions (bulb)				
Potatoes				
Sweet Corn				
Tomatoes				
Winter Squash				
Dairy				
Fluid Milk				
G. Meat				
Eggs				
Poultry				
Ground Beef				
Other Beef				
Pork				
Seafood				

16. Are there any other Maine grown or produced food products that your institution purchases? Please list below.

17. In your experience, how do Maine grown food products perform, **relative to out-of-state food products**, in terms of the following attributes? Rate on a scale of one to five, with one indicating that Maine Made foods perform significantly worse than out-of-state foods, and five indicating that Maine Made foods perform significantly better than out-of-state foods.

Attribute	*Significantly Worse*	*Slightly Worse*	*About Equal*	*Slightly Better*	*Significantly Better*
Availability					
Year-round availability	1	2	3	4	5
Consistent (week-to-week) availability	1	2	3	4	5
Adequate volume available	1	2	3	4	5
Supplier Relations					
Reliability of Maine suppliers	1	2	3	4	5
Satisfaction guaranteed by supplier	1	2	3	4	5
Distribution					
There is a convenient, central distribution source	1	2	3	4	5
Frequency of delivery to facility	1	2	3	4	5
Timely delivery of products	1	2	3	4	5
Price					
Price of locally grown produce	1	2	3	4	5
Price of locally grown/produced meats	1	2	3	4	5
Quality					
Consistent quality	1	2	3	4	5
Freshness	1	2	3	4	5
Safety/Standardization					
Food safety	1	2	3	4	5
Standardized packaging	1	2	3	4	5
Other Concerns					
Nutritional content	1	2	3	4	5
Taste	1	2	3	4	5
Ease of preparation	1	2	3	4	5

Part 5: Labor Costs

18. How many FTEs (full time equivalents) are employed in food preparation/cooking in your institution?

____________ full time equivalents

19. If you were to increase your purchases of fresh local produce and unprocessed meats (either fresh or frozen), how many additional labor hours do you estimate your staff would have to devote to the following tasks (per week)?

Ordering foods: ____________________________ labor hours per week
Receiving deliveries: ____________________________ labor hours per week
Prepping/Cooking foods: ____________________________ labor hours per week
Payment procedures: ____________________________ labor hours per week

20. Would you have to hire additional employees to accommodate increased purchases of local goods?

_____ Yes (please answer question 21)
_____ No (skip to question 22)

21. How many additional full time equivalents do you estimate would be required to accommodate increased purchases of local goods?

____________ full time equivalents

22. Please use the space below for additional comments regarding the benefits and obstacles to increasing your institution's purchases of Maine food products. If more space is needed, please use the back of the page.

Thank you for taking the time to complete this survey!

Prompting Questions for Personal Interviews

Purchasing Habits:

1. Do you purchase any Maine produce or meat for distribution?
2. What proportion of the fresh produce and meat that you distribute comes from Maine?

Demand-side/Contracting Issues:

1. Do you ever receive requests from your customers for locally grown food products?
2. Do you require your clients to sign a contract?
3. If so, how much flexibility to buy outside of your offerings do you allow in your standard contract?
4. Do you provide your clients with information on where your products originate?
5. Do you offer your clients the option to purchase locally produced goods?

Supply-side Issues:

1. What factors influence your choice of suppliers?
2. Do you normally sign a contract with your suppliers? Length? Terms?
3. Do you require your suppliers to be certified for food safety practices?
4. Do you have the flexibility to purchase Maine goods during their peak season (opportunity buys)?

Obstacles/Benefits to Using Maine Goods:

1. What are the obstacles you face in using Maine suppliers? Benefits?
2. Would more cooperatives (central distributing) for Maine goods facilitate increased purchases?
3. In your opinion, are there any potential openings for Maine goods in your system?

APPENDIX B. Detailed Tables of Results

Table 7. Mean, Standard Deviation, and Rank for Factors in Food and Supplier Choice, by Category of Institution

Factor	All Institutions		CMV Institutions		Educational Institutions	
	Mean (Rank)	*Std. Dev.*	*Mean (Rank)*	*Std. Dev.*	*Mean (Rank)*	*Std. Dev.*
Choice of Food:						
Food safety	4.76 (1)	0.42	4.75 (1)	0.45	4.77 (1)	0.41
Freshness	4.54 (2)	0.51	4.54 (2)	0.52	4.55 (2)	0.52
Consistent quality	4.42 (3)	0.65	4.38 (3*)	0.65	4.45 (3)	0.69
High quality	4.21 (4)	0.72	4.15 (4*)	0.80	4.27 (4)	0.65
Available from primary food service vendor	4.17 (5)	0.70	4.15 (4*)	0.80	4.18 (5)	0.60
Consistently available	4.04 (6*)	0.86	4.08 (5)	1.04	4.00 (6)	0.63
Adequate volume available	4.04 (6*)	0.95	4.15 (4*)	1.14	3.91 (7)	0.70
Price	4.04 (6*)	0.81	4.38 (3*)	0.77	3.64 (9*)	0.67
Year-round availability	3.71 (7)	1.04	3.69 (6)	1.32	3.73 (8)	0.65
Standardized packaging	3.21 (8)	0.72	3.00 (7)	0.82	3.45 (10*)	0.52
Customer requests	3.17 (9)	1.07	2.75 (8)	1.06	3.64 (9*)	0.92
Ease of preparation	3.04 (10)	1.00	2.69 (9)	1.03	3.45 (10*)	0.82
Product has "Get Real, Get Maine" label	2.54 (11)	0.93	2.23 (10)	0.93	2.91 (11)	0.83
Choice of Supplier:						
Food safety	4.75 (1)	0.44	4.77 (1)	0.44	4.73 (1)	0.47
Satisfaction guaranteed	4.58 (2)	0.50	4.69 (2)	0.48	4.45 (2*)	0.52
Vendor reputation	4.42 (3)	0.78	4.46 (4)	0.88	4.36 (3*)	0.67
Adequate volume available	4.33 (4)	0.64	4.31 (6)	0.63	4.36 (3*)	0.67
Wide product variety	4.29 (5)	0.69	4.15 (8)	0.80	4.45 (2*)	0.52
Price	4.25 (6)	0.79	4.54 (3)	0.78	3.91 (6)	0.70
Frequency of delivery	4.21 (7*)	0.66	4.38 (5)	0.65	4.00 (5*)	0.63
Established relationship	4.21 (7*)	0.51	4.23 (7)	0.60	4.18 (4)	0.40
Ease of ordering	4.08 (8)	0.58	4.15 (8)	0.55	4.00 (5*)	0.63
Willing/able to source special request items	3.63 (9)	1.13	3.31 (11)	1.11	4.00 (5*)	1.10
Standardized packaging	3.58 (10)	0.83	3.46 (9)	0.78	3.73 (7*)	0.90
Foods available in small quantities	3.17 (11)	1.43	2.69 (12)	1.44	3.73 (7*)	1.27
Broker fees	2.94 (12)	1.29	3.00 (14)	1.60	2.88 (9)	0.99
Able to buy outside of contract	2.90 (13)	1.26	3.45 (10)	1.13	2.30 (11)	1.16
Vendor offers locally grown options	2.71 (14)	0.81	2.31 (15)	0.63	3.18 (8)	0.75
Directive from contract manager	2.68 (15)	1.59	2.67 (13)	1.67	2.70 (10)	1.57

Scale: 1 to 5, where 1 = "not important" and 5 = "extremely important."
*Indicates a tie, where rankings are based on mean score.

Table 8. Mean, Standard Deviation, and Rank of Superior and Inferior Performance Characteristics for Maine Goods and Suppliers Relative to Out-of-State Goods and Suppliers[a], by Category of Institution

Factor	All Institutions		CMV Institutions		Educational Institutions	
	Mean (Rank)	*Std. Dev.*	*Mean (Rank)*	*Std. Dev.*	*Mean (Rank)*	*Std. Dev.*
Superior Performance Factors (≥ 3):						
Taste	3.80 (1)	0.86	3.75 (1*)	1.04	3.86 (2)	0.69
Freshness	3.73 (2)	1.03	3.25 (5)	1.04	4.29 (1)	0.76
Nutrition	3.53 (3)	0.83	3.75 (1*)	1.04	3.29 (4)	0.49
Timely Delivery	3.40 (4)	0.91	3.75 (1*)	1.04	3.00 (7*)	0.58
Satisfaction Guaranteed	3.33 (5)	1.11	3.63 (2)	0.92	3.00 (7*)	1.29
Consistent Quality	3.27 (6)	1.10	3.13 (6*)	1.25	3.43 (3)	0.98
Supplier Reliability	3.20 (7)	1.08	3.50 (4)	1.07		
Frequency of Delivery	3.19 (8)	0.98	3.56 (3)	1.13		
Food Safety	3.14 (9)	0.66	3.13 (6*)	0.83	3.17 (5)	0.41
Ease of Preparation	3.13 (10)	0.64	3.13 (6*)	0.83	3.14 (6)	0.38
Convenient Distribution Source			3.11 (7)	1.62		
Standardized Packaging					3.00 (7*)	0.58
Inferior Performance Factors (< 3), from worst:						
Year-Round Availability	2.44 (1)	1.03	2.67 (4)	1.22	2.14 (1*)	0.69
Consistently Available	2.50 (2)	0.97	2.56 (1)	1.24	2.43 (2)	0.53
Adequate Volume Available	2.56 (3)	1.09	2.89 (6)	1.17	2.14 (1*)	0.90
Price of Produce	2.67 (4)	0.82	2.63 (3)	0.92	2.71 (3*)	0.76
Convenient Distribution Source	2.69 (5)	1.35			2.14 (1*)	0.69
Price of Meat	2.70 (6)	0.67	2.60 (2)	0.89	2.80 (4)	0.45
Standardized Packaging	2.93 (7)	0.88	2.88 (5)	1.13		
Supplier Reliability					2.86 (5)	1.07
Frequency of Delivery					2.71 (3*)	0.49

Scale: 1 to 5, where 1 = "not important" and 5 = "extremely important."
[a]As rated by responding institutional foodservice directors.
*Indicates a tie, where rankings are based on mean score.

