



APPENDIX A: PARTNER RECOMMENDATIONS

EDUCATION & TRAINING

Recommendation 1. Standardize and expand farm to school procurement data collection and evaluation.

Action 1. Convene statewide partners to address gaps in data collection and availability. Shared metrics streamline procurement, support evaluation, and enable cross-sector coordination. Roadmap data and findings can be leveraged to support these conversations.

Action 2. Prioritize ongoing evaluation of local procurement impact. Data that clearly demonstrates the benefits of local procurement supports farm to school advocacy and education and helps school leaders and policymakers justify investments in farm to school procurement.

Recommendation 2. Expand culinary training opportunities for school nutrition professionals, with an emphasis on train-the-trainer models.

Action 1. Secure sustained funding for workforce development and train-the-trainer programs.

After being retained and expanded in November 2025, the Healthy School Meals for All (HSMA) program represents a significant increase in funding available for technical assistance and training on scratch cooking and local procurement.

Action 2. Evaluate workforce development and scratch-cooking training programs.

Robust evaluation is needed to establish clear links between workforce development opportunities and key metrics of success, including:

- Staff retention rates
- Confidence in culinary skills
- Increased rates of scratch cooking

PROCUREMENT PROCESSES & TOOLS

Recommendation 1. Develop a centralized repository of Colorado-specific local bid templates in collaboration with statewide nonprofits and agencies.

Action 1. Compile a list of bid resources that incorporate farm to school priorities such as source origin requirements, or options to incorporate points for food sourcing values.

Recommendation 2. Work with DoD Fresh and broadline distributors to specify product source origin and define local within ordering platforms.

Action 1. Ensure accurate reporting of source origin, as well as a clear understanding of how local is being defined and where food is processed.

INFRASTRUCTURE & CAPACITY

Recommendation 1. Leverage state and federal funds to support food processing and local value-added options.

Action 1. Support school districts, food hubs, and producers interested in developing or expanding food processing and value-added capabilities.

Action 2. Invest in processing and value-added products to extend seasonal availability and reduce labor demands.

Action 3. Encourage school district and community level processing events to engage community members in farm to school efforts while lengthening access to fresh produce beyond the regular growing season.

RELATIONSHIPS & CULTURE

Recommendation 1: Integrate values-setting into existing farm to school trainings.

Action 1. Establish shared values around equity, nutrition, rural economic development, sustainability, and related priorities to support administrators and community members as they align and build lasting momentum around farm to school efforts.

Recommendation 2. Provide school districts with materials to highlight farmers, including support with developing corresponding social media content.

Action 1. Provide ready-to-use physical and social media resources to allow school districts to more effectively showcase their farm to school work. Include materials that feature farmers and ranchers to create opportunities for students to better connect with producers.

Recommendation 3. Streamline processes of gathering student feedback to reflect student interests and increase engagement with school meals.

Action 1. Share existing templates for student feedback on school meals. **Templates developed by Nourish Colorado** offer a valuable tool to accompany technical assistance and training on how to effectively gather student input.

Action 2. Provide training on best practices for gathering student feedback.

FUNDING & RESOURCES

Recommendation 1. Communicate local procurement funding priorities to legislators.

Action 1. Share priorities, best practices, and barriers related to farm to school procurement, including guidance on where investments in local procurement can support overlapping state agency priorities such as statewide distribution infrastructure, processing, and workforce development.



APPENDIX B: ONGOING ACTIONS

The tables below were developed to outline ongoing farm to school procurement initiatives across the state of Colorado to avoid duplicating existing efforts.

This is not a comprehensive list, as farm to school procurement is championed by many individual producers, food hubs, school districts, and regional

organizations in Colorado. Instead, these tables reflect an effort by School Nutrition to understand how organizations that operate at the statewide or national levels are already addressing the solutions identified through the Roadmapping process, highlighting opportunities to leverage existing efforts and collaborate with partners.

