

MASSACHUSETTS FOOD SYSTEM PLAN

CONTRACT ATTACHMENT A

SCOPE OF SERVICES:

The Metropolitan Area Planning Council (MAPC), as Contractor, will develop a comprehensive Food System Plan for the Commonwealth of Massachusetts, to be known as the Massachusetts Food System Plan (MFSP). The Contractor shall expend funds as specified in the itemized budget (Attachment B), in order to achieve the results of tasks specified below. The Contractor shall complete the scope of services and project work in accordance with this Contract. The work is consistent with the specification within the Request for Responses (RFR), which is included as Attachment C, and in accordance with the Contractor's proposal, attached as Attachment D. This contract ends on December 31, 2015.

DEFINITIONS:

1. **Phase I:** Contract with MAPC signed March 5, 2014.
2. **FPC:** Massachusetts Food Policy Council
3. **Project Advisors:** A group of approximately 30 key stakeholders representing a wide array of interests and expertise to advise the Project Team with development of the Plan.
4. **Advisor Executive Committee:** A group of approximately half a dozen individuals, drawn mainly from the Project Advisors, who represent the various food sectors and generally serve as Working Group leads.
5. **Five Working Groups:** Identified in Phase I and which follow:

*I. **Production:** Agricultural and fisheries goods and services; comprising the following four Sub-Groups (below). These Sub-Groups will each have their own leads and will meet independently to discuss the specific production issues per sub-sector. These four sub-groups will be brought together by the Production Working Groups lead with support from the Project Team to discuss the cross-sectoral issues within the realm of production, and develop recommendations for positive change that will create more coordination and synergy between production sub-sectors.*

- a. **Farming:** Land-based agricultural production that includes fruits, vegetables, meats, and dairy.*
- b. **Urban Agriculture:** Land access and tenure, site remediation, innovations in production, production best practices, regulatory challenges and models, workforce training, business planning and marketing, community and back-yard food gardens*
- c. **Land Access and Management:** Land availability and land management practices such as the use of preservation restrictions, zoning/regulations, land access and transfer, etc.*
- d. **Fisheries:** Fresh and near-shore salt water fish, shellfish and land-based aquaculture with a focus on increasing local market opportunities and consumption.*

*II. **Processing:** Food processing, animal slaughter, bottling, and packing facilities and services, as well as commercial kitchens, food business incubators, and food hubs.*

III. Wholesale and Retail Distribution: *Industries and activities that support the movement of food products at both the wholesale and retail levels, including transportation, warehousing, and aggregation and distribution, as well as the distribution to and through grocery stores, restaurants, farmers' markets, CSA programs and on-line food purchasing platforms. It may also focus on wholesale and consumer demand for Massachusetts-produced food products and marketing opportunities.*

IV. Food Access and Consumption / Hunger Relief and Public Health: *Public health, and food accessibility and affordability for individuals and families, hunger relief, transportation, demand for culturally appropriate food and the need for increased food preparation and preserving skills at the individual consumer level.*

V. Inputs, Waste, and Nutrient Management: *Agricultural inputs including land, water, energy, soil, agricultural supplies (seeds and feeds) and on-farm equipment, machinery and other infrastructure, residential and municipal organic waste production and opportunities for organics waste recycling and renewable energy production.*

6. **Areas for Policy Recommendation** may include but are not limited to the following and will be identified and prioritized through the Working Groups and finalized by the Project Advisors:

- I. Agricultural Land Management:
 - a. Increasing Production
 - b. Protection of land and water resources
 - c. Access to land
 - d. Management of municipally-owned land
 - e. Role of agricultural and land trusts
- II. Economic Viability and Workforce:
 - a. Training
 - b. Housing
 - c. Pricing
- III. Planning and Policy:
 - a. Food Safety (Federal: FSMA; State/Local: MA Public Health regulations)
 - b. Agricultural or Conservation Commissions
 - c. Dispute Resolution – Conflicting Interest for Land Uses
 - d. Local zoning/regulatory and other legal Issues
 - e. Land valuation
- IV. Land Access and Tenure:
 - a. Ownership
 - b. Leasing
 - c. Succession Planning
- V. Local Food Marketing:
 - a. Farmers' markets, roadside stands, and regional hubs (e.g., Boston Public Market)
 - b. Local foods in schools/institutions
 - c. Restaurants
 - d. Supermarkets
 - e. Community Supported Agriculture
 - f. Food processing