Table 9. Distributors Listed by Institutional Foodservice Operations: Including Percent of Sample Using Major* Distributors, by Category; Mean Percentage Purchases Allocated to Distributor; Percent of Sample Under Contract; and Contract Term

Distributor	*Pct of Respondents*	*Pct CMV*	*Pct Education*	*Mean Pct Purchases*	*Percent Contract*	*Contract Term*
Bernard	8	100	-	3.7	-	
Garelick Farms	12	100	-	9.5	100	
GoodSource	8	100	-	5	-	
Hood Dairy	12	66.7	33.3	8.5	66.7	
Houlton Farms	8	100	-			
New England Coffee	8	50	50		-	
Nissen	12	33.3	66.7	6.7	33.3	
PFG Northcenter	36	22.2	77.8	61.9	37.5	1-7 yrs
Poultry Products NE	16	100	-	7	-	
SYSCO of NNE	76	63.2	36.8	74.4	70.6	1-3 yrs
US Foodservice	8	50	50	17.5	-	

Additional Distributors Listed by One Respondent:

- AJ Kennedy's Fruits and Produce
- Andy's IGA
- Aroostook Foods
- Barber Foods
- Blue Ribbon Foods
- Bouya Fasset Bakery
- Countryside Meats
- Davis Egg Farm
- Duns Wholesale Produce
- George Western Bakery
- Gilmore Seafood
- Hannaford
- Herrity Brothers
- HM Meat and Seafood
- Humpty Dumpty Potato
- ITT Bakery
- L&L Coffee
- LaBrees Bakeries
- Maine Native
- Oakhurst Dairy
- Original Pizza
- Sandler's Produce
- Sure Winner Foods, Inc.
- Tysen
- Upton Farms
- Weston Bakeries

* "Major" distributors are defined as those that were listed by more than one respondent.
Blanks indicate missing or incomplete data; (-) indicates a value of zero.

APPENDIX C. Materials Provided by SYSCO of Northern New England

Following is a list of products made in Northern New England that SYSCO purchases for distribution. The list is organized by supplier, and includes a code number, sale unit, manufacturer name, and a brief description for each item. The term "Packer," occasionally included in the manufacturer name column, is a generic code for goods that are locally produced.

This list was provided by Thomas Mannett, Vice President of Merchandising and Marketing at SYSCO of NNE, during a personal interview held on March 8, 2004.

PRODUCTS MADE IN NORTHERN NEW ENGLAND

MAINE NEW HAMPSHIRE

VERMONT

Updated 9/23/03

BARBER FOODS

4694600	24/8 OZ.	SYS IMP	CHICKEN BREAST CORDON BLEU
8967739	24/8 OZ	SYS IMP	CHICKEN BREAST SALTIMBOCCA
1624287	36/4 OZ	SYS CLS	CHICKEN BRST ALA KIEV BRD
1624303	24/7 OZ	SYS CLS	CHICKEN BRST ALA KIEV BRD
7862378	4/2.5 LB	BARBER	CHICKEN BRST CARVR W/CRNBRY SG
1624311	24/7 OZ	SYS CLS	CHICKEN BRST CORDON BLEU BRD
1624329	36/4 OZ	SYS CLS	CHICKEN BRST CORDON BLEU ROYAL
2206415	40/3.5 OZ	BARBER	CHICKEN BRST CUTLET PRCK ITAL
1644137	24/8 OZ	SYS IMP	CHICKEN BRST W/BRD STUFF UNBRD
1624295	36/4 OZ	SYS CLS	CHICKEN BRST W/BROC&CHS BRD
1624337	24/7 OZ	SYS CLS	CHICKEN BRST W/BROC&CHS BRD
1943927	40/3.5 OZ	BARBER	CHICKEN FILET BRD RAW SUPREME
5355375	1/10 LB	SYS CLS	CHICKEN FINGER BRD PREBWN NSHR
2202067	320/.5 OZ	BARBER	CHICKEN NUGGET BRD WHITE RAW
1311554	1/10 LB	BARBER	CHICKEN NUGGET BRST BRD .5 OZ
2124436	60/3 OZ	BARBER	CHICKEN PATTY BRD PRBRN 301
1187194	2/5 LB	BARBER	CHICKEN POPCORN ITAL STY BRD
7057656	1/10LB	SYS CLS	CHICKEN TENDER BRD CRNCHY JMBO
2531127	2/5 LB	SYS CLS	CHICKEN TENDER BUFFALO STYLE
1624253	2/5 LB	SYS CLS	CHICKEN TNDR BRD CRNCHY 1.5OZ
1624261	2/5 LB	SYS CLS	CHICKEN TNDR BRD ITAL
8144966	1/15 LB	SYS CLS	CHICKEN WING ALL AMERICAN BRD
8144925	1/15 LB	SYS CLS	CHICKEN WING HOT BRD 1&2 FC
1466549	2/7.5 LB	BARBER	CHICKEN WING JMBO ALL AMER

PENOBSCOT

1027184	4/6 LB	PNOBSCT	POTATO SKIN CUP 160-175CT BKD
1607738	4/6 LB	PNOBSCT	POTATO SKIN 140-160CT BKD BOAT
7285612	4/6 LB	SYS IMP	POTATO SKIN SPLIT

JASPER WYMAN & SON

2527596	2/5 LB	SYS IMP	BLUEBERRY WILD MAINE IQF
2527646	1/30 LB	SYS IMP	BLUEBERRY WILD MAINE IQF
8061764	1/20 LB.	SYS CLS	CRANBERRY SLI
2527653	2/5 LB	SYS IMP	CRANBERRY WHL IQF
1458595	2/5 LB	SYS CLS	RASPBERRY RED WHL IQF

RICKER HILL ORCHARDS

1431147	1/160 CT	RICKER	APPLE MCINTOSH EXTRA FCY FRSH
1314095	40#/140 CT	PACKER	APPLE MCINTOSH FCY FRESH
1769819	4/1 GAL	PACKER	CIDER APPLE FRSH

MCCAIN FOODS

1663434	1/10 LB	MCCAIN	ONION RING BTR-DIP
9714478	6/5 LB	MCCAIN	POTATO CUBE REDSTONE
9714106	6/4.5 LB	MCCAIN	POTATO FF CROSS TRAX REDSTONE
2406429	6/4.5 LB	MCCAIN	POTATO FF CROSS TRAX ULTIMATE
9102013	6/4LB	MCCAIN	POTATO FF FRIPS KK SKON
1576628	6/5 LB	MC GOLD	POTATO FF GOLD STEAK
2240497	6/5 LB	MC GOLD	POTATO FF KK 5/16 IN XL NW
4313920	6/4 LB	ORE IDA	POTATO FF MASHED SMILES
6804348	6/5 LB	BREWCTY	POTATO FF MAXI SKON BREW CITY
9714213	6/4 LB	MCCAIN	POTATO FF SPIRAL REDSTONE
2078582	6/4 LB	MCCAIN	POTATO FF SPIRAL ULTIMATE
9714239	6/5 LB	MCCAIN	POTATO FF STR CUT 3/8 REDSTONE
6495196	6/5 LB	MC GOLD	POTATO FF STR 3/8 IN GOLD
7320104	6/5 LB	MCCAIN	POTATO FF STR 3/8 INVISICOAT
2140937	6/5 LB	MCCAIN	POTATO FF STR 3/8 XL SIGNATURE
6704274	6/5 LB	GLDNFRY	POTATO FF STR 3/8"
2134344	6/5 LB	MCCAIN	POTATO FF STR 3/8" ULTIMATE
2592160	6/5 LB	MCCAIN	POTATO FF STR 5/16 SIGNATURE
2301067	6/5 LB	MCCAIN	POTATO FF STR 5/16" INVISICOAT
2176113	6/5 LB	MCCAIN	POTATO FF STR 5/16" ULTIMATE
9714387	6/5 LB	MCCAIN	POTATO FF WDG CUT 8 REDSTONE
4861662	6/5 LB	MCCAIN	POTATO FF XTREME SLT & VGR
3216272	6/5 LB	GLDNFRY	POTATO FF 1/2 KRINKLE GOLDEN
9299967	6/4.5LB	SNOWFLK	POTATO FF 3/8 CLR COAT
6546949	6/5 LB	ORE IDA	POTATO H/BRN DICE RNDM CUT
6839591	6/5 LB	ORE IDA	POTATO H/BRN DICED CNTRY STY
2031896	6/5 LB	ORE IDA	POTATO TATER TOT VERSITOT
1027127	6/5 LB	ORE IDA	POTATO WEDGE SKIN-ON 8 CT
6463913	6/6 LB	SYS REL	POTATO FF STR 3/8" MW/NE
6463897	6/6 LB	SYS REL	POTATO FF STR 5/16" MW/NE
3875382	6/5 LB	SYS IMP	POTATO FF STR 5/16" RCPCH NE
4932323	6/5 LB	SYS IMP	POTATO FF 3/8 PHNTM PLUS NE
4932331	6/5 LB	SYS IMP	POTATO FF 5/16 PHNTM PLUS NE
393678	6/3.5LB	ORE IDA	POTATO H/BRN PTY OVAL

