



RESPONSIBLE PURCHASING GUIDE

food services



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about this guide

The Responsible Purchasing Guide for Food Services is published by the Responsible Purchasing Network in print, as a PDF file, and on the web. Print and PDF copies are available to the public for purchase. The online edition includes additional resources available to members of the Responsible Purchasing Network, including searchable product listings, multiple policy and specification samples, a list of industry standards, and related documents. Visit www.ResponsiblePurchasing.org to purchase a copy or to access the members-only web-based edition of this Guide.

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the Responsible Purchasing Network

The Responsible Purchasing Network (RPN) was founded in 2005 as North America's first network of procurement and sustainability professionals dedicated to socially and environmentally responsible purchasing. RPN is a program of the Center for a New American Dream (www.newdream.org) and guided by a volunteer Steering Committee of leading procurement stakeholders from government, industry, educational institutions, standards setting organizations, and non-profit advocacy organizations.

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SOCIAL AND ENVIRONMENTAL ISSUES

Food services have profound impacts on human health and the environment. The industrial agriculture system contributes between 17% and 32% of all human induced greenhouse gas emissions. Food is frequently produced with hazardous pesticides, fertilizers, growth hormones and antibiotics. Food waste is the single largest component, by weight, in the American waste stream.

BEST PRACTICES

Form a Food Services Green Team comprised of staff from purchasing, management, facilities, public relations and other affected stakeholders. This team should design, implement, track, and report on sustainable food service programs. The first step is to collect baseline data on: energy and water consumption; waste generation; and the types of food and food service products procured. Use this baseline to establish goals and measure progress. Adopt a policy reflecting these goals. Replace conventional goods with products that conform to standards such as Energy Star, USDA Organic, Fair Trade, and/or are biobased, recycled-content, reusable and/or recyclable. Publish an annual report that includes measurable results, celebrates successes, and identifies obstacles and next steps.

COST, QUALITY, AND SUPPLY

On balance, a variety of short and long term cost saving sustainability measures, such as those that reduce energy, water and food waste, can offset higher costs associated with sustainability upgrades, such as the use of organic food or compostable serviceware. Locally sourced food can be fresher, and organic foods can be more nutritious and safer. Recent studies show increased mineral content in organic foods such as significantly increased levels of Vitamin C, iron, magnesium and phosphorous. These foods are all typically available through conventional suppliers and in most local markets. Energy Star rated kitchen appliances, and durable and disposable (biobased and/or recycled content) serviceware products can also be sourced through major distributors. Compostable serviceware is not yet widely available, but is rapidly gaining traction as innovative products bring down prices.

POLICIES

A model sustainable food service policy should mandate: solid waste reduction, lower greenhouse gas emissions, water and energy efficiency and conservation, the procurement of local and sustainable food, food waste reduction through portion control and low-carbon menus that promote, for example, less meat consumption. Kaiser Permanente and Woodbury County in Iowa, both have exemplary policies.

SPECIFICATIONS AND STANDARDS

Specify these food certifications: Demeter Biodynamic, Fair Trade, Food Alliance, Humane Raised and Handled, IMO, Marine Stewardship Council, Organic, Protected Harvest, and Rainforest Alliance. Specify food service equipment certified by Energy Star and NSF International. Use these food service operation certifications: AASHE STARS, Green Restaurant Association, Green Seal, USGBC LEED, and locally-available green restaurant and grocer certifications (such as those in San Francisco

and Santa Monica, CA). Specify food serviceware certified by ASTM, Biodegradable Products Institute, and EcoLogo. As available and appropriate, also specify local, regional, reusable, recycled, recyclable, and/or biobased, products.

PRODUCTS

The RPN Database contains thousands of Energy Star appliances, compostable serviceware products, and links to databases for local and certified food distributors and composting services.

CALCULATORS

Use these calculators to measure energy and water consumption and to project savings associated with efficient appliances and alternative disposal methods:

- ▶ **Food Service Technology Center Life-Cycle and Energy Cost Calculators**
These calculators measure the annual energy consumption of commercial food service appliances according to performance, usage and utility costs.
- ▶ **Food Service Technology Center: Pre-Rinse Spray Valve/Water Cost Calculator**
This calculator estimates the savings associated with low-flow pre-rinse spray valves.
- ▶ **NYC Wasteless Calculator**
This calculator measures the environmental and monetary benefits of switching from disposable cups and bowls to reusable serviceware.
- ▶ **The Joint Service Pollution Prevention Opportunity Handbook Economic Analysis for Food Waste Composting or Reuse**
Use this calculator to determine the annual operation and capital costs and payback period for investing in a composting program.



Food purchase, storage, service and disposal all profoundly affect a wide range of social and environmental issues. Food production and distribution systems are increasingly globalized, industrialized, and resource intensive, negatively impacting land, water, and soil quality, while destabilizing local farming communities.

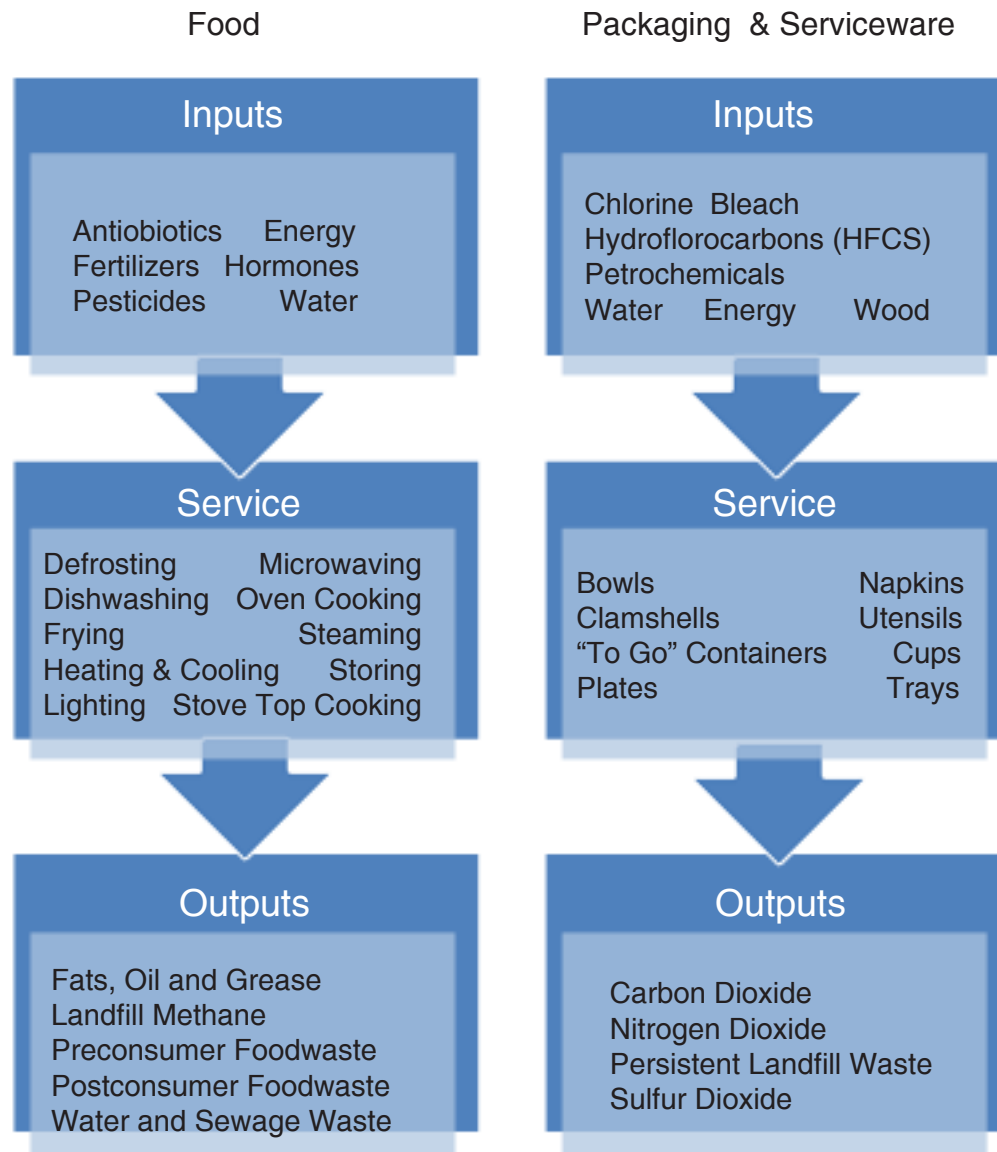
In fact, food service operations are among the most energy and water intensive of all the commercial sectors. But since most food consumed in the United States includes little or no information about origin or production practices, consumers are largely unaware of these impacts. Consequently, large scale food service operations often unknowingly perpetuate unsustainable practices.

The following are six significant social and environmental concerns related to food services.

1. Hazardous Substances

- ▶ **Antibiotics** Industrial meat facilities house animals in close quarters, often without sufficient ventilation and sanitation. Operators feed antibiotics to chickens, pigs and cattle to prevent bacterial diseases that emerge in these unhygienic conditions. These antibiotics, administered at unregulated rates, represent half of the consumption of antimicrobials produced globally (WHO 2002). In fact, 70% of all antibiotics consumed in the US are used as additives in livestock feed (Harvie 2006). Overuse of these antibiotics induces a rapid evolution toward antibiotic resistant strains of the targeted microorganisms, making the antibiotics less effective in treating both animal and human illnesses.
- ▶ **Arsenic** Every year 1.7-2.2 million pounds of arsenic are fed to chickens to promote growth (Wallinga 2006). A 2006 study by the Institute for Agriculture and Trade Policy found that 55% of tested chicken supermarket products contained arsenic. Arsenic is known to cause cancer and can contribute to heart disease and diabetes.

Figure 1: Major Life Cycle Components of Food and Serviceware

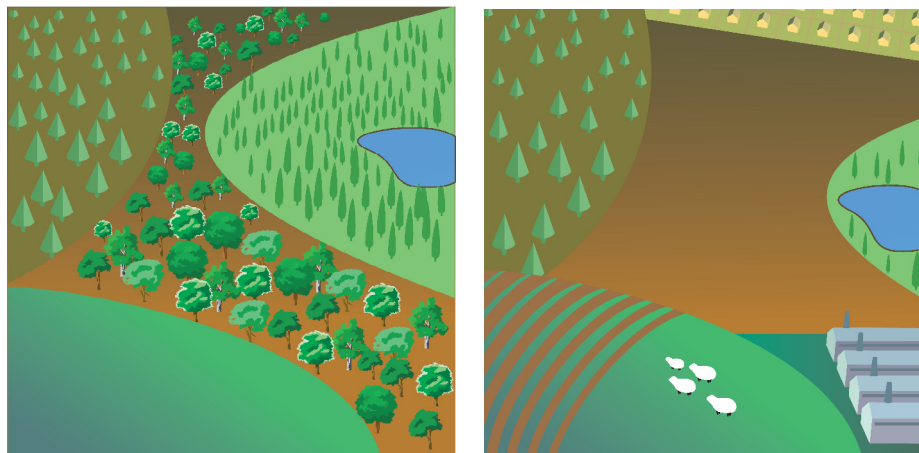


- **Pesticides** Farmers rely on chemical pesticides to kill plants, pathogens, insects, birds and rodents that obstruct the cultivation of crops during growing seasons. While these chemicals provide a temporary solution to pest problems, the long term and peripheral consequences to human health and ecosystems are severe. As pests form resistance to pesticides, farmers apply increased quantities to maintain effectiveness. Pesticides can degrade into substances three times as toxic as their parent compound -- a serious cause for concern when pesticide runoff infiltrates groundwater and contaminates drinking water (USGS 2001).