- g. Aggregation/distribution
- h. Strategies to support marketing and increased consumption of local shellfish and seafood
- i. Education – planning for agricultural business viability
- VI. Public Health and Local Food:
 - a. Nutrition Assistance
 - b. Education
- VII. Social Justice and Racial Equity and Local Food:
 - a. Healthy, nutritious food accessibility
 - b. Pricing for grower business viability, social justice and racial equity

7. **Project Team:** Metropolitan Area Planning Council (MAPC) and its project partners: Pioneer Valley Planning Commission (PVPC), the Franklin Regional Council of Governments (FRCOG), and the Massachusetts Workforce Alliance. Two additional organizations, Fertile Ground and the Boston Collaborative for Food and Fitness, have been contracted to join the Project Team to provide enhanced outreach to under-represented stakeholders.

SCOPE OF SERVICES Phase I

Phase 1: Planning and Communications

Task 1– Project Management and Communications

Key components:

- Establish as directed by the Department and Massachusetts Food Policy Council (“Council”), a project management and communication process that clearly defines the roles, responsibilities, expectations, and project marketing.
- The Contractor’s Project Team (MAPC) membership shall be confirmed which shall include all members, their roles, responsibilities, and the working and reporting relationships with the Department. The MA Work Force Alliance and a yet to be named Minority and Women Business Enterprise specializing in public outreach shall be included on the team. The Contractor shall develop and share agendas, meeting minutes, and any relevant materials with the Department. All Contractor meeting information (dates, times, locations, minutes) shall be provided and shall be posted to a standalone communications platform, including meeting minutes.
- The Contractor shall provide a finalized work plan, budget, and schedule for the services to be provided under the terms of this contract (Identified in the Contractor’s proposal within Phase 1).

Deliverables:

1. Develop a detailed description for the project timeline and communication process
2. Create a system of reporting requirements between the Contractor and Department
3. Develop a work plan, budget, and schedule

4. Establish a system for managing fiduciary responsibilities
5. Provide written quarterly reports, to the Department's representative
6. Designate a representative to attend all Food Policy Council meetings to provide updates on the status of the project as requested.
7. All Deliverables under Task 1 shall be complete by March 15, 2014.

Task 2 – Food System Plan Advisory Group and Working Groups

Key components:

1. The Contractor shall establish a Food System Plan Advisory Group (Advisory Group) for the planning process. All project partners shall be identified including the positions to be represented. Underrepresented groups and geographic representation shall be included, as well as equitable representation from the food system sectors including: farming, food policy, supermarkets, distributors, wholesalers, restaurants, processors, food security, public health, hunger, emergency food, workforces' development, institutional food, land preservation, ecological protection, economic development, waste management, composting, agricultural service organizations, nonprofit advocacy groups, nonprofit agricultural assistance programs, local, state, and federal agricultural agencies. A plan to identify individuals for the positions shall be developed. The working and reporting relationships between the Contractor, the Advisory Group, Council, and the Department shall be described and provided to the Department.
2. The Contractor shall facilitate at least eight (8) Advisory Group meetings throughout the duration of the contract. Information and dates shall be communicated with the Department.
3. The Contractor shall establish Working Group(s) as needed for the planning process. All project partners shall be identified including membership from underrepresented groups. The tasks and reporting structure of the Working Groups shall be provided in writing to the Department in a quarterly report. The Department shall review the proposed Working Group's topic areas and memberships. The Department may provide suggested amendments to the Working Group's membership or topic areas.
4. At least Eight Working Group meetings shall be facilitated by the Contractor for public engagement of stakeholders. The Contractor shall provide information on the Working Group meetings including agendas and meeting materials, as well as meeting minutes in its quarterly reports
5. The Contractor shall perform a Gap Analysis of the Commonwealth's food system resources to determine what is needed to achieve the agreed upon outcomes of the stakeholders and public participants.