MAINE PIZZA SUPPLY

5755871	18/24 OZ	PBENITO	PIZZA DOUGH BALL
5755897	36/10 OZ	PBENITO	PIZZA DOUGH BALL
7869399	12/32OZ	MPS	PIZZA DOUGH BALL
7871148	14/30OZ	MPS	PIZZA DOUGH BALL
7871155	18/22OZ	MPS	PIZZA DOUGH BALL
7871163	23/20OZ	MPS	PIZZA DOUGH BALL
7871205	45/8OZ	MPS	PIZZA DOUGH BALL
7974587	36/10 OZ	MPS	PIZZA DOUGH BALL
7974595	25/16 OZ	MPS	PIZZA DOUGH BALL
7974629	30/13 OZ	MPS	PIZZA DOUGH BALL
7974637	16/26 OZ	MPS	PIZZA DOUGH BALL
1576636	18/24 OZ	MPS	PIZZA DOUGH BALLS 24 OZ

IT'LL BE PIZZA

9836347	24/27 OZ	ITLBPZZ	DOUGH PIZZA SHEETED
9836073	18/24 OZ	ITLBPZZ	DOUGHBALL PIZZA BEER
9383886	25/16 OZ	ITLBPZZ	DOUGHBALL PIZZA BLONDE
9384447	36/10 OZ	ITLBPZZ	DOUGHBALL PIZZA BLONDE
9384454	18/24 OZ	ITLBPZZ	DOUGHBALL PIZZA BLONDE
9384819	18/24 OZ	ITLBPZZ	DOUGHBALL PIZZA GRLC
9551813	18/25 OZ	ITLBPZZ	DOUGHBALL PIZZA ORIG W/ BASIL
9551821	20/22 OZ	ITLBPZZ	DOUGHBALL PIZZA ORIG W/ BASIL
9384488	36/10 OZ	ITLBPZZ	DOUGHBALL PIZZA ORIG W/BASIL
9384561	24/14 OZ	ITLBPZZ	DOUGHBALL PIZZA ORIG W/BASIL
9384579	18/24 OZ	ITLBPZZ	DOUGHBALL PIZZA ORIG W/BASIL

NATURALLY POTATOES

1505072	4/5 LB	SYS NAT	POTATO DICED FRSH
1505577	4/5 LB	SYS NAT	POTATO DICED FRSH REDSKIN
4785390	4/5 LB	SYS NAT	POTATO DICED LG
1620855	4/5 LB	SYS NAT	POTATO DICED PLD FRSH TEXAS
1505270	4/5 LB	SYS NAT	POTATO H/BRN SHRD FRSH
3249786	4/5 LB	SYS NAT	POTATO MASHED CKD FRSH
3250081	4/5 LB	SYS NAT	POTATO MASHED CKD FRSH REDSKN

PORTSMOUTH CHOWDER CO

9023557	3/1 GAL	PORTMTH	CLAM CHOWDER FRSH

JAC PAC FOODS

1046028	48/3OZ	SYS CLS	BEEF PATTY GRND 80/20 OVAL
1046127	80/2 OZ	SYS CLS	BEEF PATTY GRND 80/20
1747252	27/6 OZ	SYS CLS	BEEF PATTY GRND 80/20 NAT PURE
1747310	60/2.67OZ	SYS CLS	BEEF PATTY GRND 80/20 NAT PURE
1903855	30/6 OZ	JACPAC	BEEF LIVER SLICED
2532190	1/10 LB	JACPAC	STEAK CUBE REGULAR 4 OZ
2534097	1/7.5 LB	JACPAC	STEAK BEEF PEPPER CHP 4 OZ
2540854	40/4 OZ	JACPAC	BEEF GRND PATTY 80/20
2558740	1/10 LB	JACPAC	VEAL PATTY BRD RAW 4 OZ W/TVP
3761418	239/.67 OZ	SYS REL	MEATBALL ALLPURP DNRBALL CKD
4645636	1/20 LB	JACPAC	MEATBALL ITALIAN HS 2 OZ
8148082	27/6 OZ	SYS CLS	VEAL STEAK ITAL BRD PLTR NAT
2550465	1/13-17#	BBRL	BEEF ROAST TOP RND M/R 10% INJ
6996185	1/12-15#	BBRL	BEEF ROAST TP RD C/OFF M/R 10%
7258858	2/6-10#	BBRL	BEEF ROAST TP RND DELI FC M/R

JORDANS MEATS

1308469	1/14#AVG	JORDANS	HAM BUFFET CARVING FSH
1360569	1/8# AVG	JORDANS	TURKEY BRST HONEY SMOKED
1467315	1/10 LB	JORDANS	FRANK BEEF NAT CAS 6/8 TO 1
1468008	1/10 LB	JORDANS	FRANK BF/PK NC PLAIN DNR STY
1468198	1/10 LB	JORDANS	FRANK BF/PK 10-12/1 NC PLAIN
1468214	1/10#AVG	JORDANS	BOLOGNA BEEF AND PORK LG RND
1468222	1/10 LB	JORDANS	FRANK ALL-MEAT 10-12/1 NC
1469444	15/12 OZ	JORDANS	BEEF ROAST DELI SLI
1475896	1/9#AVG	WILLAMS	HAM BUFFET CARVING NAT JUI
1475995	2/7#AVG	WILLAMS	BEEF ROAST PRFCT SLICING
1476621	1/9#AVG	WILLAMS	HAM HONEY MAPLE GLZD
1477447	1/10 LB	RICE'S	FRANK BF/PK NAT CAS REG 8'S
1477470	1/10 LB	RICE'S	FRANK BF/PK NAT CAS PLAIN (B)
1477595	1/10 LB	RICE'S	FRANK BF/PK NAT CAS 8/1 PLAIN
1502558	1/6#AVG	WILLAMS	TURKEY BREAST RASP
1655398	4/3 LB	JORDANS	FRANK ALL MEAT N/C RED
2345411	6/2 LB	BBRLCLS	BEEF CORNED BTM RND SLI STK PK
2983906	6/2 LB	HLTHTRM	BEEF ROAST SLI ZIP-LOC
3613064	4/48 OZ	JORDANS	BEEF ROAST SHAVED
5410287	1/10 #	JORDANS	FRANK ALL-MEAT 8-10/1 MILD RED
6611917	2/5 LB	RICE'S	FRANK ALL MEAT RED 10-12 CT
6612311	2/5 LB	RICE'S	FRANK BF/PK 10/12 NAT CASING
6612980	2/5 LB	RICE'S	FRANK ALL MEAT PLAIN 10-12 CT
9404955	2/5 LB	SHULTZ	FRANK BF/PK NAT CASING 8X1
1462571	1/20#AVG	JORDANS	BEEF ROAST SLI FRZN

JORDANS MEATS (cont'd)

1468214	1/10#AVG	JORDANS	BOLOGNA BEEF AND PORK LG RND
1483528	12/1 LB	JORDANS	FRANK ALL-MEAT 10X1 SKLS BGT
1873710	4/3 LB	JORDANS	SAUSAGE SKLS F/C
1920578	4/3 LB	BBRLIMP	FRANK ALL-BEEF DELI 8-10 CT
1925213	2/5 LB	AREZZIO	SAUSAGE ITAL LNK 6X1 PEP/ON CK