- ▶ **Recombinant Growth Hormone (rBGH)** Many American dairy cows are given rBGH, a genetically engineered hormone, to increase milk production. The rBGH increases levels of insulin-like growth factor-1 (IGF-1), a compound also present in humans in identical form. The IGF-1 in cow's milk is passed on to humans who, under normal circumstances (where IGF-1 is unaccompanied) can digest it. However, because it is accompanied by casein, a protein found in milk, the human body is unable to digest IGF-1. High levels of IGF-1 are linked with breast and prostate cancer (HCWH 2008).
2. **Energy Use and Greenhouse Gas Emissions from Agriculture**
- Industrial agriculture contributes between 17% and 32% of all human induced greenhouse gas emissions (Bellarby 2008). The following techniques used to cultivate crops and raise livestock produce significant atmospheric emissions, most notably carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O):
- ▶ **Livestock Production** Industrial operations for livestock production contribute directly and indirectly to emissions in the atmosphere at every stage of production. In fact, the livestock sector generates 18% of the world's GHG emissions (Bellarby 2008). Meat is produced using animal feeding operations (AFOs) where livestock are raised and fed in confined situations. These AFOs require a quarter of the world's agricultural land for the production of feed. Grain for feed is produced using petroleum-derived fertilizers and pesticides, fossil-fueled machinery, and energy-consuming irrigation techniques (Sonesson 2003). Additionally, insufficient management of manure from these operations results in releases of methane and nitrous oxide into the atmosphere. Beef consumption has the greatest environmental impact of all meat products. In the US today, solid waste from domesticated animals and enteric fermentation from cows are responsible for roughly 200 million metric tons of carbon dioxide equivalents (CO₂e) (DOE/EIA 2007).
 - ▶ **Fossil Fuels** Production, packaging and distribution of food products is heavily reliant on fossil fuels. Agriculture accounts for one fifth of the total fossil fuel use, while the rest is used to move, process, package, sell and store food after it leaves the farm (EPI 2005). Agricultural and fossil-fuel subsidies, as well as other externalizations of social and environmental costs, keep distantly produced foods artificially low in price, providing consumers with incentive to eat globally rather than locally. On average, conventional food products travel at least 1,500 miles before they reach the plate (FWW 2007). Air miles are particularly damaging to the environment because air travel emits more CO₂ per ton than any other form of transportation. A study conducted by the Leopold Center for Sustainability compares the fuel use of a conventional food system to a local Iowa food system, and shows that switching to a local food economy would save 280 to 346 thousand gallons of fuel, equivalent to the average annual diesel fuel use of 108 local Iowa farms (LCSA 2001).
 - ▶ **Land Use Change** Agricultural lands take up close to half the earth's land surface. Compared to the forests and other natural landscapes they replace, crop lands have very low potential for storing carbon, so conversion to crop

lands releases greenhouse gases and reduces future carbon storage potential. (See [Figure 2](#).) As demand for energy-intensive food grows with population and diet changes, intensive cultivating practices degrade croplands, forcing farmers to further disrupt natural landscapes and move to ever more marginal lands with even lower rates of production (IPCC 2007). A quarter of the world's agricultural lands are used to grow animal feed, which presents additional energy demands and GHG emissions described in the livestock section.

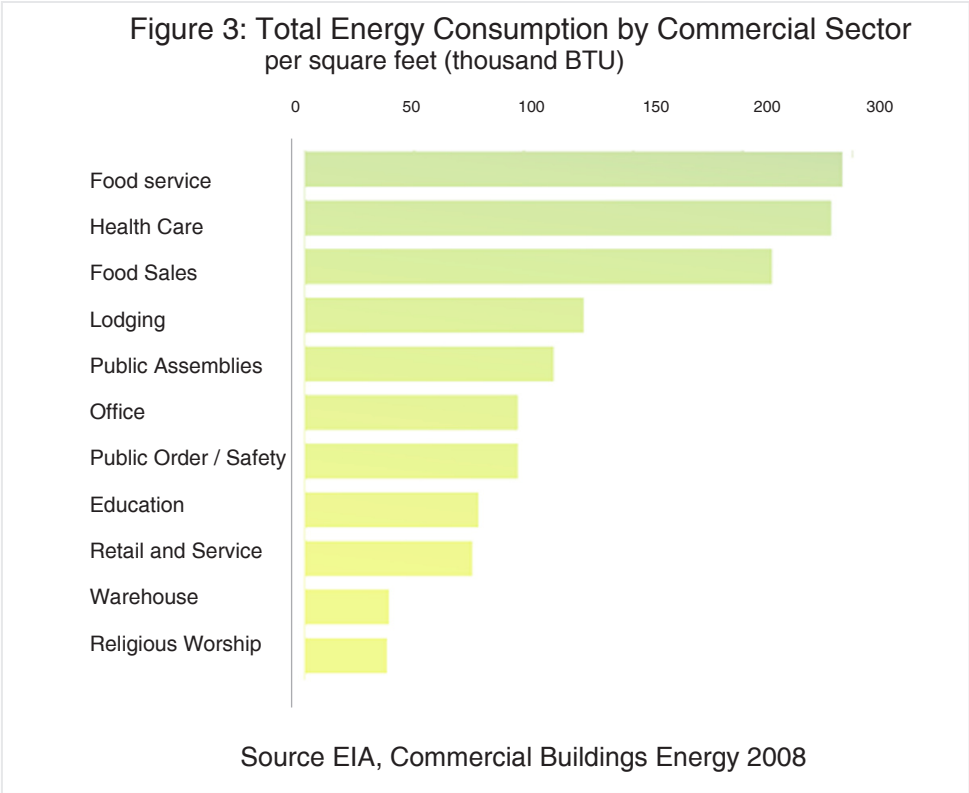
Figure 2: Land Use Change: From Natural Vegetation to Cropland



- ▶ **Fertilizers and Pesticides** The production, transportation, storage and use of chemical pesticides and fertilizers, particularly nitrogen fertilizers, require intensive energy inputs that produce about 1% of the world's total greenhouse gas emissions (Bellarby 2008). Nitrogen fertilizers added to soil in excess are not taken up by plants but are released into the atmosphere as nitrogen oxide, a compound that has a global warming potential 300% greater than carbon dioxide.

3. Social Responsibility

- ▶ **Trade Policy** Highly subsidized agricultural markets and dramatic income disparities between the global north and south have combined to foster a global food trade that allows many consumers to source agricultural goods cheaper from abroad than from domestic producers. Global commodity markets fluctuate based in part on the quest for short term earnings by investors who are physically and emotionally distant from farming communities. These factors combine to cause instability in small, local farm communities where normal weather-induced booms and busts are accentuated by unfair trade policies. Localized production and consumption, and fair trade standards for international trade, can help secure food supplies by diversifying sources and improving the ability of small farmers to produce high quality food products.



► **Worker Rights** There are two to three million farmworkers in the US today. The majority of these are migrant workers from outside the US (OA 2004). Many earn below-poverty wages, endure unfair employment conditions and lack access to health care. Farm workers are among the lowest paid and least protected workers in the US, with 75% earning less than \$10,000 per year (OA 2004). Additionally, farm workers suffer from the highest rate of toxic chemical injuries of any workers in the US because of their constant exposure to agrochemicals and high stress working conditions (OA 2004).

4. Energy Use in Food Service

Food service operations are among the most energy intensive in the commercial sector, accounting for 6% of all commercial energy consumption (DOE/EIA 2008). (See [Figure 3](#).) Most of this energy is consumed in kitchen facilities where food is stored and prepared by appliances that, in many cases, operate 24 hours per day. Overall, energy in a food service facility is typically consumed in order of intensity by: cooking, lighting, refrigeration, space heating and water heating (DOE/EIA 2008).

5. Water Use in Food Service

Water degradation and scarcity are growing international concerns. Although three quarters of the earth is covered in water, only one percent of it is potable. Climate change is linked to recent drought conditions in the US. Not only is the freshwater supply diminishing, but the quality of our remaining water

supply is threatened by wasteful and contaminating industrial practices. Food service establishments can improve water efficiency by changing wasteful practices and upgrading to water efficient kitchen appliances. Water is used at unregulated rates for dishwashing, refrigeration, food disposal and cooking. A typical garbage disposal in a commercial food service operation consumes between 400-1800 gallons of water per day (FN 2007). The resulting wastewater is pumped and treated in an energy intensive purification process.

Bottled Water

The increasing popularity of bottled drinking water poses a significant threat to the environment, from the energy used to produce plastic containers and deliver filled bottles to consumers, to the concentrated water withdrawals near bottling facilities, to the plastic waste from discarded bottles. Bottled water is typically served in single-use polyethylene terephthalate (PET) containers derived from petroleum. In 2006, nearly 900,000 tons of PET was used to make bottles for US consumption. According to one estimate, producing these bottles required the energy use equivalent of more than 17 million barrels of oil, and produced over 2.5 million tons of carbon dioxide (PI 2007). This is the same amount of carbon dioxide that would be emitted by over 400,000 passenger vehicles in one year (EPA 2007). Please see the [Responsible Purchasing Guide to Bottled Water Alternatives](#) for more information.

6. End of Life Management

Solid waste is a visible reminder of the environmental impacts associated with dining services. Food service waste has two main components:

- ▶ **Food Waste** According to the EPA, food leftovers are the single largest component of the waste stream by weight in the United States (EPA 2008a). It is comprised of pre- and post-consumer waste. Pre-consumer waste is discarded by kitchen staff in the form of overproduced food, trim waste, spoiled food, dropped items, overcooked items, or leftover buffet line and salad bar food. An estimated 4-10% of all purchased food is discarded as pre-consumer waste (LP 2008). (See [Figure 4](#).) Post consumer waste includes food scraps left over from customers. This waste can be a product of food serving practices. For example, all-you-can-eat serving styles create more food waste than a la carte serving because customers tend to take more than they actually eat. Food waste is sent to landfills where it takes up space and decomposes, producing methane, a greenhouse gas with heat trapping potential 23 times greater than CO₂ (IPCC 2001).
- ▶ **Serviceware and Packaging** Single-use disposable food serviceware items such as: forks, spoons, knives, cups, bowls, plates, straws, clamshells, and trays, are typically made from various types of petroleum-based plastics, paper and expanded polystyrene (EPS, more commonly known by the brand name Styrofoam). These products typically end in landfill where they ultimately release hazardous emissions. Plastic and EPS degrade or