Deliverables:

1. Quarterly reports with information on Advisory Group and Working Groups, topics, participants, membership, and meeting minutes. Facilitation of at least eight Advisory Group meetings.
2. Facilitation of at least eight Working Group meetings.
3. The Contractor shall complete and provide a GAP Analysis report.

Task 3 -Stakeholder and Public Engagement

Key Components:

Pioneer Valley Planning Commission (PVPC) as a member of Contractor's Project Team, shall coordinate stakeholder engagement in collaboration with a Minority and Women Business Enterprise specializing in public outreach with the following objectives:

1. A stakeholder and public engagement program shall build a constituency for the Food Systems Plan and establish a long-term vision for the Massachusetts food system.
2. Public engagement and outreach shall be designed to assure a diverse participation in the development of the Food Systems Plan, which shall provide a blueprint for strengthening statewide food systems. The Food System Plan shall focus on populations left out of traditional planning processes.
3. The Contractor shall establish goals and objectives for the Plan.
4. The Contractor shall utilize surveys and engagement of stakeholders in various sectors to identify challenges in plan development.

Deliverables:

1. An electronic stakeholder contact database including name, organization, website, phone, address and email representing diverse participation. Design, develop, and implementation of an Online Food System Plan website that shall, at a minimum, include stakeholder contact database (listed above), meeting minutes, and any relevant materials, (dates, times, locations, minutes) details for future meetings including Visioning or SWOT workshops (listed above) description of engagement process for constituents and how to engage in the process, summary information describing the process status and next steps as available,
2. Facilitate at least 6 Visioning or Strengths, Weaknesses, Opportunities, and Threats (SWOT) – workshops.
3. Develop marketing and media plan to inform stakeholders and interested parties of the progress and opportunities for engagement, including use of the stakeholder platform.
4. A written report incorporating the results from Task 3.

Task 4 - Data Research, Analysis, and Mapping

Key Components:

1. The Contractor shall focus on discerning emerging trends and connectivity between issues and sectors in the food system to ensure decisions made throughout the course of the project are informed and data driven
2. The Contractor shall use information collected from public outreach and engagement efforts, as well as comments from the Department and Council to understand critical gaps in analyzing data.
3. Collaboration between the key planning and data research staff on the Contractor's Project Team shall develop necessary tools and resources for making data driven decisions over the course of the project.
4. The Contractor shall use the information gathered from this Task to create an Online Atlas (interactive mapping application) for users to locate resources and contacts including but not limited to food and farm businesses, food access and security agencies, food processors and distributors, technical assistance and education, and local and regional marketing resources/contacts.

Deliverables:

1. An Online Food Atlas application utilizing and leveraging the data gathered in Task 3 and Task 4.

Project Changes:

Due to the nature of the proposed project, the Contractor and Department may determine there is a need to modify or change the Scope of Services. All requests for modifications must be sent in writing to the Department prior to being implemented. The Department shall respond in writing approving or requesting additional information before approving any changes. No changes may be made without written approval by the Department.

In the event that there is a need to redistribute or change the budget as proposed in Attachment C, the Contractor shall notify the Department immediately. No redistribution of funds may occur without prior written approval from the Department.

Payment and Reporting:

The Contractor shall receive funds in the amount of \$191,150 upon satisfactory completion of the

contract and submission of an invoice with supporting documentation.

The Contractor shall provide quarterly reports to the Department beginning on March 15. The quarterly reports shall provide detailed information on the advancement of the project and actions taken in furtherance of the completion of the contract. The Department will provide these reports to the Council for consideration at its meetings. The Department and Council shall have an opportunity to provide comments and feedback on quarterly reports. The Contractor shall resolve any project deficiencies and incorporate any comments identified by the Department and Council in its next quarterly report.