OAKHURST DAIRY

1351741	50/1/2 PT	OAKHRST	MILK HOMOGENIZED 8 OZ
1351683	50/1/2 PT	OAKHRST	MILK 1% LFAT 8 OZ
1352137	12/1 PT	OAKHRST	MILK HOMOGENIZED
1352343	12/1 PT	OAKHRST	MILK LO FAT
1355270	12/1 QT	OAKHRST	MILK LACTAID
1352442	16/1 QT	HERSHEY	MILK CHOCOLATE
1351923	12/1 PT	HERSHEY	MILK STRAWBERRY
2125979	9/1/2GAL	OAKHRST	MILK LOW FAT 1%
1353770	9/1/2GAL	OAKHRST	MILK 2% LOW FAT
1352376	12/1 PT	OAKHRST	MILK SKIM PLAS BTL
1351766	50/1/2 PT	OAKHRST	MILK CHOC LFAT 8 OZ
1353572	12/1 PT	OAKHRST	MILK CHOCOLATE LFAT
1352624	12/1 PT	OAKHRST	MILK COFFEE LFAT
2795771	9/1/2GAL	OAKHRST	MILK CHOC LO FAT PLAS PKG
1350503	480/3/8 OZ	OAKHRST	CREAMER HALF&HALF
1355379	12/1 PT	OAKHRST	CREAM HALF & HALF CRTN
1354471	12/1 QT	OAKHRST	CREAM HALF & HALF CRTN
1354489	16/1 QT	OAKHRST	CREAM HEAVY PLAS
1354596	9/1/2GAL	OAKHRST	CREAM LIGHT
1355049	12/1 PT	OAKHRST	CREAM WHIPPING ALL-PURPOSE
1350370	12/14 OZ	OAKHRST	TOPPING CREAM DAIRY ARSL
3597077	6/1 LB	OAKHRST	CHEESE COTTAGE LFAT
1355197	4/5#	OAKHRST	CHEESE COTTAGE LFAT
1354919	16/1 QT	OAKHRST	MILK BUTTERMILK
2795581	4/5 LB	OAKHRST	CREAM SOUR PLAS PKG
1353614	50/1/2 PT	OAKHRST	JUICE ORANGE
1424324	12/16 OZ	OAKHRST	JUICE ORANGE
1792282	4/1 GAL	OAKHRST	JUICE ORANGE FROM CONC
1424886	9/1/2GAL	OAKHRST	JUICE ORANGE
1353648	12/1 PT	OAKHRST	DRINK LEMONADE PLAS BTL
1355239	4/1 GAL	OAKHRST	WATER SPRING
1424589	1/20 QT	OAKHRST	JUICE ORANGE DSPNSR
7461957	50/1/2PNT	OAKHRST	MILK 2%
434183	9/1/2GAL	OAKHRST	MILK HOMOGENIZED CORRUGATTED
435578	9/1/2GAL	OAKHRST	MILK LOW FAT 2% CORRUGATTED

OAKHURST DAIRY

690776	9/1/2GAL	OAKHRST	MILK NFAT SKIM
438572	4/1GAL	OAKHRST	MILK SKIM CORRUGATTED
693283	9/1/2GAL	OAKHRST	MILK CHOCOLATE LO FAT
8898645	12/12OZ	OAKHRST	MILK CHOCOLATE LONNEY TUNES

MAINE FARMERS

1049089	50#/90 CT	PACKER	POTATO BAKING FRESH
1049097	50#/80 CT	PACKER	POTATO BAKING FRESH
1846443	1/50 LB	PACKER	POTATO CHEF FRESH

HP HOOD

9195546	2/5LITER	CLDSTAR	CREAM HALF & HALF
1624444	2/2.5GAL	HP HOOD	ICE MILK MIX CHOCOLATE 2.0%
1624451	2/2.5GAL	HP HOOD	ICE MILK MIX VANILLA 2.2%
9193798	2/5LITER	CLDSTAR	MILK HOMOGENIZED UHT DSPNSR
2863702	12/1 PINT	NESQUIK	MILK CHOC QUIK UHT PLAS BTL
9162827	20/8 OZ	WHLFARM	MILK CHOCOLATE 1% UHT
2557460	6/.5 GAL	WHLFARM	MILK HOMOGENIZED UHT
9164195	20/8 OZ	WHLFARM	MILK HOMOGENIZED UHT
2064517	12/8 OZ	HP HOOD	MILK LO FAT 2%
9164161	20/8 OZ	WHLFARM	MILK NON FAT UHT
4888558	12/16 OZ	NESQUIK	MILK STRAWBERRY QUIK PL BTL
9162298	20/8 OZ	WHLFARM	MILK 2% RDUC FAT UHT
2557668	6/.5 GAL	WHLFARM	MILK 2% UHT RDUC FAT

CABOT CREAMERY

7016892	1/17 LB	CABOT	BUTTER CNTL USDA AA 59 CT VT
1287366	36/1 LB	CABOT	BUTTER SOLID A CREAMERY
2534550	1/10#AVG	CABOT	CHEESE CHDR MED WHT PRNT VT
6956411	1/10#AVG	CABOT	CHEESE CHDR W/GARLIC & HERB
2534535	1/10#AVG	CABOT	CHEESE CHDR X SHRP WHT PRNT VT
1287549	1/42#AVG	CABOT	CHEESE CHEDDAR CURRENT COL BLK
2604627	1/10#AVG	CABOT	CHEESE CHEDDAR MILD WHITE
1502731	12/8 OZ	CABOT	CHEESE CHEDDAR REDUC FAT 50%
1287408	1/25#AVG	CABOT	CHEESE CHEDDAR SHARP TRIM
8259319	6/5 LB	CABOT	CHEESE COTTAGE NO FAT
7772296	6/5 LB	CABOT	CHEESE COTTAGE VT STY
2534527	1/10#AVG	CABOT	CHEESE MONTEREY JACK PRINT VT
2175446	1/42#AVG	CABOT	CHEESE MONTERY JACK BLOCK
2175578	1/10#AVG	CABOT	CHEESE PEPPER JACK
1309194	6/5 LB	CABOT	CREAM SOUR PURE GR A VERMONT
4201182	12/14 OZ	CABOT	CREAM WHIPPED REAL AERO

SCHLOTTERBECK & FOSS

9282195	6/64 OZ	FOSS	DRESSING BALSAMIC VINEGRETTE
1335199	4/1GAL	FOSS	DRESSING OIL MOE
6132146	4/1 GAL	FOSS	SAUCE TARTAR
9226689	4/1 GAL	FOSS	SAUCE WINE CLARET
4042792	6/64 OZ	FOSS	TOPPING FUDGE WICKED GOOD

APPLE TREE BAKERY

9344441	1/21 CT	APPTREE	PASTRY ASSORTED BISMRK IW
9344417	1/21 CT	APPTREE	PASTRY RASPBERRY FILD BISMRK

SUGARMAN OF VERMONT

1749332	4/1 GAL	SUGARMN	SYRUP MAPLE GRADE A MED
825026	84/1.5 OZ	SUGARMN	SYRUP MAPLE 100% DARK AMBER

LABREES BAKERY INC

1498435	12/10 OZ	LABREE	CAKE ANGEL FOOD 8"
9801960	15/6 PK	LABREE	CUPCAKE CHOC & GOLD W/DOME LID
1499003	48/2 OZ	LABREE	DONUT CHOC COCONT BAGGED
1665165	48/2 OZ	LABREE	DONUT CHOC SUGAR
1659150	48/2 OZ	LABREE	DONUT CINN SUGAR
1519008	48/2 OZ	LABREE	DONUT MOLASSES BAGGED
1499409	48/2OZ	LABREE	DONUT PLAIN BAGGED
1499466	48/2 OZ	LABREE	DONUT PLAIN COCONT BAGGED
1499383	60/2OZ	LABREE	DONUT PLAIN IND WRAP
2813244	9/6 PK	LABREE	MUFFIN APPLE CINNAMON
1831502	9/6PK	LABREE	MUFFIN BLUEBERRY BKD
1384890	9/6 PK	LABREE	MUFFIN CORN 3 OZ
1384882	9/6 PK	LABREE	MUFFIN RAISIN BRAN 3 OZ
1659143	30/3 OZ	LABREE	PASTRY WHOOPIE PIE
1470426	40/3 OZ	LABREE	PASTRY WHOOPIE PIE IND/WRAP
1470681	72/1.5 OZ	LABREE	PASTRY WHOOPIE PIE JR BULK
9817685	72/1.0 OZ	LABREE	PASTRY WHOOPIE PIE SHELLS BULK
1498351	15/6PAK	LABREE	ROLL JELLY GOLD STRAW FILL

NESTLE WATERS NORTH AMERICA

5444542	24/11 OZ	PERRIER	WATER MINERAL
4824181	24/10 OZ	POLAND	WATER MINERAL SPARKLING
9327040	24/16.9OZ	POLAND	WATER SPARKLING LIME FLVR
2557247	48/8 OZ	POLAND	WATER SPRING
9334384	24/16.9OZ	POLAND	WATER SPRING SPARKLG LMN FLA
9334772	24/16.9OZ	POLAND	WATER SPRING SPARKLG ORG FLA
9334855	24/16.9OZ	POLAND	WATER SPRING SPARKLG RASP LIME
6886550	24/24 OZ	POLAND	WATER SPRING SPORT TOP
3069853	12/1 LTR	SAN PEL	WATER MINERAL SPRKLG GLASS
4821047	32/500 ML	POLAND	WATER SPRING