Figure 4: Pre-Consumer Food Waste

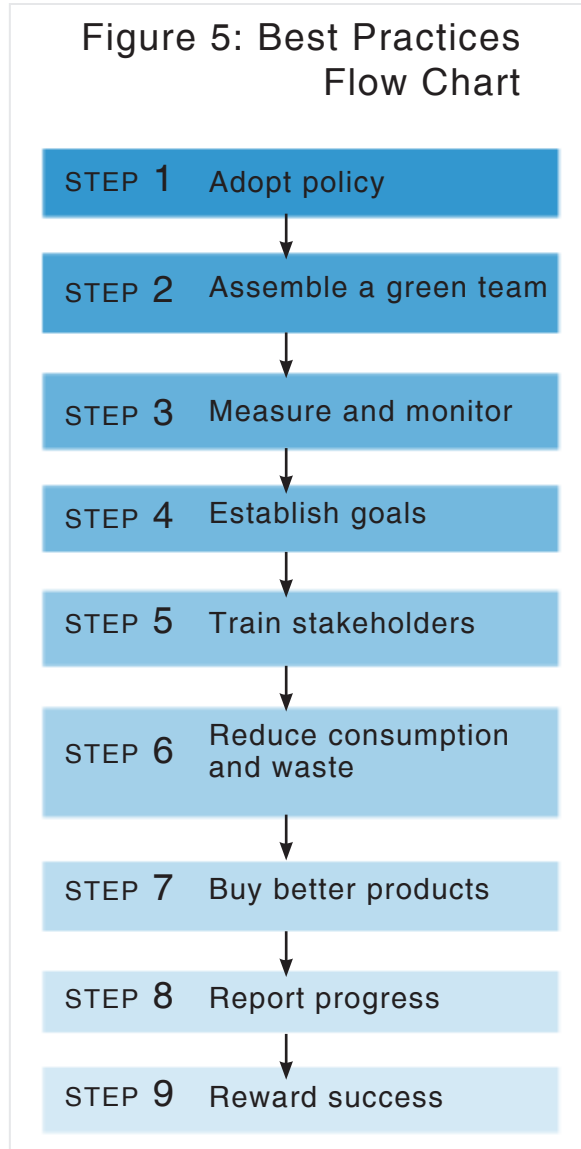


decompose very slowly, potentially remaining intact for hundreds of years, affecting surrounding ecosystems and occupying scarce land. Or, they may be incinerated, quickly releasing emissions such as sulfur dioxide (SO₂), dioxins, particulates, carbon dioxide (CO₂) and nitrogen dioxide (NO₂).

The six significant social and environmental issues outlined above present food service operators with many opportunities for improvement. The rest of this Guide describes how to reduce the negative impacts associated with food services, while in many cases also reducing both short and long term costs.

There are nine best practices for implementing a socially and environmentally responsible food program.

The program should: 1) be mandated by policy; 2) involve stakeholders in decision-making; 3) measure current consumption and impacts; 4) establish goals; 5) train stakeholders; 6) reduce consumption by reducing wasteful practices; 7) shift to high quality, cost-effective goods and services that reduce negative impacts on human health and the environment; 8) track and report progress; and, 9) reward success.



1. ADOPT POLICY

Depending on your organization’s decision-making structure and procedural conventions, “policy” may consist of brief top-level mandates such as an executive order as well as more detailed guidance documents that describe processes and preferences for purchasing, use and disposal. Responsible food service policy should state an organizational commitment to sustainable purchasing and practices, and provide a broad framework for reducing consumption and shifting to products and practices that reduce negative impacts on human health and the environment. See the [Policies](#) section for sample policies.

Specifically, a policy should:

- ▶ Be endorsed or issued by executive management, such as a Governor, Mayor, President or CEO, or a governing body such as a City Council, Legislature, or Board of Directors. The issuing executive should be informed of the benefits of sustainable food services and be able and willing to champion policy implementation.
- ▶ Establish broad goals, or procedures for establishing goals.
- ▶ Assign responsibility for implementation, typically designating a Food Services “Green Team” tasked with implementing and reporting on responsible food service programs.
- ▶ Set timelines and benchmarks. For example, a policy might require that within two years of policy adoption, 50% of food should be sourced from producers located less than 150 miles from the dining facility.
- ▶ Establish a reporting structure, typically requiring that an annual report be submitted to the executive body and describing the type of content required in the report.
- ▶ Mandate educational training and outreach on responsible purchasing policies, products and practices, for personnel involved in purchasing, facilities, kitchen staff and others affected by the policy and program.
- ▶ Address financial considerations related to the changes envisioned by the policy, such as establishing the use of Total Cost of Ownership rather than evaluating purchases based on price alone.
- ▶ Define the metrics for valuing and measuring impacts on human health and the environment, such as stating a preference for Life Cycle Assessments and ecolabel standards.

2. ASSEMBLE A GREEN TEAM

Policy should mandate the establishment of a “green team.” But with or without formal policy, it is important to gather a team of stakeholders, ideally comprised of staff representatives from Procurement, Facilities, Waste Management, Energy Management, Kitchen Operations and Food Preparation, Events and Catering, Customers (the people using the dining facility), and others as necessary. But remember -- many initiatives start with just one dedicated individual.

3. MEASURE AND MONITOR

Establish a monitoring system that tracks procurement and consumption data and its related impacts on human health and the environment. Begin by gathering baseline data on current procurement, consumption, and impacts. Ideally, this data should include Total Cost of Ownership (TCO) and Life Cycle Assessments (LCA) for each type of product purchased, although that may not always be possible. Some vendors are able to provide reports with this data. Also, a growing number of calculators (see [Calculators](#) section) are available to help approximate multiple financial and

environmental costs. At a minimum, the data should track the following for each type of product purchased:

- ▶ Quantity purchased
- ▶ Dollars spent
- ▶ Weight and volume of materials used
- ▶ Direct energy consumption
 - Refer to energy utility bills for costs, quantities and energy source (e.g. coal, nuclear, hydro, etc.). The EPA E-Grid database contains information on every US utility's resource mix. (<http://www.epa.gov/cleanenergy/energy-resources/egrid/index.html>)
 - Estimate energy consumption for kitchen appliances, lighting and other electricity consumption points. See the [Calculators](#) section.
 - Greenhouse gas emissions related to total energy consumption
- ▶ Direct water consumption
 - Refer to water utility bills for costs and quantities
 - Estimate water consumption for sinks, dishwashers, refrigerators, cooking appliances and ventilation systems. See the [Calculators](#) section.
- ▶ Waste generated
 - Weights and volumes of solid and liquid waste per reporting unit (for example, day, week, month)
 - Waste types: trash, recyclable, reusable, compostable, pre- and post-consumer food waste
 - Disposal costs
 - Value of waste diverted from landfill (e.g. recyclables sold, compost generated)
- ▶ Geographic proximity of food and product producers and processors

4. ESTABLISH GOALS

Set goals based on current consumption and impacts (see [Measure and Monitor](#) above) and based on projected potential for progress. Construct timelines for achieving the following:

- ▶ Food Purchases

Food that is locally produced and meets third-party social or environmental standards (for example, Fair Trade, Organic, Food Alliance, etc.) is preferable to food that is neither local nor socially/environmentally certified. However, it is difficult to calculate all the tradeoffs between locally produced conventional food, compared to non-locally produced certified food. Therefore, the RPN Food Goals Worksheet ([Table 1](#)) outlines a preference for food that is both local and certified, treating local and certified equally when a choice must be made between the two.

Use the RPN Food Goals Worksheet ([Table 1](#)) to establish goals for food procurement and deadlines for implementation. Strive for continuous improvement, for example requiring a 5% increase in annual sustainable food purchases.

Table 1: RPN Food Goals Worksheet Percentage total food purchases by dollar amount				
Food Categories	Local* and Certified	Local or Certified**	Deadline (year)	Annual Percent Increase in Purchases in Local and Certified Food
Eggs				
Milk and Dairy				
Beef				
Poultry				
Produce				
Coffee				
Seafood				

*Define local by region, state or miles (300 miles or less)

**Define Certified by the food claims and standards outlines in the Standards section of this Guide

Table 2: Sample Food Procurement Chart			
Food Categories	Local Food (% of total food purchases by dollar amount)*	Environmentally Preferable/Socially Responsible Food (% of total cost sales)**	Annual Percent Increase in Purchases
Eggs			
Milk and Dairy			
Beef			
Poultry			
Produce			
Coffee			
Seafood			

* Alliance Certified, Fair Trade, Food Alliance Certified, Marine Stewardship Council

**Environmentally preferable/socially responsible food percentages may be incorporated into local food percentages

Define social and environmental priorities, for example, within a year:

- 50% of food procured locally (300 miles or less)
- 25% additionally procured regionally
- 25% of food is certified Organic
- 15% of food is certified Fair Trade

The Sample Food Procurement Chart below (Table 2) is from Portland State University. The University, located in Oregon, defined “local” as products grown and processed in the Northwest (Oregon, Washington, Idaho, and Northern California) with an emphasis on Oregon and Washington. The University of Portland determined to meet these goals within a year and obtain a 1% increase in organic food procurement every year after that.

► **Water, Energy & Waste**

Using the baseline data collected and projections calculated above, establish goals for reducing water and energy use and waste generation. For example, by year one:

Divert 50% of solid waste to compost and recycling

- Reduce water usage by 25%
- Reduce energy usage by 30%

(note: these values are used only as examples and are not necessarily recommended values.)

Use the RPN Water, Energy & Waste Goal Worksheet below (Table 3) to record goals and establish a timeline.

Table 3: RPN Water, Energy & Waste Goals Worksheet					
Deadline	Water Saved (g/mo)	Energy Saved (kWh/mo)	Waste Prevented (tons/mo)	Percent of recyclables recycled (tons/mo)	Percent of organic material composted (tons/mo)
Year 1					
Year 2					
Year 3					
Year 4					
Year 5					

5. TRAIN STAKEHOLDERS

The most successful responsible food service programs partner with stakeholders to make the transition to sustainable food services. This can begin with informational meetings with staff, customers, and suppliers describing the organization’s commitment to sustainability and soliciting feedback. Make sure partners understand how the commitment may affect their job responsibilities and opportunities and ensure that they have resources for information and the infrastructure, strategies and tools needed for their part in implementation. These

meetings are good opportunities for getting stakeholder feedback that can enhance the program's effectiveness.