EDUCATION & TRAINING

Building the knowledge, skills & technical capacity of school district staff, students, & administrators

STRATEGY/SOLUTION	LEAD ACTOR(S)	ONGOING ACTIONS
Farm to school educational materials & training opportunities	CDE	Online, in-person, and webinar trainings
	Nourish Colorado	<ul style="list-style-type: none"> Local Food Program Guidebook In-person trainings and workshops
	National Farm to School Network	Farm to School Resource Database
	Vermont Feed	<ul style="list-style-type: none"> Northeast Farm to School Institute Farm to School Institute Adaptation Program FEED Resource Library
	Chef Ann Foundation	<ul style="list-style-type: none"> The Lunchbox Apprenticeship Program and online courses on scratch-cooking
	USDA	Farm to School Resource Index, including: <ul style="list-style-type: none"> Building Farm to School Team Resources for producers and for working with producers Menu planning School gardens Food Safety

STRATEGY/SOLUTION	LEAD ACTOR(S)	ONGOING ACTIONS
Workforce training in local food prep (e.g. train the trainer)	Nourish Colorado	TA grant with current Local Food Program includes on-site training and technical assistance <ul style="list-style-type: none"> · Local Food Program information · Local Food Program Guidebook
	Chef Ann Foundation	Healthy School Food Pathway pre-apprenticeship, apprenticeship, and fellowship programs
Education for districts on producers' needs	CDE	Educational programming as part of connection events
	Nourish Colorado	Local Food Program Guidebook
Education for producers on districts' needs	CDE	Educational programming as part of connection events
	Nourish Colorado	Local Food Program Guidebook <ul style="list-style-type: none"> · Product Availability & Pricing template · Connecting with School Buyers · Farm Availability Template
	CFVGA	Produce Safety Courses, tools, and resources
	CDPHE	Roadmap for producers to participate in farm to ECE
F2S education & storytelling for admin (e.g. in-person tours, samples)	CDA	Offers guidance and materials to districts on F2S storytelling
	Nourish Colorado	F2S Success Stories video campaign
F2S marketing materials & opportunities	Vermont FEED	Communicating & Marketing Your Farm to School Efforts Workshop <ul style="list-style-type: none"> · Workshop recording · Communications planner · Communications & outreach planning
	Nourish Colorado	Local Food Program Guidebook <ul style="list-style-type: none"> · Local Food Promotional Flyers - printable resources for specific fruits & veg
Measuring menu popularity	School Districts	Provide student feedback forms to evaluate meal popularity with local and non-local options
	Nourish Colorado	Local Food Program Guidebook <ul style="list-style-type: none"> · Student Engagement Resources (including templates)
Demonstrate benefits of farm to school purchasing (financial, food waste, program participation)	National Farm to School Network	Resource Database

PROCUREMENT PROCESSES & TOOLS

Systems, strategies, & resources to simplify & standardize local purchasing

STRATEGY/SOLUTION	LEAD ACTOR(S)	ONGOING ACTIONS
Utilize food hub, farmers market, or other aggregator	CDE	Training topic
	Nourish Colorado	Local Food Program Guidebook · Know Who Sells - food hub distribution map
	CDA	· Community Food Consortium · Colorado Proud · Search for food hubs, aggregators, and distributors
	Food hubs & aggregators	Individual outreach work with schools
	Kitchen Sync Strategies	Consulting services and relationship building with producers, aggregators and school districts
Collaborative procurement processes among districts	CDE	Provides regulatory information in training and technical assistance Reviews RFAs over \$250k
	Nourish Colorado	Regional Food Systems Partnership
DOD/distributors expand local options & include source origin	CDHS	Oversees commodity food programs
	COFSAC & Nourish Colorado	Research into availability of source origin through broadline distributor platforms.
Start somewhere; small local additions	CDE	Supports through training
		Sponsor connection events · Events and Trainings page
Advanced purchasing commitments and demand forecasts	CDE	Regulatory information
		Training topic
Find ways to smoothly integrate local into purchasing processes	Nourish Colorado	Local Food Program Guidebook · How Schools Procure- flow of funding to schools · Getting Your CO Grown Food to Schools - suggested purchasing timelines