INLET INC

9233230	4/36CT	TANGSEA	CLAM CAKE MAINE

HARMONS

1375849	6/40 CT	HARMONS	CLAM CAKE 2 OZ

COZY HARBOR SEAFOOD

5134069	8/5 LB	PACKER	SHRIMP RAW MAINE 70-100CT

BOVE'S OF VERMONT

777565	4/128OZ	BOVE'S	SAUCE PASTA RSTD RED PPR
118323	4/1 GAL	BOVE'S	SAUCE PASTA VODKA

GIFFORDS ICE CREAM

157966	1/3GAL	GIFFORD	ICE CREAM BLACKRASPBERRY PRE
9924085	1/3GAL	GIFFORD	ICE CREAM BLK RASP NF/NS
920306	1/3GAL	GIFFORD	ICE CREAM BUTR PECAN
9923905	1/3GAL	GIFFORD	ICE CREAM BUTR PECAN LF/NS
484311	1/3GAL	GIFFORD	ICE CREAM CARMEL CARIBOU
9941808	1/3 GAL	GIFFORD	ICE CREAM CHOC CHIP
9907163	48/4OZ	GIFFORD	ICE CREAM CHOC CUP
9992884	1/3GAL	GIFFORD	ICE CREAM CHOC 10%
156612	1/3GAL	GIFFORD	ICE CREAM CHOC 14%
695320	1/3GAL	GIFFORD	ICE CREAM CKIE DOUGH 14%
9906850	48/4OZ	GIFFORD	ICE CREAM COFF CUP
157099	1/3GAL	GIFFORD	ICE CREAM COFF 10%
9954140	1/3GAL	GIFFORD	ICE CREAM COFFEE 14%
9953985	1/3GAL	GIFFORD	ICE CREAM COOKIES N CRM
525253	1/3GAL	GIFFORD	ICE CREAM ESPRSO (DEER TRACK
40097	1/3 GAL	GIFFORD	ICE CREAM FRCH VAN 14%
9993635	1/3 GAL	GIFFORD	ICE CREAM FRCH VANILLA 10%
215046	1/3GAL	GIFFORD	ICE CREAM MAINE BLK BEAR
432716	1/3GAL	GIFFORD	ICE CREAM MAINE BLUBRY
9924291	1/3GAL	GIFFORD	ICE CREAM MAPLE WLNT
780171	1/3GAL	GIFFORD	ICE CREAM MINT CHOCO CHIP 14
215426	1/3GAL	GIFFORD	ICE CREAM MOOSE TRACKS
524793	1/3GAL	GIFFORD	ICE CREAM ORG PNAPL
272252	1/3GAL	GIFFORD	ICE CREAM PEANUT BUTR CUP
546796	1/3GAL	GIFFORD	ICE CREAM PISTCH 14%
908046	1/3GAL	GIFFORD	ICE CREAM RUM RASIN
9907171	48/4OZ	GIFFORD	ICE CREAM STWBRY CUP
9923996	1/3GAL	GIFFORD	ICE CREAM STWBRY NF/NS
9993023	1/3GAL	GIFFORD	ICE CREAM STWBRY 10%
156604	1/3GAL	GIFFORD	ICE CREAM STWBRY 14%
9907262	48/4OZ	GIFFORD	ICE CREAM VAN CUP
156653	1/3GAL	GIFFORD	ICE CREAM VAN 10%
156927	1/3GAL	GIFFORD	ICE CREAM VAN 14%

FOGARTY'S DESSERT BAKERY

9755356	2/10"	FOGARTY	CHEESECAKE KEYLIME 14CT
9755349	2/10"	FOGARTY	CHEESECAKE PLAIN CLS 14CT
9755364	2/10"	FOGARTY	CHEESECAKE RASPBERRY WHT CHO
9755380	2/10"	FOGARTY	PIE CHOCOLATE MOUSSE
9755422	2/10"	FOGARTY	PIE PEANUT BUTR 14CT

KENNEBEC BEAN CO

1329135	24/1 LB	A-1 BN	BEAN YELLOW EYE
1655018	24/1 LB	PACKER	SOUP BEAN MIX

SONNY'S PIZZA

1660950	20/24 OZ	SONNYS	DOUGHBALL PIZZA LARGE
1660968	25/16 OZ	SONNYS	DOUGHBALL PIZZA MEDIUM
1660976	40/10 OZ	SONNYS	DOUGHBALL PIZZA SM

SUPPLIES & EQUIPMENT VENDORS

MAINE:
HOLMAN COOKING EQUIP CO

NEW HAMPSHIRE:
MAGIKITCH'N EQUIP CORP — R F HUNTER
PITCO FRIALATOR INC — UNIVEX

VERMONT:
BLODGETT OVEN CO INC — EDLUND

APPENDIX D. Materials Provided by Performance Food Group Northcenter

Following is a list of goods produced in Maine that are purchased for distribution by PFG Northcenter. The table contains the item number, manufacturer name, description, and unit size for each product.

This list was provided by Dennis Topper, Vice President of Purchasing at PFG Northcenter, during a personal interview held on February 16, 2004.

MAINE MADE PRODUCTS

Status	Item #		Manuf	Description	Pack Size
S	16649	CS	A-1	* BEAN PINTO	1/25 LB
S	90000	CS	A-1	* BEANS A-1 NAVY PEA	24/16 OZ
S	92677	CS	A-1	* DRY PINTO BEANS	24/1 LB
A	12861	CS	AMLOOK	PUDDING INDIAN 6/52 OZ	6/52 OZ
S	86221	CS	APPLEDORE	* CRM CHEZ CHIVE & SR CRM	1/8 OZ
S	86218	CS	APPLEDORE	* SALMON ATLNTC CLD SMKD SLI	1/4 OZ
S	98533	CS	BARBER FOODS	* PETITE CHICKEN WILD RICE	36/4 OZ
S	56565	CS	BARBER FOODS	* CHKN POPCRN FNGR	1/10LB
A	56564	CS	BARBER FOODS	CHKN FINGERS BUFFALO	1/10 LB
A	56520	CS	BARBER FOODS	CHKN FINGERS CRNCHY	1/10 LB
A	56507	CS	BARBER FOODS	CHKN FINGERS ITAL	1/10 LB
A	56596	CS	BARBER FOODS	CHKN FNGR CRNCHY JMBO	2/5#
A	56542	CS	BARBER FOODS	CHKN FNGR NORSHORE	1/10 LB
A	56543	CS	BARBER FOODS	CHKN FLT ITAL SUPRM 4OZ	1/40 CT
A	56533	CS	BARBER FOODS	CHKN NGT PREBRN 301	1/10 LB
A	56519	CS	BARBER FOODS	CHKN NUGGETS	1/10 LB
A	56532	CS	BARBER FOODS	CHKN PTY PREBRN 301	60/3 OZ
A	56508	CS	BARBER FOODS	CHKN FLT SUPREM BRD 3.5OZ	1/40 CT
S	91565	CS	Barber Foods	* CHKN FLORNTN DISTINCTION	24/8 OZ
A	56527	CS	BARBER FOODS	CHKN BROC/CHZ 4 OZ	1/36 CT
A	56528	CS	BARBER FOODS	CHKN BRST BROC/CHZ 7 OZ	24/7 OZ
A	56787	CS	BARBER FOODS	CHKN BRST CREME BRIE APPLE	24/8 OZ
A	56537	CS	BARBER FOODS	CHKN BRST STF	24/8 OZ
A	58370	CS	BARBER FOODS	CHKN BRST STF APL/ALMND	24/8 OZ
A	58372	CS	BARBER FOODS	CHKN BRST STF ART/PARM	24/8 OZ
A	56567	CS	BARBER FOODS	CHKN CNTRY PUFF 7.5OZ	1/24 CT
A	56526	CS	BARBER FOODS	CHKN CORDNBLEU 4 OZ	1/36 CT
A	96290	CS	BARBER FOODS	CHKN CORDON BLEU 8OZ DSTNCTION	1/24 CT
A	56523	CS	BARBER FOODS	CHKN CORDONBLEU 7 OZ	24/7 OZ
A	52046	CS	BARBER FOODS	CHKN CRVR W/CRAN STFNG	4/2.5 LB
A	56509	CS	BARBER FOODS	CHKN KIEV 7OZ	1/24 CT
A	56525	CS	BARBER FOODS	CHKN KIEV PTTE 4OZ	1/36 CT
A	52034	CS	BARBER FOODS	CHKN WNG ALL AMER	2/7.5 LB
S	96093	CS	Barber Foods	* APRICOT CRANBERRY CARVER	4/2.5 LB
S	97554	CS	Barber Foods	* BRBR CARVER DI FLORENCIA	4/2.5 LB
S	96648	CS	Barber Foods	* CHICKEN ROMA 7OZ	1/24 CT
S	91030	CS	BARBER FOODS	* CHICKEN W/WILD RICE	36/4 OZ
S	96548	CS	BARBER FOODS	MUSHROOM EN CROUTE	24/9 OZ
S	98518	CS	BARBER FOODS	* CHICK BRST W/WILD RICE	24/7 OZ
S	99531	CS	BARBER FOODS	* CHICK W/ASPARAGUS & CHEZ	24/7 OZ
S	99400	CS	BARBER FOODS	* CHICKEN FLORENTINE	24/7 OZ
S	91129	CS	BARBER FOODS	* CHKN BRST SALTIMBOCCA	24/8 OZ
S	99954	CS	BARBER FOODS	* PETITE MAC & CHS CHKN BRST	36/4 OZ
S	98478	CS	BARBER FOODS	* TURKEY W/VEG & RICE	24/7 OZ
A	56901	CS	BIRDSEYE	TURNIP DICED FRZ	12/20 OZ
A	16640	CS	C&FFOODS	BEAN NAVY PEA SM WHITE	24/1 LB
S	92603	CS	CARAVAN	*SPL* 1/2&1/2 PMPRNKL BRD MIX	1/50 LB
A	55120	CS	DAMONS	SHELL PIZZA 10"	2/15 ct
A	55119	CS	DAMONS	SHELL PIZZA 12"	4/6 CT
S	97755	CS	DOWNEAST	*SPL* CARAMEL FLAVORING	1/1 gall
A	91459	CS	FOGARTY	DESSERT BANQUET SAMPLER	2/CAKE