The Contractor shall provide a draft final report to the Department by January 5, 2015. The Department and Council may review the draft report and provide comments to the contractor for inclusion in a final report. A final report shall be submitted to the Department on or before January 15, 2015. (2 hard copies, 1 electronic copy) This report shall be a narrative explaining the following:

- What deliverable and activities have been achieved;
- What obstacles were encountered in completing the deliverables and activities;
- Any lessons learned and advice as to how the Food Policy Plan Development program could be continued; and
- Grant funds shall be disbursed after receipt of an invoice and in accordance with the schedule contained within Attachment C (RFR). In addition to the reporting requirements outlined in each Task, a detailed account of how grant funding has been expended must be submitted with the final grant report. The Department's Contract Manager shall review and approve the invoice and supporting documentation. The accounting of expenses are to be substantiated by documentation including, but not limited to, the following:
 - Invoices
 - Contracts
 - Timesheets
 - Canceled Checks

This final report must be approved by the Department before all the terms of the contract can be deemed fulfilled. The Department may require additional reporting information than that specified above before approval is made.

The Department intends to amend the contract to award the Contractor Phase 2, as specified within the RFR, and contingent upon the availability of funding.

SCOPE OF SERVICES Phase II

A. Project Management and Communications

1. Contractor will coordinate continued administration and management of the project including communications, financial management, Project Team coordination, and other tasks as enumerated in this document throughout the contract period.
2. Contractor will provide quarterly reports to MDAR summarizing planning activities during the quarter, updates on Project Advisor and Working Group activities, deliverables completed in

accordance with this contract, and a quarterly budget accounting. Each quarterly report shall include an invoice for time and expenses billed during the quarter. A list of meetings participated or organized by MAPC will be included with the date and location.

3. Contractor will deliver a final report to MDAR including not only the last quarterly reporting, but also a description of opportunities and challenges encountered during the entire planning process, lessons learned, advice for implementation of the Plan, best practices moving forward, and a final accounting of the grant expenditures under this contract.
4. Contractor will provide monthly Massachusetts Food Systems Plan updates via email that will include accomplishments and upcoming events in the context of the contract tasks, and a brief narrative to be distributed to Project Advisors, MDAR, FPC and other stakeholders as necessary.
5. Contractor and Project Team will copy MDAR on email communications to the Project Advisors and Advisor Executive Committee members.

Deliverables:

1. Written quarterly reports submitted to MDAR due: April 15, July 15, October 15, 2015 and a final report by January 15, 2016.
2. Monthly Massachusetts Food System Plan updates via email to Project Advisors, MDAR, FPC and other stakeholders as necessary by the first of each month.
3. Monthly verbal check-ins with MDAR by the 15th of each month.

B. Ongoing Engagement of Project Advisors, Advisor Executive Committee, Working Groups, and other stakeholders

1. Contractor shall coordinate Project Advisors to meet approximately five (5) times during Phase II. The Advisors, made up of statewide and New England food systems experts and stakeholders, are responsible for informing the project, making recommendations, offering insights on the Food System Plan, and encouraging their constituents to participate in the planning process. MAPC will be the repository for Project Advisory Group notes, minutes, and findings.
2. Contractor shall coordinate Working Groups under the direction of the Working Group Leads (who are members of the Advisor Executive Committee), each Working Group will be invited to meet three (3) to four (4) times during Phase II to narrow the issues; suggest key findings regarding the operation of the Massachusetts Food System; review opportunities and recommendations provided by stakeholders; take “deeper dives” into the details of their Food System Sector; and develop draft goals, objectives, measurements (or indicators), and planning and policy recommendations for their Sector. FPC members will be invited to join relevant Working Group meetings. MAPC will be the repository for Working Group notes, minutes, and findings.
3. Contractor shall coordinate the Advisor Executive Committee, which will meet prior to full Project Advisor meetings if needed during Phase II (in person or via teleconference), is

charged with assisting the Project Team with the planning process; providing critical feedback to MAPC regarding important planning decisions such as scope questions, definitions, data or research needs, and approach to goals, recommendations, and plan development. The Executive Committee will be invited to review Project Advisor meeting agendas, reports or work products of the Working Groups, other stakeholder input, and critical documents for public distribution prior to being posted or for distribution as relevant. MAPC will be the repository for Working Group notes, minutes, and findings.