STRATEGY/SOLUTION	LEAD ACTOR(S)	ONGOING ACTIONS
Standardized, local-specific bids & bid templates	CDE	In Progress
	Vermont Feed	Farm to School Procurement Toolkit · Farm to School Procurement Inquiry - fillable Google template
	Chef Ann Foundation	The Lunch Box · Procurement: Tools & Resources - includes informal & formal bid templates, statement of pricing worksheets, & more
Forecasting tools (e.g. price comparisons, seasonality)	CDE	Training on forecasting as part of the procurement & bid process · Events and Trainings page
	Nourish Colorado	Local Food Program Guidebook · Know Your Menu - guide to seasonality & prep level for CO fruits & veg
Develop risk mitigation strategies with producers	CDE	Part of the bid process
Bid & cost transparency for producers		

INFRASTRUCTURE & CAPACITY

Physical & operational capacity to handle food

STRATEGY/SOLUTION	LEAD ACTOR(S)	ONGOING ACTIONS
Dedicated farm to school staff	CDE	CDE Farm to School team
	Local Educational Agency	Individual decisions on whether to add staff positions
On campus growing	CDE	Provides examples, resources for gardens
		Connections with other sponsors
	Guidestone Colorado	Professional development opportunities for teachers incorporating garden ed into the classroom · For Teachers
	Nourish Colorado	Local Food Program Guidebook · School and Community Gardens
	Colorado Foundation for Agriculture	Colorado Ag in the Classroom · Campus garden lessons by grade level and teaching resources

STRATEGY/SOLUTION	LEAD ACTOR(S)	ONGOING ACTIONS
Increase processed options & education around processing	Nourish Colorado	Local Food Program Guidebook · Organizing food processing days
	USDA	Ongoing grant opportunities

RELATIONSHIPS & CULTURE

Strengthening trust, shared values, and community engagement around farm to school

STRATEGY/SOLUTION	LEAD ACTOR(S)	ONGOING ACTIONS
Engage students (FFA, 4H, SAE, culinary classes)	Nourish Colorado	Engages students in farm to school
	CDA	Farm to school meal month
	Colorado Foundation for Agriculture	Colorado Ag in the Classroom
Celebrate farm to school	CDE	· In-person events & trainings · Support CO Proud Farm to School Month
	Nourish Colorado	Local Food Program Guidebook · Local Food Promotional Flyers · Promoting Local Foods - Monthly Calendars In-person events & trainings
	CDA	Colorado Proud Farm to School Meal Month
	USDA	Healthy Meals Incentives Awards
Understand administrator perspectives	CDE	In-person training events
Engage producers, students, administrators in events & education together	CDE	Hosts connection events
	Nourish Colorado	In-person events & trainings
Values shift away from price	CDE	Incorporated in farm to school education; technical assistance on values-based procurement
	COFSAC and Nourish Colorado	Ongoing research on statewide food purchasing values
Parent farm to school buy-in	CDA	Farm to School Meal Month & Crunch-Off
	CDE	Collaboration with CDA Farm to School Month

FUNDING & RESOURCES

Financial resources & sustainability of farm to school efforts

STRATEGY/SOLUTION	LEAD ACTOR(S)	ONGOING ACTIONS
Access to targeted local procurement funding	CDE	<ul style="list-style-type: none"> Local Food Program Pilot (LFPP) Healthy School Meals for All (HSMA)
	USDA	Federal funding & grant opportunities <ul style="list-style-type: none"> Past: Local Food for Schools (LFS) Ongoing: Patrick Leahy Farm to School Grants, Equipment Grants Program
Funding for staff increases	CDE	Healthy School Meals for All



APPENDIX C: SANKEY DIAGRAM



Solutions not displayed on Sankey Diagram (identified as a top 3 solution fewer than 3 times), organized by barrier:

Select your top 3 solutions to the perception that buying local is outside of normal procurement processes

- Forecasting tools (e.g. price comparisons, seasonality)
- Utilize agricultural surplus

Select your top 3 solutions to producers' perception that CO districts are not committed buyers

- Develop risk mitigation strategies with producers
- Education for districts on producers' needs

Select your top 3 solutions to school administrators not seeing the rewards of farm to school

- Find ways to smoothly integrate local into purchasing processes
- Understanding administrator perspectives
- Show food waste benefits of F2S purchasing
- Parent F2S buy-in

Select your top 3 solutions to district constraints

- Dedicated processing days
- Measuring menu popularity
- Funding for staff increases
- Learning & creating tools from successful districts
- Identify farm to school champions