- ▶ Inform
 - Inform Staff
 - Orient staff on company sustainability goals and best practices
 - Include staff feedback in refining these goals and practices
 - Ask staff to read and sign a copy of the organization's sustainability policies and guidelines
 - Inform Customers
 - Indicate menu options from sustainable sources with logos from standards, food claims (for example, rGBH free), and source of origin
 - Identify seasonal foods on menus and bulletin boards
 - Share sustainability initiatives on a website
 - Inform Suppliers
 - Communicate your sustainability program to suppliers so they can provide solutions and innovate new goods and services to suit your needs
 - Host supplier exhibits and invite staff and customers to learn about supplier offerings
- ▶ Partner
 - Engage staff in monitoring food trimming and setting portion specifications
 - Ask staff to develop systems for recyclables, compostables and solid waste, showing them how to properly identify materials suited for each waste stream
 - Invite staff to develop environmental procedures for their own work, such as scraping dishes clean before placing in dishwasher

6. REDUCE CONSUMPTION AND WASTE

Strive to meet your goals by first reducing consumption and waste. We believe the first rule of Responsible Purchasing is: "Don't buy what you don't need." The second rule is: "Use what you've got." These rules translate into financial savings and reduced impacts on human health and the environment. Here are ways to reduce consumption, cut waste, and save money:

- ▶ Efficient Preparation and Storage
 - When possible use a la carte food preparation as opposed to buffet style self service
 - Date all perishable products and rotate inventory to avoid food spoilage
 - Use hourly and daily food production charts
 - Monitor food trimming during preparation and establish portion sizes
 - Use refillable condiment containers
 - Conduct regular food inventories to determine inefficient ordering of food products
 - Place hot foods into shallow containers before storing in the cooler to reduce spoilage

- ▶ **Reduce the amount of meat served**
As seen in the Social & Environment section, meat consumption is a major contributor to GHG emissions and environmental degradation. Serving less meat can significantly reduce environmental impacts. Serving only vegetarian options once per week can spare about 170 kg CO₂-e per person per year (IPCC 2008).
- ▶ **Trayless Dining**
Customers may find serving trays to be convenient, but trays dramatically increase food waste and water use. A study of 25 food service institutions conducted by Aramark reports that eliminating serving trays reduces per person waste by 25-30% and decreases water use by about a half gallon per tray per meal (Aramark 2008).
- ▶ **Energy Efficiency**
Food service operations are the most intensive energy users in the commercial sector in terms of BTUs per square foot (GS 2008). Most of this energy is used by inefficient appliances and wasteful habits. Energy can be saved in the following ways:
 - Avoid purchasing frozen food in order to reduce energy used for refrigeration.
 - Conduct regular maintenance procedures for all kitchen appliances, HVAC systems and lighting fixtures.
 - Purchase appliances and lighting that are Energy Star rated
 - Use hood air balancing, vacancy sensors, and thermostat controls
- ▶ **Water Efficiency**
Switch to more water efficient equipment and change other water use habits.
 - Purchase water fixtures that are WaterSense labeled (<http://www.epa.gov/watersense/>)
 - Replace pre-rinse spray valves with low-flow units of 1.6gpm or less
 - Only operate dishwashers when full
 - Regularly check for and repair all leaks
 - Defrost food by moving from freezer to refrigerator a day in advance
 - Scrape residue off dishes before placing in dishwasher
- ▶ **Phase out bottled water**
Bottled water has a large environmental impact and in some cases can be more costly than utilizing an existing water infrastructure. Americans enjoy one of the safest, most comprehensive and lowest cost public drinking water systems in the world. In fact, over 90 percent of US municipal water systems regularly meet or exceed the EPA's stringent regulatory and monitoring requirements (EPA 2007a). Food service operators can transition to tap water with relative ease if they plan carefully and use the best practices outlined in RPN's Responsible Purchasing Guide to Bottled Water Alternatives.
- ▶ **Donate salvageable food to food banks**
Unsold and excess food products can be donated to food recovery programs such as food banks, shelters and soup kitchens.

► **Compost**

Food and other organic materials can be diverted from the waste stream by establishing a composting program that provides organic materials for farms or landscaping operations. Composting can be conducted onsite or offsite and/or contracted to a service provider. Weigh the costs and feasibility of these options based on factors such as facility size, volume and types of waste generated and local demand for compost. Limit the labor associated with waste sorting by providing clearly marked compost bins and ask food service staff to develop a waste separation system.

● **Onsite Composting Operations**

Onsite composting operations require upfront capital but will provide cost savings over time. Onsite can consist of either traditional outdoor systems or indoor composter units. Use your waste audit measurements to project the amount of organic material that will be available for composting. Research any permit requirements before establishing an onsite composting program. The following case studies exemplify successful onsite composting operations.

- [Connecticut Department of Corrections](#)
- [University of New Hampshire](#)
- [Brown Creek Correctional Institute, Polkton, NC](#)

● **Offsite Composting**

Contact your local or state solid waste agency for a list of composters in your area. Local composters may include farmers or privately owned composting facilities. Identify: which organic waste the composter will accept, your expected waste volume, and associated fees. There may be multiple facilities in your area willing to set up composting programs. Try to develop a composting collection schedule with other nearby facilities to reduce hauling fees. The following case study exemplifies a successful offsite composting operation.

- [Orange County, North Carolina](#)

● **Recycle Grease, Fats, and Oils**

Refer to the North Carolina Department of Environment and Natural Resource's [Best Management Practices for Grease, Fats and Oils](#). Find a rendering company or biodiesel/vegetable oil manufacturer in the nearby area and determine whether they will provide collection containers, transportation, and/or revenue for these materials. College campuses participating in the US College and University Presidents Climate Commitment can earn credit towards onsite energy production by using grease, fats and oils as biodiesel or vegetable oil for campus fleets. See RPN's [Responsible Purchasing Guide for Light Duty Fleet Vehicles](#) for more details.

7. BUY BETTER PRODUCTS

Contracts and procurement specifications allow purchasers to require human health and environmental criteria requirements from vendors of kitchen and facility operations, equipment, food and food sources, and serviceware. Use these guidelines to specify better products:

► **Standards and Certifications**

Standards and certifications from credible ecolabelers can ease the identification of goods and services with reduced impacts on human health and the environment. Specify products adhering to standards such as those administered by the following groups: ASTM, Demeter, Ecologo, Energy Star, Green Seal, Green Restaurant Association, Food Alliance, Humane Raised and Handled, IMO, Marine Stewardship Council, Rainforest Alliance, TransFair USA, and USDA Organic. Refer to the Standards section for details on each of these standards and certification systems.

► **Local**

On average, conventionally-produced food is estimated to travel 1,500 miles (LCSA 2003) from farm to plate. This physical distance limits consumer understanding of the food supply. Knowing food origins can enhance the understanding of social and environmental impacts related to food production. Local food procurement helps to boost local farming communities and ensure that products are fresh upon arrival. Buying local food can also have environmental benefits, such as reduced greenhouse gas emissions from transportation. The definition of “local” varies among institutions, but generally means food sourced within a state, region, or radius of up to 300 miles. Common strategies for procuring local food include:

- **Direct Farm to Institution** Farm-to-institution programs and purchasing from farmer cooperatives allow for direct communication between farmers and food buyers. There is currently no independently verified standard for “local” food claims and local food does not guarantee social or environmental benefits, so develop contracts with farmers requesting information on the following:
 - certifications
 - variety, quality, size and unit of purchase
 - delivery schedules
 - water supply and testing programs
 - packaging procedures and materials
 - crop production techniques
 - animal welfare policies and production procedures
 - health and hygiene employee training methods
 - transportation procedures
- **Private Food Service Companies** Facilities owners who contract out their food service operations can use their contracts to build in requirements for local and sustainable food, and initiate dialogue with contractors regarding ways they might be able to partner in identifying their more sustainable goods and services.
- **Local Food Aggregators** Some food service distributors work with multiple local farmers in order to supply diverse local foods. For example, the University of Oregon buys from [Eugene Local Foods](#), a local food aggregator, on a weekly basis. This way the university can use local foods without needing to deal with multiple vendors and deliveries.
- **Seasonal**

Design menus featuring seasonal foods produced within your region. This will make local food procurement more feasible and manageable. For a

state by state list of seasonal foods, visit [Sustainable Table](#).

- Helpful resources and case studies on local food programs:
 - [Massachusetts Farm-to-School Project](#)
 - [Farm to Hospital Guide](#)
 - [Bringing Local Food to Local Institutions: A resource guide for farm-to-school and farm-to-institution programs](#)
 - [Multnomah County Correctional Facilities](#): A pilot project that redirected 45% of total food purchases to local food purchases with no additional costs.

▶ **Efficient Food Orders**

- Adjust inventory levels on perishable goods according to waste inventory
- Check all orders for contaminated or spoiled items upon delivery
- Buy non-perishable products in bulk to reduce prices and environmental impacts associated with packaging. Miami University, in Oxford, Ohio, buys baking ingredients and other goods in bulk for its central food preparation unit where it prepares individual servings and disperses food to the campus's eight dining halls (WDCE 2007).

▶ **Compostable and Recovered Content Serviceware and Containers** Use reusable, compostable, recycled, and recyclable tableware, glassware, and containers rather than single use items made from limited or sensitive natural resources such as petroleum and trees. Typically, the most cost effective strategy (including extra staff time for loading dishwashers) is to purchase and wash reusable/durable serviceware. For take out service, compostable serviceware and containers are becoming increasingly available, made from waste materials or quickly renewable natural resources such as corn or potato starch, polylactic acid, bamboo, coconut, sugarcane fiber and starch. When choosing biodegradable or compostable products, be sure to have a composting system in place in order to dispose of these products. Certified compostable containers biodegrade completely within approximately six months when properly composted (ASTM). See "[Alternative Disposal Methods](#)" below.

▶ **Napkins and Paper Towels** Purchase processed chlorine free, 100% postconsumer waste, recycled napkins and paper towels.

8. REPORT PROGRESS

Publish an annual report detailing successes and challenges encountered by the Green Team, comparing current year consumption and impacts with the baseline data collected at the start of the program. This can be a stand-alone report of sustainable food services or can be part of a broader sustainability report for the institution as a whole. Share the report with senior management and institutional leaders, and the stakeholders engaged in the program, in order to acknowledge good work and identify any obstacles. Share the report, or a summary of the report, with media and the public.

Sample Reports

Portland State Goal Report for Sustainable Food System Practices

This report details Portland State University's progress towards sustainable food choices and waste reduction as well as green cleaning products and recycled paper products, and discusses the university's sustainability education initiatives.

Xanterra Parks Environmental Performance Report

This reports shows Xanterra's overall environmental performance by looking at annual trends and progress towards meeting their 2015 goals, which include percentages for local and organic food purchases and diversion of waste from landfills.

9. REWARD SUCCESS

Motivate staff and customers to follow sustainability practices by providing an incentive or awards program. Awards can help keep stakeholders mindful and aware of using sustainable practices in food service operations. For example, the RecycleMania Tournament is a competition between colleges and universities where facilities compete to collect the most recyclables per capita. The competition includes hundreds of colleges and universities recycling over 35 million pounds of waste.



On balance, a variety of short and long term cost saving sustainability measures, such as those that reduce energy, water and food waste, can offset higher costs associated with sustainability upgrades, such as the use of organic food or compostable serviceware.

Locally sourced food can be fresher, and organic foods can be more nutritious and safer. Recent studies show increased mineral content in organic foods such as significantly increased levels of Vitamin C, iron, magnesium and phosphorous. These food products are all typically available through conventional suppliers and in most local markets. Energy Star rated kitchen appliances, and durable and disposable (biobased and/or recycled content) serviceware products can also be sourced through major distributors. Compostable serviceware is not yet widely available, but is rapidly gaining traction as innovative products bring down prices.

COST

The first question many food service stakeholders ask about sustainability initiatives is: “I’m all for sustainability, but what’s it going to cost?” The simple answer is that sustainable food services can be cost-neutral. Some practices and products, such as better portion control and trayless dining, realize immediate financial savings. Other efforts pay for themselves within a few months or years, as with durable serviceware and Energy Star compliant appliances. Other things simply cost more up front, but can have related savings and other benefits. For example, easily compostable serviceware might cost more per unit than expanded polystyrene (EPS), but can also offset some waste fees if they are purchased in tandem with the creation of a composting program. Another example, organic and local food, might cost slightly more but also be fresher and taste better, which adds value to your food service and can reduce food waste.