4. In consultation with the Advisor Executive Committee and based on the output of the Working Groups, the Project Team will identify both short-term and long-term goals to be accomplished through the implementation of the MFSP, objectives and measurements (or indicators), and priority planning and policy recommendations that will help to achieve those goals and objectives. These materials will be presented to Project Advisors for feedback and guidance as the Plan is drafted and finalized.
5. In consultation with the Project Advisors, the Project Team will organize and execute one stakeholder forum in Berkshire County and another in the Pioneer Valley for the purpose of obtaining input for the Massachusetts Food System Plan.
6. The Project Team will request Advisors and Working Groups to identify additional research needs, which the Project Team will evaluate in consultation with the Advisor Executive Committee and MDAR. Outreach will occur to MA colleges and universities to consider research partnership opportunities.
7. The Project Team will coordinate community engagement subcontractors assisting with outreach work in under-represented communities through subcontractors Fertile Ground and Boston Collaborative for Food and Fitness.
8. Contractor shall coordinate engagement of the Project Advisors, Advisor Executive Committee, and Working Groups for input/advice. Contractor shall coordinate continued use of the web platform and communication/engagement plan to engage with Advisors and stakeholders, the public and media.

Deliverables:

1. Facilitation and coordination of up to five (5) Project Advisor meetings.
2. Facilitation of up to five (5) Advisor Executive Committee, roughly once every two months.
3. Facilitation and coordination of two (2) additional Regional Forums (by April 30, 2015) in western Massachusetts.
4. Assistance to Working Groups to meet and develop findings, goals, objectives, measurement, and planning and policy recommendations (by July 31, 2015)
5. Coordination of outreach with groups including SE MA food Security Network, MA Farm to School Conference, MA Maple Producers Association, MA Partnership for Foodsafety and Education.
6. Report on dedicated engagement of under-represented groups deliverables (# 8 above).

In addition to the above, deliverables that are on-going through the remainder of the contract include:

1. Maintain Project Advisors group and other relevant contact lists, meeting schedules and post on the website.
2. Maintain Working Group contact list and schedule and keep information up to date on the website.
3. Assist Working Groups with administrative tasks.
4. Update/maintain planning information on Facebook, and the on-line, interactive webpage, which will include at a minimum relevant data, stakeholder meeting information, project updates, and information on how to engage in the planning process.

C. Research, Analysis and Mapping

1. Contractor will perform further data analysis, based on information collected and analyzed to-date, as well as easily obtainable national data (e.g., import and distribution) to specifically inform the development of a summary of external (national, regional) and internal (in-state) conditions influencing our local food system. A summary will be included in the quarterly and final reports.
2. Contractor and Project Team will refine the draft “gap analysis” discussing issues that face agricultural and food workers in Massachusetts. This analysis will identify areas where education, training, and workforce development will be beneficial to the state food system., and it will also evaluate wage issues, as available data allow). A summary will be included in the quarterly and final reports.

Deliverables:

1. Summary of external and internal influences on the Massachusetts Food System for Project Advisor review, for eventual inclusion in the Plan. (March 31, 2015)
2. “Gap analysis” regarding issues facing agricultural and food workers for Advisor and FPC review, for eventual inclusion in the Plan. (April 31, 2015)
3. Revisions to the above drafts and creation of final drafts for Plan inclusion - see Deliverables under Task F, below.

D. Benchmarks and Metrics:

1. Develop baseline measurements to help determine the success of the planning process. This may include such items as number and diversity of stakeholders engaged, literature and other documents reviewed and summarized, research completed and mapped as appropriate. Cite measurements of success in quarterly and final reports.
2. Establish objectives based on developed Plan goals (see Task B.4., above) and associated metrics (indicators) to enable future state agency staff, the FPC, external stakeholders, and others to measure success during implementation of the MFSP over time. Metrics may include # of jobs in relevant sectors, wages, # of acres, processors, distributors, health indicators, etc.

Deliverables:

1. Summary of process benchmarks (February 28, 2015)

2. Summary of MFSP objectives and indicators to measure success during implementation (July 31, 2015)

E. Develop Policy Recommendations

Based upon the recommendations of the Working Groups, the Project Team will draft key findings planning and policy recommendations, and key assets within the food system that are well-positioned to advance these recommendations. These draft findings, recommendations, and assets will be presented to the Advisors for their review, recommendations for amendments, and eventual approval.