MAINE MADE PRODUCTS

A	58169	CS	FOGARTY	PIE CHOC MOUSSE	2/12 CT
A	58168	CS	FOGARTY	PIE PEANUT BUTTER	2/12 CT
A	58166	CS	FOGARTY	TART APPLE CRISP	2/12 CT
A	58164	CS	FOGARTY	CHEESECAKE BLUEB AMARETTO	2/12 CT
A	58160	CS	FOGARTY	CHEESECAKE CLASSIC	2/12 CT
A	58170	CS	FOGARTY	CHEESECAKE KEY LIME	2/12 CT
A	58162	CS	FOGARTY	CHEESECAKE RASPB WHT CHOC	2/12 CT
A	92561	CS	FOGARTY	CHEZCK IRISH CREAM	2/12 CT
S	91180	CS	FOGARTY	* APRICOT GLAZE CHEESECAKE	2/12 CT
S	91460	CS	FOGARTY	* PIE CHOC MOUSSE	1/CAKE
S	91050	CS	FOGARTY	* PIE PECAN BOURBON	2/12 CT
A	91014	CS	FOGARTY	CAKE CHEZ CHOC W/KAHLUA	2/12 CT
S	920557	CS	GRANDMOTHERS	* PIE FILLING RASP PEACH	1/45 LB
S	88275	CS	HAHNS	*SPL* BAKER'S CHEESE	1/10#
A	86100	CS	HAMILTON	SALMON SLI SIDE SMK ATLNT	1/2.5#CW
A	56204	CS	HARMONS	CLAM CAKES 2.25 OZ	6/40 CT
S	88066	CS	HENHEN	*SPL* CRM CHEESE FOR DANISH	1/20#
S	86110	CS	HORTONS	* 60/80 SMOKED MUSSELS	1/2 LB
S	97949	CS	HORTONS	* SMOKED TROUT PATE	1/4 lb c
S	86115	CS	HORTONS	* 80/100 SMOKED SCALLOPS	1/2 LB
S	86102	CS	HORTONS	* B/S SMKD TROUT FILET	1/4 LB
S	86104	CS	HORTONS	* SALMON BKD HOT SMKD	1/2 CW
S	86105	CS	HORTONS	* SHRIMP 90-110 SMKD NRTHN	1-2 LB
S	86120	CS	HORTONS	* SHRMP 30/34 SMK BLK TIGER PD	1/5 LB
S	86971	CS	HORTONS	* SMOKED SALMON PASTRAMI	2/2.5 LB
S	86109	CS	HORTONS	* TUNA SMKD THIN SL	4/4 OZ
A	86238	CS	HORTONS	SALMON SLI SMK FRSH CW	2/2.5# C
S	86208	CS	HORTONS	* BLUEFISH FILLETS SMKD	1/1# CW
S	86101	CS	HORTONS	* BLUEFISH PATE	1/1 LB
S	86207	CS	HORTONS	* MACKEREL FILLETS SMKD	1/1# CW
S	86913	CS	HORTONS	* PATE SALMON SMOKED	1/3# CW
S	86209	CS	HORTONS	* SALMON ATLTC SMKD CLD SLI TR	1/8 OZ
S	86219	CS	HORTONS	* SALMON CLD SMKD SLI 4 OZ	1/4 OZ
S	86217	CS	HORTONS	* SALMON SMKD BRNDY PEPPERED	1/4 OZ
S	86204	CS	HORTONS	* SCALLOPS SMKD RETAIL	1/8 OZ
S	86103	CS	HORTONS	* SHRIMP PATE	1/1 LB C
S	86111	CS	HORTONS	* SMOKED CAJUN CATFISH	2/1 LB
S	86112	CS	HORTONS	* SMOKED DEEP SEA SCALLOPS	4/8 OZ
S	86206	CS	HORTONS	* TROUT SMKD FILLET RETAIL	1/1# CW
S	86113	CS	HORTONS	*SPL* SMOKED MUSSELS	1/2 LB
S	98079	CS	HUMPTY DUMPTY	* CHIP CHEZ & ONION BULK	1/4 LB
S	92010	CS	HUMPTY DUMPTY	* CHIPS BBQ CAN	1/4 LB
S	92011	CS	HUMPTY DUMPTY	* CHIPS CHEESE & ONION CAN	1/4 LB
S	920300	CS	HUMPTY DUMPTY	* CHIPS CHEZ & ONION	9/10 OZ
S	92012	CS	HUMPTY DUMPTY	* CHIPS RIPPLE CAN	1/4 LB
S	920303	CS	HUMPTY DUMPTY	* CHIPS SALT & VINEGAR	9/10 OZ
S	92858	CS	HUMPTY DUMPTY	* CHIPS SALT & VINEGAR CAN	1/4# CAN
S	92013	CS	HUMPTY DUMPTY	* CHIPS SOUR CREME & ONION CAN	1/4 LB
S	920301	CS	HUMPTY DUMPTY	* CHIPS SOUR CRM & ONION	9/10 OZ
S	92848	CS	HUMPTY DUMPTY	* CORN CHIPS CANNED	1/6 LB
S	92849	CS	HUMPTY DUMPTY	* PARTY MIX CANNED	1/6 LB
S	98084	CS	HUMPTY DUMPTY	* SNACK CHEZ CURL BULK CAN	9/15OZ

MAINE MADE PRODUCTS

S	920302	CS	HUMPTY DUMPTY	* SNACK PARTY MIX	12/11 OZ
S	15206	CS	JOHN/M	* SNOW CAP LARD	48/1#
A	16643	CS	KENNEBEC BEAN	BEANS A-1 YELLOW EYE	24/1 LB
S	92108	CS	KENNEBEC BEAN	* DRY SPLIT GREEN PEAS (25#)	1/25 LB
S	54466	CS	LABREE	* CAKE CHOC 4" MINI W/BLU BRDR	1/12 CT
S	54468	CS	LABREE	* CUPCAKE CHOC DOME MINI	18/12 CT
S	54467	CS	LABREE	* CUPCAKE GOLD DOME MINI	18/12 CT
S	54346	CS	LABREE	* 8" DCRTD BIRTH CAKE ASST	4/CAKES
S	54424	CS	LABREE	* 8" LAYER GOLD W/WHT FRST	4/40 OZ
S	56633	CS	LABREE	* CAKE 4" MINI GOLD DECORATED	1/12 CT
A	55970	CS	LABREE	DONUT CHOC COCONUT	8/6 PK
A	55981	CS	LABREE	DONUT CHOC SUGAR BAGS	8/6 CT
A	55984	CS	LABREE	DONUT CINMN SUGAR BAGS	8/6 CT
A	55976	CS	LABREE	DONUT JELLY PWDRD RASP	8/5 PK
A	55982	CS	LABREE	DONUT MOLASSES BAGS	8/6 CT
A	55978	CS	LABREE	DONUT PLAIN	8/6 CT
A	57848	CS	LABREE	DONUT PLAIN COCONUT	8/6 CT
A	55752	CS	LABREE	DONUT PLAIN CRUNCH	8/6 CT
A	55971	CS	LABREE	SNAK BISMARKS RASP	8/5PK
A	55848	CS	LABREE	MUFFIN APPL/CINMN 3 OZ	9/6 CT
A	55849	CS	LABREE	MUFFIN BLUBRY 3 OZ	9/6 CT
A	55883	CS	LABREE	MUFFIN CORN 3 OZ	9/6 CT
A	54461	CS	LABREE	MUFFIN CRAN ORANG 3 OZ	9/6 CT
A	55855	CS	LABREE	MUFFIN RAISIN BRAN 3 OZ	9/6 CT
A	54465	CS	LABREE	CAKE CHOC & YEL CUPCAKE	15/6 CT
A	58446	CS	LABREE	SNAK JELLY ROLL JR GOLD	15/6 CT
A	54372	CS	LABREE	SNAK WHOOPIE PIE SHELLS 3.75"	1/72 ct
A	55644	CS	LABREE	SNAK WHOOPIE PIE WRPD	4/10 PK
A	55987	CS	LABREE	SNAK WHOOPIE PIES JR BULK	72/1.5OZ
A	55985	CS	LABREE	SNAK WHOOPIE PIES PB	1/30 CT
A	55988	CS	LABREE	SNAK WHOOPIE PIES UNWRPD	30/3 OZ
A	58442	CS	LABREE	COOKIE CHOCOLATE CHIP	12/12 CT
A	58445	CS	LABREE	COOKIE JELLY	12/12 CT
A	58443	CS	LABREE	COOKIE MOLASSES	12/12 CT
A	58441	CS	LABREE	COOKIE PEANUT BUTTER	12/12 CT
S	98535	CS	LABREE	* 1/4 SHEET CAKE GOLD/WHT FRST	1/6 CT
S	54425	CS	LABREE	* CAKE 8" LAYR CHOC CHOC FRST	4/40 OZ
S	54473	CS	LABREE	* CAKE JELLY ROLL RASPBERRY	1/15 CT
S	54421	CS	LABREE	* CHOC CUPCAKES	1/96 CT
S	57070	CS	MAINE	* CARROT DCD BULK R/L	1/20 LB
S	56868	CS	MAINE	* CARROT MAINE SLI	1/20 LB
A	57057	CS	MAINE	BROCCOLI CUTS MAINE BULK	1/20 LB
A	56867	CS	MAINE	CARROT/PEA MAINE	1/20#
S	96505	CS	MDI	*CUTLERY PACKETS D-KITS	1/100 CT
S	54990	CS	PACKER	* 4 OZ SWEET DOUGH BALL	1/40 CT
A	1542	CS	PACKER	CIDER APPLE PASTEURIZED	4/1 GAL
S	57450	CS	PACKER	*SPL* FRESH CHICKEN LEGS.	1/40#
S	1530	CS	PACKER	* APPLES 140CT MAC FRSH	140 CT
A	1532	CS	PACKER	APPLES MAC FRSH	12/3 LB
A	1525	CS	PACKER	APPLES MACINTOSH 120CT FRSH	120 CT
A	1531	CS	PACKER	APPLES MACINTOSH 160CT FRSH	160 CT
S	1293	CS	PACKER	* POTATO BLUE CREAMERS	1/10 LB