Another cost-related consideration is reputation protection and enhancement. Sustainability laggards might forego investing in improvements today in order to maintain attractive short term financials, but in the meantime they sacrifice long-term competitiveness in an increasingly sustainability-conscious marketplace.

Here are some costs and savings associated with three of the biggest areas in a sustainable food service program: energy and water consumption, waste generation, and food procurement.

► **Energy**

According to the Pacific Gas and Electric’s Food Service Technology Center, as much as 80% of the \$10 billion annual energy bill for the commercial food service sector does no useful work (ES 2008). Cooking equipment consumes the largest share of energy in most food service facilities, followed by dishwashers and refrigerators. [Table 4](#) illustrates the energy efficiency and cost savings that can result from installing Energy Star equipment. When purchasing new equipment, specify Energy Star appliances and calculate the cost savings generated over the lifetime of the appliance. See the [Calculators](#) section for appliance calculators.

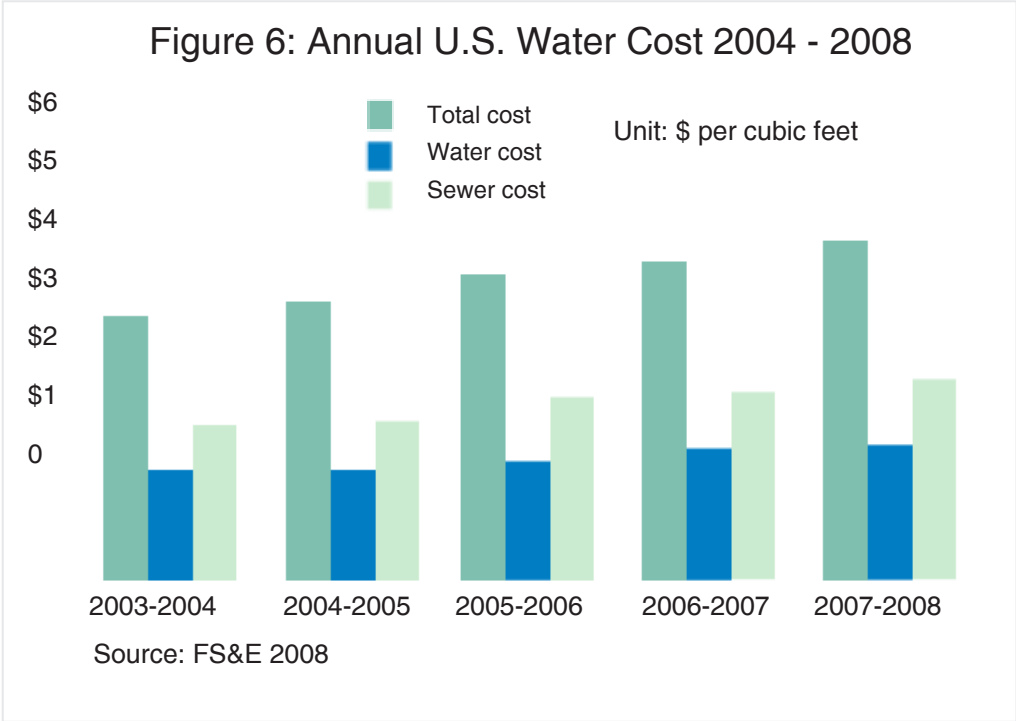
Energy Star Appliance (Commercial)	Dish-washer	Gas Fryer	Electric Fryer	Hot Food Holding Cabinet	Ice Machine	Steam Cooker
% Energy efficiency over average model	25%	50%	80%	60%	15%	50%
Water Savings	52,000 gallons per year				2,700 gpy	22-33 gph
Annual Energy Savings	90 Mbtus	50 Mbtus	930 kWh	4950 kWh	1,160 kWh	6,720 kWh
Annual Cost Savings	\$1,020	\$600	\$80	\$430	\$110	at least \$550

► **Water**

Economists and environmentalists alike predict that water will soon parallel oil as a resource in limited supply and high demand. As water sources grow scant, increased water bills affect food service institutions that rely heavily on water for their day to day operations. Utility companies have separate rates for incoming fresh water and outgoing wastewater. Facilities are billed more for sewage services than for water itself (ES 2005). A report generated by NUS Consulting Group, a leading utility cost management consulting firm, indicated that during the past four years water prices have increased from about \$4.14 per cubic foot (ccf) to about \$5.30 ccf (FS&E 2008). [Figure 6](#) illustrates the increase in annual US water and sewage costs from 2004-2008. As depicted, a majority of this increase is associated with rising sewage fees.

The rising cost of water use and disposal provides a savings opportunity by improving efficiencies. Water leaks are common in food service facilities,

especially in hot water heating systems, and can contribute significantly to an increased water bill. According to the Food Service Technology Center design guide, a small leak of just 0.2 gallons per minute can waste 100,000 gallons of water – an estimated \$1,640 per year in water, sewer, gas energy costs for one little leak (ES 2005). Switching to Energy Star rated water efficient appliances will reduce water use during kitchen operations. For example, replacing a door-type dishwashing machine that consumes 1.5 gallons/rinse cycle with one that consumes 1.0 gallon/rinse cycle can generate an annual cost savings of \$376 (ES 2005). Refer to the [Calculators](#) section to determine the cost savings generated from installing low flow pre-rinse spray valves and aerators to kitchen appliances.



- ▶ **Bottled Water** For some institutions, eliminating bottled water is easy and cost effective. On average, the cost to treat, filter, and deliver water to ratepayers in the United States is 0.2 cents per gallon – roughly 750-2,400 times cheaper than bottled water on a per gallon basis (RPN 2008). Additionally, a wide variety of cost-effective water filters are easily available for removing contaminants when they do exist. Compared to bottled water, water fountains save money, especially when installed in easily accessible, highly visible areas such as main hallways, waiting areas, and cafeterias. Bottle-less water coolers are another smart option, drawing water from the tap and eliminating the expense of purchasing bulk bottled water. For more information please see [RPN's Responsible Purchasing Guide to Bottled Water Alternatives](#).

However, some institutions (mainly universities), have beverage exclusivity contracts with a beverage provider. Typically, this involves an agreement whereby the institution offers the beverage company's products exclusively at its facilities and even aggressively promotes those products. The institution may receive additional financial rewards tied to sales figures. In this case, eliminating bottled water would result in lost revenue. Nevertheless, initiatives to eliminate the sale of bottled water have been gaining momentum. The University of Winnipeg was able to ban bottled water at all on campus operations including vending machines, cafeterias, and food vending operations. After reviewing their Pepsi Contract they observed that the contract gave the university ultimate say in what products are purchased and sold on campus thereby allowing them to ban bottled water sales. The university had bought \$400,000 worth of bottled water from Pepsi that year and was only making \$100,000 in revenue. Some universities however, do see a financial loss, such as Belmont University, who recently eliminated bottled water sales on campus and lost \$75,000 in profit. To offset some of the profit decrease they have started selling reusable water bottles at food service operations such as the on campus Bon Appétit. For more information on the procedures used to implement bottled water bans visit the Polaris Institute campaign page titled "[Inside the Bottle.](#)"

► **Waste**

Food waste reduction programs offer great potential for cost savings. Every year, the US spends about \$1 billion to dispose of food waste in landfills (EPA 2008a). Landfill tipping fees are becoming more expensive every year as the solid waste stream grows and dump sites are shut down. Waste reduction can result in immediate and continued savings. Follow these steps to save on disposal (also see the Best Practices section):

- Conduct a waste stream analysis (see [Best Practices](#))
- Review alternative disposal methods ([see below](#)) and identify cost ([Table 5](#))
- Determine the costs and savings for each disposal method (see [Calculators](#))
- Implement the most cost-effective disposal method

Alternative Disposal Methods In most locations, alternative waste disposal methods are less expensive than landfill disposal, incineration or use of garbage disposals. Fletcher Allen, a health care facility in Burlington, Vermont estimates a costs savings of between \$5,000 and \$9,000 annually by sending six to eight tons of food scraps a month to an offsite composting facility (FA 1997). Using multiple disposal methods can prove to be the most cost effective strategy. (For example, combine a composting program with donations of edible food to food banks.) Feasible alternative waste disposal methods vary depending on facility size, availability of land space, and amount of waste generated.

[Table 5](#) illustrates the cost components for these waste disposal alternatives:

Table 5: Cost Components of Food Disposal Methods								
Disposal method \ Cost Component	Animal Feeding	Composting Onsite	Composting Offsite	Garbage Disposal	Incineration	Landfill	Pulper	Food Recovery
Labor								
Sorting	x	x	x	x	x		x	x
Operating		x		x			x	
Equipment								
Initial Cost		x		x			x	
Electricity (KwH)		x		x			x	
Water Use (gpm)		x		x			x	
Maintenance		x		x			x	
Other								
Container	x	x	x		x	x	x	
Storage	x		x		x			x
Waste Hauling	x		x		x	x		

Source: Wie and Shankin, 2001

- Food Recovery – Donate edible food “leftovers” to food banks, shelters or soup kitchens. This is the cheapest way to dispose of edible food and has the added benefits of serving societal needs while providing tax benefits.
- Animal Feeding - Sell or donate food no longer edible for humans to farmers for animal feed.
- Onsite Composting:
 - Windrow Composting - Organic waste is formed into rows of long piles called “windrows” or small compost piles, and provided oxygen by turning the piles periodically either manually or mechanically.
 - In-vessel Composting - These systems can compost a variable volume of organic waste but are mostly beneficial for institutions with large amounts of waste and limited space. Compostable materials are placed in containers where they are mixed, shredded and aerated. These vessels have the capacity to automatically monitor temperature, oxygen and moisture levels.
- Offsite Composting
Offsite composting operations are an alternative when facility composting

sites are limited. There may be multiple facilities in your area willing to provide composting services. Grouping your compost collection with other facilities can help reduce hauling fees. See the [Products](#) section for a list of composting service providers.

► **Food**

According to a study done by the USDA's Agricultural Marketing Service, market prices for organic food products are currently higher than those of conventional food products (USDA 2008). There are many factors that contribute to price premiums for organic food but generally speaking higher levels of management and labor are needed during the growing, harvesting, transporting, processing, and packaging of organic food.

► **Packaging and Serviceware**

Reducing waste at the source helps maximize cost savings on waste management. Using durable rather than disposable serviceware reduces disposal costs. Replacing expanded polystyrene (EPS) with biodegradable or recyclable alternatives can further reduce disposal costs. Bowling Green State University in Ohio switched from disposable to durable glasses, diverting 26,450 pounds of waste from the landfill and saving \$32,000 in waste fees in one year (WDCE 2006). Use the Serviceware Calculator to estimate cost savings from switching to reusable cups and bowls.

QUALITY

► **Food**

Locally sourced food can be fresher, and organic foods can be more nutritious and safer. Organic foods contain fewer or none of the pesticide and fertilizer residues commonly found on conventional food products – many of which are associated with health problems, especially cancer. Moreover, recent studies show increased mineral content in organic foods. A study published in the *Journal of Alternative and Complementary Medicine* found significantly increased levels of Vitamin C, iron, magnesium and phosphorous in organic foods.