Deliverable:

1. Draft of key findings, planning and policy recommendations, and assets to be incorporated into the Plan. (July 31, 2015)

F. Development of the Statewide Food System Plan

The Project Team will draft the MFSP to include the following sections or chapters:

1. Executive Summary;
2. Preamble summarizing external (regional, national) and internal (in-state) conditions that affect the Massachusetts food system;
3. Summary of stakeholder engagement process (including public meetings, interviews, and other outreach efforts), results of this process, and lessons learned, along with a summary of other elements of the planning process, including an assessment of benchmarks achieved during that process;
4. Overview of the current status (existing conditions) of the Massachusetts food system, major findings of the research and data analysis (including the gap analysis on workforce issues), identification of challenges within Massachusetts food system, and major opportunities for positive change within the system;
5. Goals and objectives to be achieved by implementation of the MFSP; planning and policy recommendations (short and long-term), which will help to achieve those goals; along with assets and resources that could help to achieve these recommendations; measurements and indicators to serve as success metrics for the Plan; and
6. Strategic action plan to achieve these planning and policy recommendations (short and long-term) that includes specific actions that participants in the planning process and stakeholders should undertake, proposed timeframes for this work, potential funding sources, and recommendations for additional research and partnerships needed.

The Project Team will engage the Advisor Executive Committee and Project Advisors, as available, for their review of Plan sections, and draft chapters will be reviewed and discussed at Project Advisor meetings. Final drafts of chapters will be posted on the web for consideration by stakeholders and other members of the public. All comments will be reviewed and considered as part of the final review process.

A unified draft of the Plan will be presented to the Project Advisors for their review, determination of final amendments, and approval. The Project Team will then create and deliver a final draft of the Plan for presentation to the FPC, for their consideration and action.

Deliverables:

1. Referring to each chapter of the Plan as outlined above:
 - a. Preamble on external and internal conditions (Draft April 30, 2015)
 - b. Summary of stakeholder engagement and other processes (Draft May 31, 2015)
 - c. Overview of current conditions, challenges and opportunities (Draft June 30, 2015)
 - d. Plan goals, planning and policy recommendations, assets, and success metrics (Draft July 31, 2015)
 - e. Strategic action plan for implementation of MFSP (Draft by September 15, 2015)
 - f. Executive summary (Draft by September 30, 2015)
2. Drafts of individual chapters will be presented sequentially to the Project Advisors for review and discussion as they are completed according to the delivery dates above. Final draft chapters will be posted as PDF files on-line (Drafts by October 23, 2015) A mechanism will be established to promote to stakeholders and the public that these chapters are posted, and how to share feedback.
3. A unified draft will be submitted to the Project Advisors as PDF files for review, revision, and approval (by November 13, 2015)
4. Plan will be submitted to the FPC as PDF files for their consideration (by December 4, 2015)
5. The final Plan, as submitted to the FPC, and a final report shall be submitted to MDAR – as (18) printed copies and one (1) electronic copy as PDF file(s) (December 23, 2015)

Project Changes

Due to the nature of the project, MAPC and MDAR may determine there is a need to modify or change the Scope of Services. All requests for modifications must be sent in writing to MDAR prior to being implemented. MDAR shall respond in writing approving or requesting additional information, within two weeks of receipt of a request, before MAPC can make any changes. No changes may be made to the scope of services without written approval by MDAR.

In the event that there is a need to redistribute or change the budget as proposed in Attachment B, MAPC shall notify MDAR immediately. No redistribution of these funds exceeding 10% of the total contract may occur without prior written approval from MDAR.

Payment and Reporting

MAPC shall receive funds totaling \$315,000; \$191,150 Phase I and \$123,850 Phase II. Grant disbursements shall be made subsequent to the submission of each quarterly report and invoice, as outlined in Task A, above. MDAR's Contract Manager shall review and approve the invoice and supporting documentation. The accounting of expenses will be substantiated by documentation including, but not limited to, the following:

- Invoices
- Contracts
- Labor expenditure reports
- Canceled Checks