MAINE MADE PRODUCTS

A	1086	CS	PACKER	BROCCOLI CROWNS FRSH	1/20 LB
A	1089	CS	PACKER	BROCCOLI FLORETTES FRSH	4/3#
A	1142	CS	PACKER	CAULIFLOWER FLORETTES FRSH	2/3#
A	1179	CS	PACKER	COLE SLAW SHREDDED	4/5LB
A	1902	CS	PACKER	LETTUCE ROMAINE CUT FRSH	4/2.5 LB
A	1215	CS	PACKER	LETTUCE SHREDDED FRSH	4/5 LB
A	1184	CS	PACKER	SALAD CABBAGE CHOPPED	4/5 LB
S	1192	CS	PACKER	* CORN MAINE NATIVE	1/60 CT
S	1063	CS	PACKER	* KALE CLEANED & TRIMMED	1/10 LB
A	1346	CS	PACKER	SQUASH YELLOW FRSH	1/20#
A	1395	CS	PACKER	TURNIP (RUTABAGAS)	1/50 LB
A	1348	CS	PACKER	ZUCCHINI FRSH	1/20 LB
S	97934	CS	PACKER	fryer halves special	1/72 LB
A	92398	CS	PACKER	CHKN BRST B/S FRSH RANDOM	4/10 LB
A	92399	CS	PACKER	CHKN TNDR CLIPD FRSH 2OZ	4/10 LB
S	97976	CS	PACKER	WHOLE TURKEY 16/18LB	2/17 lb
S	98129	CS	PACKER	* FRZ & THAW BAVARIAN CREME	1/50 LB
S	97546	CS	PACKER	* TURK DRUMSTICKS 16/20 CT	1/25 LB
S	97552	CS	PACKER	CHICKEN GIZZARDS *SPL*	1/3LB
S	97491	CS	PACKER	QTRD FRYERS 2.5/3. LB	1/65 LB
S	97603	CS	PACKER	TRIM ROASTERS SPL	1/70LB
S	56776	CS	PACKER	* CHICKEN BACKS	1/40# CW
S	56779	CS	PACKER	*SPL* CHICKEN NECKS	1/40# CW
S	97905	CS	PACKER	*SPL* TURKEY WHOLE 14/16#	4/15 LB
A	56999	CS	PENOBSCOT	POTATO BABY JOJO'S	6/5 LB
A	56998	CS	PENOBSCOT	POTATO BKD STFD/CHEZ 5OZ	5/10 CT
A	56997	CS	PENOBSCOT	POTATO BOATS	4/6 LB
A	54952	CS	PENOBSCOT	POTATO CUP	4/6 LB
A	57814	CS	PENOBSCOT	POTATO MASH HOMESTYL FZN	4/4 LB
A	56995	CS	PENOBSCOT	POTATO SKINS SPLIT	4/6 LB
S	56849	CS	PENOBSCOT	* POTATO BKD STFD SR CRM & CHI	5/10 CT
A	1280	CS	PFG NC	POTATOES CHEF	1/50 LB
A	46365	CS	PHILLIPS	CUP 8-10 OZ PHLIPS W/LID	1/500 CT
S	920556	CS	PURATOS	* CUSTARD PWDR CRMY UIT	1/50 LB
S	99751	CS	ROBINSONS	*SPL* LARGE WAFFLE CONE	1/225 CT
S	99853	CS	SHAINS	* GRAPENUT ICE CREAM	1/3 GAL
S	55659	CS	SHAINS	* ICE CREAM CAKE VEGA	1/1CT
S	99726	CS	SHAINS	* MUD SLIDE ICE CREAM	1/3 GAL
S	99703	CS	SHAINS	* PEANUT BUTTER ICE CREAM	1/3 GAL
S	99680	CS	SHAINS	* ALMOND JOY ICE CREAM	1/3 GAL
S	55641	CS	SHAINS	* ICE CREAM CAKE	1/4 ct
S	55669	CS	SHAINS	* REESE'S ICE CREAM	1/3 GAL
S	99727	CS	SHAINS	*SPL* RUM RAISIN ICE CREAM	1/3 GAL
S	99098	CS	SHAINS	FALL HARVEST ICE CREAM	1/3 GAL
A	55694	CS	SHAINS	ICE CRM BLK RASP 10% BF	1/3 GAL
A	57268	CS	SHAINS	ICE CRM BTTR-PCAN 14% BF	1/3 GAL
A	54224	CS	SHAINS	ICE CRM CARML CASHW TURTLE 14%	1/3 GAL
A	55664	CS	SHAINS	ICE CRM CHOC 10% BF	1/3 GAL
A	55665	CS	SHAINS	ICE CRM CHOC 14% BF	1/3 GAL
A	55673	CS	SHAINS	ICE CRM CHOC CHP 14% BF	1/3 GAL
A	55757	CS	SHAINS	ICE CRM CHOC CHP COOKIDO 14% B	1/3 GAL
A	55695	CS	SHAINS	ICE CRM CHOC FDG RIP 10% BF	1/3 GAL

MAINE MADE PRODUCTS

S	57852	CS	SHAINS	ICE CRM CHOC/CHP DO PTS 14% BF	16/PINTS
A	55662	CS	SHAINS	ICE CRM COFFEE 10% BF	1/3 GAL
A	55666	CS	SHAINS	ICE CRM COFFEE 14% BF	1/3 GAL
A	55780	CS	SHAINS	ICE CRM COOKI&CRM 14% BF	1/3 GAL
A	55713	CS	SHAINS	ICE CRM FDG RPPL 10% BF	1/3 GAL
A	55715	CS	SHAINS	ICE CRM FRNCH VAN 10% BF	1/3 GAL
A	55693	CS	SHAINS	ICE CRM FRNCH VANILLA 14% BF	1/3 GAL
A	55672	CS	SHAINS	ICE CRM HTHBAR CRNCH 14% BF	1/3 GAL
A	55779	CS	SHAINS	ICE CRM KHALUA BRWNI 14% BF	1/3 GAL
A	99685	CS	SHAINS	ICE CRM M&M 14% BF	1/3 GAL
A	57269	CS	SHAINS	ICE CRM MPL WLNUT 14% BF	1/3 GAL
A	55691	CS	SHAINS	ICE CRM PISTACHIO 14% BF	1/3 GAL
A	55771	CS	SHAINS	ICE CRM PPRMNT-STK 14% BF	1/3 GAL
A	98136	CS	SHAINS	ICE CRM ROCKY-ROAD 14% BF	1/3 GAL
A	55670	CS	SHAINS	ICE CRM STRWB 10% BF	1/3 GAL
A	55668	CS	SHAINS	ICE CRM STRWB 14% BF	1/3 GAL
A	55696	CS	SHAINS	ICE CRM VAN CHOC CHP 10%	1/3 GAL
A	55675	CS	SHAINS	ICE CRM VANILLA 10% BF	1/3 GAL
A	55671	CS	SHAINS	ICE CRM VANILLA 14% BF	1/3 GAL
S	99670	CS	SHAINS	N/F S/F STRAW SWRL YOGURT	1/3 GAL
S	55658	CS	SHAINS	STARLIGHT SUNDAES **SPL**	1/12 CT
A	55660	CS	SHAINS	ICE CRM SEADOG-BISCTS	1/36 CT
A	55674	CS	SHAINS	SHERBET LEMON	1/3 GAL
A	55680	CS	SHAINS	SHERBET ORANGE	1/3 GAL
A	55685	CS	SHAINS	SHERBET RAINBOW	1/3 GAL
A	55690	CS	SHAINS	SHERBET RASPBERRY	1/3 GAL
A	55661	CS	SHAINS	SORBET LEMON	1/3 GAL
A	88851	CS	SHAINS	YOGURT HRDPAK STRWB	1/3 GAL
A	88867	CS	SHAINS	YOGURT WLDBRY NF NSA	1/3 GAL
S	99720	CS	SHAINS	* BAD DAY AT OFFICE I.C.	1/3 GAL
S	96676	CS	SHAINS	* BAR HARBOR INN ICE CREAM	1/3 GAL
S	99854	CS	SHAINS	* BLUEBERRY ICE CREAM	1/3 GAL
S	96718	CS	SHAINS	* BLUEBERRY SORBET	1/3 GAL
S	96442	CS	SHAINS	* BOOMERS ICE CREAM	1/3 GAL
S	96428	CS	SHAINS	* CHOC CHIP MINT YOGURT	1/3 GAL
S	98085	CS	SHAINS	* CHOC PNTBUTTER YOGURT	1/3 GAL
S	96621	CS	SHAINS	* CINNAMON ICE CREAM	1/3 GAL
S	97502	CS	SHAINS	* CJ'S ICE CREAM	1/3 GAL
S	96605	CS	SHAINS	* COCONUT ICE CREAM	1/3 GAL
S	91140	CS	SHAINS	* COCONUT SORBET	1/3 GAL
S	99705	CS	SHAINS	* GINGER ICE CREAM	1/3 GAL
S	99758	CS	SHAINS	* HEATHBAR YOGURT	1/3 GAL
S	58954	CS	SHAINS	* ICE CREAM CAKE VEGA	1/2CT
S	91209	CS	SHAINS	* ICE CREAM EGGNOG	1/3 GAL
S	91011	CS	SHAINS	* ICE CREAM FOSS HALL	1/3 GAL
S	92358	CS	SHAINS	* ICE CREAM GRN & WHT	1/3 GAL
S	91235	CS	SHAINS	* ICE CREAM MAINE SURVIVOR	1/3 GAL
S	99170	CS	SHAINS	* ICE CREAM MAINE TRACKS	1/3 GAL
S	91017	CS	SHAINS	* ICE CREAM ROBERTS UNION	1/3 GAL
S	98876	CS	SHAINS	* ICE CRM BBLGUM 14% BF	1/3 GL
S	97224	CS	SHAINS	* ICE CRM BUTTER ALMOND CRUNCH	1/3 GAL
S	91256	CS	SHAINS	* ICE CRM CHOC CHOC CHIP	1/3 GAL