► **Serviceware**

Most biodegradable products perform comparably to petro-derived plastic and EPS products. Most biodegradable serviceware products:

- Are freezer and microwave proof
- Have a maximum use temperature of 420°F
- Are water and oil resistant
- Can be composted within 180 days or less

► **Appliances**

Energy Star rated appliances work just like conventional products. They are tested for efficiency and functionality against ASTM standards for test methods.

SUPPLY

Local and certified foods, efficient kitchen appliances recyclers and composters, durable and disposable (biobased and/or recycled content) serviceware products are all typically available through conventional suppliers and in most local markets. Compostable serviceware is not yet widely available, but is rapidly gaining traction as innovative products bring down prices. See the Products section of this guide for links to product databases and service providers.

- ▶ **Local Food:** There are two millions farms in the USA and about 80% of those are small farms who sell their products locally. (LH 2009). Purchasers can search farm directories and purchase food directly or through distributors. Some farmers advertise products as locally grown, while others advertise additional food claims such as grass-fed meat, organic, or biodynamic.
- ▶ **Certified Food Sales:** Sales of organic food products have more than doubled since the year 2000. There are now over 8,000 certified organic farms in the US (Knudson 2007). Organic products are available through mainstream supermarkets, mass merchandisers, and distributors. Since 2003, over 5,000 new organic products have been introduced to the market (Mintel 2007). Fair Trade certified products can also be found in mainstream channels, having reached sales of over \$1 billion in 2007 (TF 2007). Coffee is the most available fair trade product, followed by bananas, cocoa, tea, rice and vanilla. Fair Trade product variety is also expanding to include nuts, oils, fresh fruit and vegetables. Food Alliance is a smaller standards based organization with annual sales around \$100 million. Distributors of Food Alliance certified products can mainly be found in the northwest region of the US and Canada.
- ▶ **Appliances:** Energy Star rated commercial kitchen appliance are available in six categories: fryers, hot food holding cabinets, commercial refrigerators and freezers, and commercial steam cookers, commercial dishwashers, and commercial ice makers. There are about 2400 Energy Star commercial food service appliances available on the market today.



POLICIES

Educational institutions, corporations, hospitals, states, cities and counties, have adopted policies mandating sustainable food services. These policies include: criteria for food procurement from local and organic sources; practices for efficient food waste disposal, including serviceware; and energy and water efficiency goals.

Some policies stand alone while others are integrated into broader sustainability policies.

MODEL FOOD POLICY

Emory University Sustainability Guidelines for Food Service, 2008

Emory University developed a strategic plan for purchasing 75% of cafeteria ingredients from local or sustainably grown sources by 2015. The policy summarizes the full range of desirable criteria that the university recognizes. The overarching goal is to focus buying efforts on small- and medium-scale farms as well as independent/family farms and cooperatives, based on evidence that such groups support important aspects of sustainability.

MODEL FOOD WASTE AND SERVICEWARE POLICY

University of Maryland, Environmental Stewardship Guidelines, Dining Services Environmental Programs and Practices, 2008

The University's 2001-2010 Master Plan has four goals, including an environmental objective to: "Create a campus that respects the natural environment, practices environmental stewardship and sustainability, and emphasizes harmony between natural and man-made landscapes." Based on this goal, an Environmental Stewardship Committee developed Environmental Stewardship Guidelines for four areas that impact food services: 1) water quality and conservation; 2) energy; 3) solid and hazardous waste; and 4) purchasing. To implement these guidelines, the University Dining Services developed a full set of Environmental Programs and Practices. These programs and practices focus on reducing food waste through use of environmentally preferable serviceware and implementation of waste diversion, recycling and composting.

MODEL ENERGY AND WATER CONSERVATION POLICY

Duke University Energy Star Buying Guide 2009

This purchasing policy outlines guidelines for procurement of energy efficient equipment on Duke University campus, inclusive of all kitchen appliances. The products purchased by Duke University will be Energy Star rated or meet the Energy Star performance requirements. In areas for which guidelines are not available, Duke will seek energy efficient products.

MORE SAMPLE POLICIES

CITY

San Francisco Department of Public Health, Healthy and Sustainable Food Policy, 2006

The Department of Public Health's events, programs, institutions and services are encouraged to provide food options that are locally grown and organic. This policy provides definitions and criteria for local and organic food and provides procedures for increasingly integrating sustainable foods into DPH's services.

Santa Monica, Sustainable City Plan, 2003

The Sustainable City Plan was designed to provide guidelines and procedures for developing more sustainable practices within the city's facilities. The policy calls for an increase in consumption of fresh, locally produced, organic produce to promote public health and minimize resource consumption and negative environmental impacts.

COUNTY

Rockland County, New York, Government Polystyrene Foam Elimination Act, 2008

The County recognizes the threat that non-biodegradable food packaging can have on the wildlife environment. In an effort to reduce the amount of waste in landfills serving the county, the government is taking initiatives to reduce the quantity of non-biodegradable food packaging products. This local law bans the use of polystyrene foam products by food vendors operating in Rockland county government departments and agencies.

Woodbury County, Iowa Local Food Purchase Policy, 2006

Woodbury County claims to be the first institution in the US to mandate the purchase of certified organic food that is also grown within a 100 mile radius. The policy is focused on increasing the economic vitality of local and organic farmers in Woodbury County. The policy also includes guidelines for establishing food costs with contractors and procedures for monitoring and reporting the impacts of the purchasing policy.

STATE

Florida Legislature, Food Service Program, 2008

The act mandates the promotion of more nutritional and fresh food in Florida's school

food service programs. The bill establishes the Florida Farm Fresh Schools Program as the lead agency for this program, providing oversight and recommendations on preferential food procurement. School districts are required to select foods with maximum nutritional content and are encouraged to buy fresh foods grown within the state of Florida. Schools should also demonstrate a preference for competitively priced organic food products.

Massachusetts, Act of 2006

Chapter 123 of the Acts of 2006 directs State Purchasing Agents to grant a preference to agriculture, livestock and aquaculture products that were produced within the Commonwealth. This bill allows state agencies to purchase up to 10% above the lowest bid to purchase in-state agricultural products as long as there is no conflict with other state or federal laws.

Minnesota, Local Food Bill, 2007

The bill was proposed to create a pilot incentive program to encourage school districts to purchase locally produced food. School districts are competitively selected to receive a grant to implement the program. Schools that receive the grant are required to incorporate a discussion on locally grown foods into curriculum and report back on the outcome of the project.

Vermont, Agricultural Products Procurement Policy, 2008

The bill requires state agencies and institutions to procure Vermont farm and food products. The bill requires the secretary of administration to report back on the impact of state spending on the rural farm economy.

C O R P O R A T E

Xanterra Parks Resort, Environmental Management Policy, 2008

Xanterra is a nationwide park concessions management company. The corporation developed a comprehensive Environmental Management System incorporating solid waste reduction, energy use reduction, and sustainable food procurement, with the goal of serving 100% organic food by 2015 and providing all certified sustainable seafood. Xanterra Parks conducts annual audits and operations are ISO 14001 certified. The organization uses a tracking system to report all monthly data and monitor regulatory requirements.

H E A L T H C A R E

Health Care Without Harm, Sample Procurement Policy, 2008

Health Care Without Harm is an international coalition of hospitals, health care systems, medical professionals, community groups and environmental organizations. Their sample policy provides guidelines for purchasing meat, poultry, dairy and seafood produced without non-therapeutic use antibiotic use.

Kaiser Permanente, Food Policy for Individual and Environmental Health, 2006

Kaiser Permanente is a healthcare organization that provides medical care for families and individuals. This policy promotes increased access to healthy and sustainable food choices in KP cafeterias, vending machines, food carts, inpatient food services and catered meals. Healthy and sustainable food includes fresh fruits and vegetables, organic food and locally sourced food. KP uses standards such as USDA Organic, Fair Trade, Food Alliance and Protected Harvest to ensure that food labeled organic is free of pesticides, hormones and non-therapeutic antibiotics.

UNIVERSITY

Emory University Sustainability Guidelines for Food Service, 2008

Emory University developed a strategic plan for purchasing 75% of cafeteria ingredients from local or sustainably grown sources by 2015. The policy summarizes the full range of desirable criteria that the university recognizes. The overarching goal is to focus buying efforts on small- and medium-scale farms as well as independent/family farms and cooperatives, based on evidence that such groups support important aspects of sustainability.

Iowa State University Guidelines for Potential Meat Producers/Suppliers, 2007

This document specifies information and practices required from meat producers including food safety procedures, certification documents, delivery methods, and food production practices. Definitions for sustainable, organic, and local and regional are clearly illustrated referencing standards such as Food Alliance and USDA Organic.

Iowa State University Guidelines for Potential Produce Growers/Producers, 2007

This document specifies information and practices required from farmers or distributors, including food safety procedures, certification documents, delivery methods, and food production practices. Definitions for sustainable, organic, and local and regional are clearly illustrated referencing standards such as Food Alliance and USDA Organic.

University of Maryland, Environmental Stewardship Guidelines, Dining Services Environmental Programs and Practices, 2008

The University's 2001-2010 Master Plan has four goals, including an environmental objective to: "Create a campus that respects the natural environment, practices environmental stewardship and sustainability, and emphasizes harmony between natural and man-made landscapes." Based on this goal, an Environmental Stewardship Committee developed Environmental Stewardship Guidelines outlining guidelines for four areas that impact food services: 1) water quality and conservation; 2) energy; 3) solid and hazardous waste; and 4) purchasing. To implement these guidelines, the University Dining Services developed a full set of Environmental Programs and

Practices. These programs and practices focus on reducing food waste through use of environmentally preferable serviceware and implementation of waste diversion, recycling and composting.

Portland State University, Sustainable Food Systems, 2006

Portland State uses this policy to move towards more sustainable operations in all campus dining facilities. The policy calls for Food Alliance certified food purchases, minimum annual levels of local food procurement, recycling, composting, waste reduction and sustainability education for the university community.

RELATED DOCUMENTS

A Guide to Developing a Sustainable Food Purchasing Policy

This document is a product of the Sustainable Food Policy Project, which was initiated in 2006 by the Association for the Advancement of Sustainability in Higher Education (AASHE); Health Care without Harm; Institute for Agriculture, Trade, and Policy; Oregon Center for Environmental Health; and the Food Alliance. This document is intended to help universities, colleges, hospitals, and other institutions create, promote and implement practical sustainable food purchasing policies. It draws from the case studies of a variety of institutions that have experienced the successes and challenges of implementing a sustainable food program.



Contract specifications for food services should include requirements for local and sustainable food, energy and water efficiency, reusable and/or recyclable and/or compostable serviceware, and waste avoidance and diversion strategies. The specifications below each incorporate one or more of these issues.

MODEL ENERGY STAR SPECIFICATION

Energy Star Commercial Food Service Equipment: Procurement Language, 2008

This document was developed by Energy Star to provide model procurement language for specifications for energy efficient commercial kitchen appliances. The document includes requirements for energy efficiency, idle energy rates and water consumption of vending machines, commercial steam cookers, commercial ice machines, commercial hot food holding cabinets, commercial fryers, commercial solid door refrigerators and freezers, can commercial dishwashers

MODEL FOOD SPECIFICATION

City of San Francisco Recreation and Park Department: RFP for Food and Beverage Concession, 2008

The city of San Francisco seeks professional food and beverage services for patrons utilizing public soccer fields. The proposal must include a menu incorporating sustainable food options such as Fair Trade, locally grown, organic and humanely raised. Operators must adhere to the Food Service Waste Reduction Ordinance, which prohibits the use of polystyrene packaging, and develop a program to include the implementation of a composting system for food waste and biodegradables.

MORE SAMPLE SPECIFICATIONS

CITY

City of San Francisco Parks and Events, 2008

The Recreation and Park Department of San Francisco solicits professional promoters to produce an annual music festival at the Golden Gate Park. Qualified presenters must select vendors that provide food produced within a 200 mile radius from San

Francisco. Additionally, compostable/recyclable food serviceware must be provided along with adequate composting and recycling collection services.

City of San Francisco Recreation and Park Department: RFP for Food and Beverage Concession, 2008

The city of San Francisco seeks professional food and beverage services for patrons utilizing public soccer fields. The proposal must include a menu incorporating sustainable food options such as Fair Trade, locally grown, organic and humanely raised. Operators must adhere to the Food Service Waste Reduction Ordinance, which prohibits the use of polystyrene packaging, and develop a program to include the implementation of a composting system for food waste and biodegradables.

STATE

State of California Bid Specification for Disposable Food Service Supplies, 2008

This bid specification defines requirements for “environmentally preferable” disposable food service supplies for use by the State of California Institutions and agencies. The bid references ASTM standards for compostable and biodegradable plastics.

CORPORATE

Sustainable Meeting and Conferences Questionnaire, 2007

This document was developed by the Higher Education Associations Sustainability Consortium, an informal network of colleges and associations with a commitment to advancing sustainability. This questionnaire provides inquiries for selecting venues for meetings and conferences that provide environmentally preferable accommodations. These inquiries cover a broad range of services and policies including questions regarding food service, beverages and waste management.

UNIVERSITY

University of California, Santa Barbara Residential Dining Services RFP, 2006

This RFP seeks to establish a contractual relationship with a supplier to purchase fresh produce for the Dining Service Department. UCSB will dedicate 20% of its total food purchases to local and sustainable food options.

University of Maine RFP for Athletic Event Concession Services, 2004

Section 3.10 of this RFP specifies for proper handling, storage and disposal of grease, fat and oil. The contractor must find a proper recycling service for the end use product.

University of Portland RFP for Dining Services, 2008

This RFP seeks proposals for food service operations in the university dining halls. Food vendors must supply food that was produced with reduced or no pesticides, and healthy and humane livestock care, and soil and water conservation practices.



There are five types of sustainability standards for food services: 1) Food; 2) Food Service Equipment; 3) Food Service Operations; 4) Serviceware; and 5) Additional Claims.

Table 6 contains additional food-related claims that are not part of a standards or certification program, and are unverified, but may indicate some socially or environmentally preferable food qualities.

FOOD



Demeter Biodynamic

[Production Standards for Biodynamic Food Production](#)

[Processing Standards for Biodynamic Food Production](#)

Demeter is a world wide certification system used to verify to the consumers in over 50 countries that food or product has been produced by biodynamic methods. Demeter USA is a certification agency for Biodynamic farms, processors and products in the United States. Biodynamic standards include a biodiversity set aside of 10% of total land, rigorous processing standards that emphasize minimal product manipulation, and whole farm certification (versus a particular crop or area). Inspectors visit operators annually to collect information about methods. A committee of assessors then decides whether to grant certification. Most committee members are experienced biodynamic farmers and/or processors.



EcoLogo

[CCD-131: Coffee](#)

EcoLogo™ is a Type I ecolabelling program (as defined in ISO 14024), and is managed by TerraChoice Environmental Marketing Inc. EcoLogo certifies resources used in food service operations through the use of full life cycle assessments. Certification criteria documents are developed through a process conforming to ISO 14024 eco-labeling standards. The open, public and transparent process ensures the participation of a broad base of stakeholders including user groups, product producers and associations, government agencies, scientists, consumer representatives, academics and environmental advocates. Stakeholder input guides much of the establishment of criteria. The process includes performing an environmental life-cycle evaluation, determining the range of current industry performance, and establishing leadership criteria that represent approximately the top 20% of the industry.



Food Alliance

Food Alliance Farms and Ranch Evaluation Criteria

Food Alliance Handling Operation Standards and Procedures

Food Alliance is a nonprofit organization that certifies farms, ranches and food handlers for socially and environmentally responsible agricultural and food processing practices in North America. Food Alliance's standards include whole-farm and crop specific evaluation criteria, and currently cover a wide range of crop and livestock systems including fruits, vegetables, grains, legumes, beef, pork, lamb, chicken, eggs and dairy. Hormone and antibiotic supplements are prohibited in livestock production. Packed and processed products that carry the Food Alliance Certified seal must meet criteria in both the producer standard and the handler standard which includes chain of custody verification. Food Alliance contracts an ISO accredited inspection service to conduct all producer and handler inspections. The standards are updated and adapted regularly with the guidance of the Food Alliance Stewardship Council and the Food Alliance Board of Directors, which acts as the governing body.

The Producer Standard is designed for farmers and ranchers in the North American region. Food Alliance certification is valid for three years and is enforced through an onsite inspection every three years, annual reporting, and random onsite inspection. Food Alliance certified products may not be produced using genetically engineered seeds or livestock, non-therapeutic antibiotics or artificial growth hormones, or select toxic pesticides listed on Food Alliance's Prohibited Pesticide List. In order to sell products as Food Alliance Certified, farms or ranch operations must demonstrate at least 75% compliance with the required scored criteria, and must demonstrate continual improvement of these practices:

- healthy and humane treatment of animals
- reduced pesticide usage and toxicity
- soil and water conservation
- safe and fair working conditions
- wildlife habitat conservation

The Handler Standard is designed for packers, processors, manufacturers and distributors who handle Food Alliance Certified products. This certification ensures the integrity of a product by tracing it from the ranch or farm to the handlers throughout the supply chain. Artificial colors, flavors and preservatives are prohibited. Handlers must adhere to Food Alliance's social and environmental criteria. Through annual and random third-party onsite inspections, these handlers must demonstrate continual improvement of the following practices:

- Conservation of energy and water
- Reduction and recycling of waste
- Reduction/elimination of toxic or hazardous materials used in the facility



Humane Raised and Handled

Ranch Standards

Animal Handling Guidelines and Audit Guide

The Certified Humane Raised and Handled program is a certification system for animal welfare and food labeling in the US. It is dedicated to improving the welfare of farm animals from birth through slaughter for farm animals raised for food each year. Standards are available for animal specific products including beef, chicken, dairy cows, goats, pigs, sheep and turkeys. Packaging and handling standards for processors and distributors ensure the quality of the product is maintained down the chain of custody.



IMO Social Responsibility & Fair Trade

IMO Social Responsibility & Fair Trade Programme

This is a third party certification program for agricultural, manufacturing and trading operations worldwide that practice social responsibility and Fair Trade guidelines. The standard combines strict social and fair-trade standards with adaptability to local conditions.



Marine Stewardship Council

MSC Principles and Criteria for Sustainable Fishing

MSC Chain of Custody Standard

The Marine Stewardship Council (MSC) is an ecolabeling and certification program for well managed and sustainably run fisheries and supply chain operations around the world. The MSC standards for Fishery and Chain of Custody certification were developed through an open transparent stakeholder process. Certification must be done through an independent third party assessment process.

The MSC Fisheries Certification standard applies to wild-capture fisheries. Fisheries appoint an independent certifier to assess the unique circumstances of each fishery. Methodology for certification is developed and updated by MSC's Technical Advisory Board and includes requirements for conducting surveillance audits, alerting stakeholders, and contents covered in the certification report. Certification for fisheries is valid for 5 years with annual inspections. Each fishery must demonstrate:

- Sustainable fish stocks
- Management of ecosystem diversity
- Adherence to all local, national and international laws

The MSC Chain of Custody Standard for seafood traceability ensures that every pound of fish in the supply chain, from the fishery to the final point of sale, came from MSC

certified business operations. Certification lasts for three years and businesses are randomly inspected during this time period. Businesses are audited and must demonstrate effective storage and record-keeping systems to prevent comingling with illegally fished seafood.



Protected Harvest

[Standards for Wisconsin Potatoes](#)

[Standards for California Strawberries](#)

[Standards for Lodi Winegrapes](#)

[Standards for Stonefruit](#)

[Standards for Mushrooms](#)

Protected Harvest is a third party certification program for vegetables that meet stringent Biointensive Integrated Pest Management (BioIPM) production standards and reduce use of pesticides. BioIPM is a systems approach to pest management that is based on an understanding of pest ecology. A point system is used that rewards growers for implementing ecologically based practices in nine different management categories. A limited number of pesticides may be used and growers must stay below a number of Toxicity Units per acre. Each packer or handler of the crop must undergo an additional chain-of-custody handler audit that follows the crop from field to retail, including during storage, packing, pallet loading, and transportation.



Rainforest Alliance

[SAN Sustainable Agriculture Standard](#)

About Rainforest Alliance is a non-profit organization that works to conserve biodiversity and ensure sustainable livelihoods by transforming land-use practices and increasing employee welfare. Over 30,000 farms in tropical regions of Africa, Latin America and Asia have earned Rainforest Alliance certification by meeting the standards of the Sustainable Agricultural Network (SAN). Products harvested on these farms, including cocoa, coffee, tropical fruits, flowers and tea, bear the Rainforest Alliance Certified™ seal. The certification process includes a review of documents and an onsite visit, reviewing operations and conducting interviews. Farms are audited annually and certification lasts for three years. Rainforest Alliance Certified farms must meet 80% of criteria in the following categories:

- Management system
- Ecosystem Conservation
- Wildlife Protection
- Water Conservation
- Working Conditions
- Occupational Health
- Community Relations
- Soil Conservation

- Integrated Crop Management
- Integrated Waste Management



TransFair USA

Generic Fairtrade Standards for Small Producers' Organizations

Generic Fairtrade Standards for Hired Labour

Fair Trade Certification is primarily concerned with reducing poverty through greater equity in international trade. Farmers and producers that are a part of the Fair Trade program are ensured price premiums for the coffee products they grow to protect them from the volatility of the international market. Fair Trade standards provide general environmental requirements for all certified products as opposed to specifically addressing each crop. Fair Trade coffee is not necessarily shade grown but farmers are encouraged to restore biodiversity around their operations. Certification is conducted by an independent third party verifying that product supply chains meet Fair Trade standards. These criteria are established by Fairtrade Labeling Organizations International (FLO), a consortium of Fair Trade groups in Japan, Canada, the US and 17 European countries. Certifiers annually audit farms onsite and a review financial documents and Fair Trade transactions.



United States Department of Agriculture

Organic Production and Handling Standard

The USDA National Organic Program (NOP) develops, implements, and administers national production, handling, and labeling standards for organic agricultural and meat products. The USDA organic standard provides guidelines for farm, ranch, and chain of custody operations as set forth in the Organic Food Productions Act. USDA Organic certifies milk, dairy, eggs, fruits, vegetables, poultry, cattle, sheep, goats and prohibits the use of many pesticides, chemical fertilizers and genetically modified food.