MAINE MADE PRODUCTS

S	91176	CS	SHAINS	* ICE CRM CHOC FDG WLNUT	1/3 GAL
S	91255	CS	SHAINS	* ICE CRM CHOC OREO	1/3 GAL
S	98932	CS	SHAINS	* ICE CRM CHOC/CHOCHP DO 14% B	1/3 GAL
S	91758	CS	SHAINS	* ICE CRM COLBY DANA	3 GAL
S	91759	CS	SHAINS	* ICE CRM COLBY DANA #2	1/3 GAL
S	99719	CS	SHAINS	* ICE CRM INDIAN PUDD 14% BF	1/3 GAL
S	91221	CS	SHAINS	* ICE CRM JAVA CRUNCH	1/3 GAL
S	99713	CS	SHAINS	* ICE CRM MOCHA MACDMIA 14% BF	1/3 GAL
S	91141	CS	SHAINS	* ICE CRM ORANG PINEAPPLE	1/3 GAL
S	98374	CS	SHAINS	* ICE CRM OREO MINT 14% BF	1/3 GAL
S	98756	CS	SHAINS	* ICE CRM PEACH	1/3 GAL
S	99092	CS	SHAINS	* ICE CRM PMPKN PECAN 14% BF	1/3 GAL
S	54037	CS	SHAINS	* ICE CRM RED WHT BLUE	1/3 GAL
S	99711	CS	SHAINS	* ICE CRM SMURF	1/3 GAL
S	99686	CS	SHAINS	* ICE CRM SNIKRS 14% BF	1/3 GAL
S	91133	CS	SHAINS	* MANGO SHERBET	1/3 GAL
S	96717	CS	SHAINS	* MANGO SORBET	1/3 GAL
S	96129	CS	SHAINS	* NO SUGAR ADDED VAN I.C.	1/3 GAL
S	91125	CS	SHAINS	* PEACH SORBET	1/3 GAL
S	96590	CS	SHAINS	* RASPBERRY CHIP ICE CREAM	1/3 GAL
S	98072	CS	SHAINS	* S F FUDGE SWIRL YOGURT	1/3 GAL
S	91175	CS	SHAINS	* SHERBET CRANBERRY	1/3 GAL
S	98399	CS	SHAINS	* SORBET APRICT CHMPGNE	1/3 GAL
S	98971	CS	SHAINS	* SORBET CHAMPAGNE	1/3 GAL
S	96591	CS	SHAINS	* STRAWBERRY SORBET	1/3 GAL
S	96206	CS	SHAINS	* TORNADO ICE CREAM	1/3 GAL
S	96631	CS	SHAINS	* Y2K ICE CREAM	1/3 GAL
S	99702	CS	SHAINS	* YOGURT BLK RASP	1/3 GAL
S	99933	CS	SHAINS	* YOGURT CAPPU	1/3 GAL
S	98065	CS	SHAINS	* YOGURT CHOC NSA	1/3 GAL
S	98073	CS	SHAINS	* YOGURT CHOC/ALMND	1/3 GAL
S	98901	CS	SHAINS	* YOGURT HARDPAK RASP	1/3 GAL
S	99728	CS	SHAINS	* YOGURT HRDPAK PEACH	1/3 GAL
S	99729	CS	SHAINS	* YOGURT HRDPK STRW CHZCAK	1/3 GAL
S	99683	CS	SHAINS	* YOGURT KAHLUA FRZ	1/3 GAL
S	99701	CS	SHAINS	* YOGURT ORANG PINEAPPLE	1/3 GAL
S	99324	CS	SHAINS	* YOGURT PISTACHIO	1/3 GAL
S	99221	CS	SHAINS	* YOGURT SF RASP SWIRL	1/3GAL
S	91351	CS	SHAINS	* YOGURT STRAWBERRY NF	1/3GAL
S	99852	CS	SHAINS	* YOGURT VAN HARD N/F	1/3 GAL
S	98063	CS	SHAINS	* YOGURT VANILLA	1/3 GAL
S	96078	CS	SHAINS	*SPL* 10% VAN I.C. SQUARE TUB	1/3 GAL
S	98364	CS	SHAINS	*SPL* COFFEE HEATHBAR YOGURT	1/3 GAL
S	96170	CS	SHAINS	*SPL* COFFEE HTHBAR YOGURT	1/3 GAL
S	96599	CS	SHAINS	*SPL* CRANBERRY SORBET	1/3 GAL
S	96791	CS	SHAINS	*SPL* KIWI SORBET	1/3 GAL
S	96399	CS	SHAINS	*SPL* THREE BERRY SORBET	1/3 GAL
S	96790	CS	SHAINS	*SPL* WATERMELON SORBET	1/3 GAL
S	98142	CS	SHAINS	CHOC CHIP YOGURT	1/3 GAL
A	99674	CS	SHAINS	ICE CREAM MINT CHOCCHP 14% BF	1/3 GAL
A	99688	CS	SHAINS	ICE CRM BLK RASP 14%	1/3 GAL
A	99695	CS	SHAINS	ICE CRM PUMPKIN 14% BF	1/3 GAL

MAINE MADE PRODUCTS

A	99180	CS	SHAINS	ICE CRM VAN W/BRWNI 14% BF	1/3 GAL
A	99851	CS	SHAINS	SORBET PORT WINE	1/1.5 GL
A	98121	CS	SHAINS	SORBET RASPBERRY	1/3 gal
A	99249	CS	SHAINS	YOGURT CHOC N/F	1/3GAL
S	98062	CS	SHAINS	YOGURT COFFEE NSA	1/3 GAL
A	98900	CS	SHAINS	YOGURT PEACH	1/3 GAL
A	57367	CS	TAKETWO	DOUGHBALL PIZZA 10 OZ	1/36 CT
A	57368	CS	TAKETWO	DOUGHBALL PIZZA 16 OZ	1/24 CT
A	57366	CS	TAKETWO	DOUGHBALL PIZZA 20 OZ	1/20 CT
A	57364	CS	TAKETWO	DOUGHBALL PIZZA 22 OZ	1/18 CT
A	57369	CS	TAKETWO	DOUGHBALL PIZZA 24 OZ	1/16 CT
A	57365	CS	TAKETWO	DOUGHBALL PIZZA 8 OZ	1/50 CT
S	950034	CS	TAKETWO	* DOUGH BALL 8 OZ SWT	50/8 OZ
S	57371	CS	TAKETWO	* DOUGH BALLS 30 OZ	1/14 CT
S	97906	CS	TOWNSEND	*SPL* CVP ROASTER WINGS	1/40 LB
A	88511	CS	WEST CRK	EGG GRADE-AA LG-BRN FRESH	15/DOZEN
A	88510	CS	WEST CRK	EGG GRADE-AA LG-WHT FRESH	15/DOZEN
A	88518	CS	WEST CRK	EGG GRADE-AA MED-BRN FRSH	30/DOZEN
A	88481	CS	WEST CRK	EGG GRADE-AA XLG-WHT FRSH	15/DOZEN
A	55606	CS	WYMANS	BLUEBERRIES MAINE	2/5 LB
A	56007	CS	WYMANS	BLUEBERRIES MAINE 12/12 OZ	12/12 oz
A	55990	CS	WYMANS	BLUEBERRIES MAINE 30#	1/30 LB
A	58688	CS	WYMANS	BOYSENBERRIES	2/5 LB
A	55602	CS	WYMANS	CRANBERRIES SLCD IQF	1/20LB
A	55607	CS	WYMANS	CRANBERRIES WHL	2/5 LB
A	55609	CS	WYMANS	RASPBERRIES RED IQF	2/5lb
A	59002	CS	WYMANS	STRAWBERRIES WHL IQF	1/10 LB
S	58262	CS	WYMANS	* RASPBERRIES	12/12 OZ