The standards are administered through an open, transparent stakeholder process under the supervision of the National Organic Standards Board. Food operations are certified by USDA accredited agencies via annual onsite inspections and a review of the applicant's "Organic System Plan" (OSP). Certifying agencies are contracted by the food operation itself but must be accredited by the USDA. The USDA has a three-tiered labeling system. Products with at least 95% organic ingredients can display the USDA Organic logo; products with at least 70% organic ingredients may claim to be "Made with organic ingredients;" and products with less than 70% organic ingredients may identify specific organic ingredients in the product ingredient list.

FOOD SERVICE EQUIPMENT

Energy Star



[Commercial Dishwasher](#)
[Commercial Fryers](#)
[Commercial Hot Food Handler](#)
[Commercial Ice Machine](#)
[Commercial Refrigerators and Freezers](#)
[Refrigerated Beverage Vending Machines](#)

ENERGY STAR, a joint program of the US Environmental Protection Agency and the US Department of Energy, helps residents, public entities, and businesses save money and protect the environment by labeling energy efficient products. Energy Star sets efficiency requirements for water and energy consumption of commercial food service appliances.

FOOD SERVICE OPERATIONS

AASHE STARS



[Sustainability Tracking, Assessment & Rating System \(STARS\)](#)

The Association for the Advancement of Sustainability in Higher Education is an association of college and universities in the US and Canada working on sustainability initiatives. AASHE STARS is a self reporting Sustainability Tracking, Assessment & Rating System gauging progress towards accomplishments in sustainability. Institutions must report on policies and expenditures regarding procurement. Facilities can earn credits by purchasing local, food-alliance certified, organic and Fair Trade-certified products, reducing energy and water use and implementing an effective waste management program.

Green Restaurant Association



[Green Restaurant 4.0 Standard](#)

The Green Restaurant Association is a non-profit organization that promotes sustainability in the restaurant and food service industry. The GR 4.0 standard is a 2nd party standard and certification based on criteria developed internally by the Green Restaurant Association. Performance is gauged by the accumulation of points in each of the GRA's Environmental Guideline categories, including: energy, water, waste, disposables, chemicals and pollution, sustainable food choices, and sustainable furnishing and building materials. There are no mandatory minimum requirements within each category. Restaurants have the ability to reach one of three levels depending on points accumulated: Two-star, Three-star and Four-Star. Once certified, restaurants must acquire additional points each year in order to maintain certification.



Green Seal

GC-8 Standard for Paper Products in the Preparation of Food

GS-9: Standard for Paper Towels and Paper Napkins

GS-35: Standard for Food Service Packaging

GS-46: Standard for Food Service Operations

Founded in 1989, Green Seal is a non-profit environmental standards-setting and certification agency based in Washington D.C. Standards are developed through an open stakeholder process. Evaluation of products and practices is done by Green Seal technical staff and external auditors and includes a comprehensive review of the product/practice components, supporting data, product/practice performance, and an on-site audit to ensure that all criteria are met. Certification requires annual monitoring to ensure continued compliance.

The GS-46 standard establishes social and environmental criteria for restaurant and food service operations in schools, colleges/universities, hospitals and catering operations. There are three levels: bronze, silver, and gold. Operations must demonstrate continued improvement annually. Continual improvement is tracked using criteria for monitoring and reporting in each category of requirements. Each level of criteria is based on a comprehensive lifecycle assessment. There are criteria for:

- Air Quality
- Cleaning and Landscape Management
- Energy Management and Conservation
- Environmentally and Socially-Sensitive Purchasing
- Sustainable Food Purchasing
- Training and Communication
- Transportation
- Vegetarian Options
- Water Consumption and Management
- Waste Reduction and Management

The GS-35 Standard establishes environmental criteria for disposable packaging and carry-out containers, including containers, plates and bowls from restaurants and other retail food service establishments. All products must have a minimum recycled content of 45% by weight and must be manufactured without use of chlorine bleaching and other toxics in packaging and inks.

The GS-9 Standard establishes environmental criteria for paper towels and napkins and GC-8 establishes environmental criteria for paper products used in the preparation of food or indirect food items. These products must be processed without the use of chlorine and bleach and must contain 100% post consumer waste, recycled napkins and paper towels.



City of San Francisco Green Business Program
Restaurant Standards 2008



City of Santa Monica Green Business Certification
Restaurant Grocers Checklist 2008

A number of localities have developed green certification programs for food services operations, such as the cities of San Francisco and Santa Monica, CA. In Santa Monica, restaurants and grocers are evaluated against a checklist consisting of seven key areas in sustainability; energy efficiency, water efficiency, waste management, preferential purchasing, landscape and chemical use, pollution prevention and transportation. In order to meet requirements, operations must meet at least five of the requested options in each category and be verified by a city mandated auditor. The San Francisco's Restaurant Grocers Checklist ensures that a City or County food service operation complies with environmental standards to reduce waste, prevent pollution and conserve resources.



US Green Building Council (USGBC)
LEED for Existing Buildings: Operations & Maintenance
LEED for Retail: Commercial Interiors

The USGBC awards buildings LEED (Leadership in Energy and Environmental Design) certifications at the Certified, Silver, Gold, and Platinum levels, based on the number of credits earned in a variety of categories. Facilities can gain credits for sustainable food purchases, energy efficient equipment, water efficiency technology and waste management practices.

SERVICEWARE



Biodegradable Products Institute
ASTM D6400 - 04 Standard Specifications for Compostable Plastics

The Biodegradable Products Institute is a multi-stakeholder non-profit working to reduce the use of petroleum-based plastic by promoting biodegradable materials. BPI certifies products against the ASTM standard for Compostable Plastics (<http://www.astm.org/Standards/D6400.htm>). ASTM International is a voluntary standards development organization that sets requirements for materials, products, systems, and services all around the world. The ASTM standard on compostable products covers plastics that are designed to be composted in municipal and industrial aerobic composting facilities. Plastics must contain properties that will allow 100% compostability at a rate comparable to known compostable materials.





EcoLogo

CCD-085: Kitchen Towels

CCD-084: Table Napkins

CCD-145: Food Containers

See Food Standards above for more details.

ADDITIONAL CLAIMS

Table 6: Unverified Food Claims			
Food Source	Definition	Benefits	Drawbacks
Local	Food produced by farmers within 100-300 miles of the purchasing site or within the same region	<ul style="list-style-type: none"> • Food is fresh upon arrival • Geographic awareness of food sources • Knowledge of food production practices 	<ul style="list-style-type: none"> • No independently verified standard • Local food is not always environmentally preferable • Must look into farm practices and procedures if not specified by the farmer
Grass-fed	A label found on cow or lamb meat products that claims the animal was raised on a diet consisting fully of grasses, hay and forage/	<ul style="list-style-type: none"> • Much lower in total fat content than grain fed 	<ul style="list-style-type: none"> • Some of these claims are not verified by the USDA
Natural	Meat and poultry products that have undergone minimal processing	<ul style="list-style-type: none"> • No artificial colors, ingredients or flavors • No preservatives 	<ul style="list-style-type: none"> • Does not guarantee a reduced social or environmental impact
Free Range	A label present on poultry and egg products	<ul style="list-style-type: none"> • Claim that birds have been given access to outdoors 	<ul style="list-style-type: none"> • No independent verification • Time period for access to outdoors is not specified • Access does not necessarily mean the bird spent time outdoors
Cage Free	A label present on poultry and egg products	<ul style="list-style-type: none"> • Claim that bird was raised without cages 	<ul style="list-style-type: none"> • Claim is usually made by the producer (no independent verification) • Does not guarantee access to outdoors



PRODUCTS

Use the RPN online product database to find: serviceware (cups, plates, knives, forks, spoons, trays, containers and napkins) certified by Biodegradable Products Institute, Green Seal, and Ecologo, as well as Energy Star kitchen appliances.

Use the links below to find: local and certified food providers; and composting services. (Last updated 5/2009)

LOCAL FOOD

[Chef's Collaborative](#)

Find local farmers and food producers selling to restaurants.

[EatWild](#)

Search for farmers that produce grass-fed meat and dairy.

[Local Harvest](#)

Find farmers markets, CSAs (community supported agriculture), and local food co-ops.

[National Sustainable Agricultural Information Service Local Food Directory](#)

Local food directories and promotional programs, searchable by state.

CERTIFIED FOOD

Most of these certification programs provide retailer and producer lists by location.

[Fair Trade Certified](#)

[Food Alliance](#)

[Humane Raised and Handled](#)

[IMO Social Responsibility & Fair Trade](#)

[Marine Stewardship Council](#)

[Protected Harvest](#)

COMPOSTING

[EPA Composting Page](#)

Information about regional and state composting programs

US Composting Council

Resources for state composting operations, composting certification companies, and case studies.

EnergyStar Appliances

Use the database to find EnergyStar-related dishwashers, fryers, griddles, hot food holding cabinets, ice machines, ovens, refrigerators, freezers, steam cabinets and vending machines.



CALCULATORS



Use these calculators to estimate costs and benefits related to energy, water, serviceware, and composting.

ENERGY AND WATER

Life-Cycle and Energy Cost Calculators

Pre-Rinse Spray Valve/Water Cost Calculator

Use the Food Service Technology Center's Energy Cost Calculators to measure the annual energy consumption of fryers, griddles, holding cabinets, ovens, refrigeration, steamers, and charboilers, according to performance, usage and utility costs. Use the Water Cost Calculators to estimate savings associated with low-flow pre-rinse spray valves.

SERVICWARE

Wasteless Calculator

Use the Wasteless Calculator, from the New York City Department of Sanitation's Bureau of Waste Prevention, Reuse and Recycling, to measure the environmental and monetary benefits of switching from disposable cups and bowls to reusable serviceware. Input values include the quantity of products used, the number of employees using the products, and capital and operation costs. Final results reflect total first-year savings, subsequent year's savings and payback period and the amount of waste prevented.

COMPOSTING

Economic Analysis for Food Waste Composting or Reuse

Use the cost components for composting from the Cost section of this guide, and plug those values into this calculator for an analysis of annual operation and capital costs and payback period for investment in equipment. This analysis is part of the the Joint Service Pollution Prevention Opportunity Handbook, designed by the Naval Facilities Engineering Service Center to identify available pollution prevention technologies, management practices, and process changes that reduce hazardous waste and solid waste generated at joint service industrial facilities.



FOOD WASTE AND COMPOSTING

Brown Creek Correction Institute In-Vessel Food Residuals Composting, North Carolina, 1999

Brown Creek Correction Institute used an in-vessel system to compost an average of 1615 lb. per day, which is applied to Brown Creek's grounds and vegetable gardens, and saves approximately \$30,000 annually.

Fletcher Allen Health Care, Vermont, 1998

The Medical Center Hospital of Vermont (MCHV) Campus of Fletcher Allen Health Care implemented a food discard recovery program which saved approximately \$1,400 per year in landfill hauling and tipping fees and supported a local farm. They delivered approximately 90% of their food preparation scraps and steam table leftovers to an off-site composting facility. The hospital also donated produce to a food bank and sent old grease to a rendering facility.

University of New Hampshire Compost Program, 2006

UNH staff collected between 25,000 - 40,000 pounds of food and organic waste from dining areas, per month, during the academic year, and used onsite windrows to compost approximately 200,000 pounds annually, which was then sold to local farmers.

FOOD SERVICE CASE STUDIES

Duke University Green Dining Program, North Carolina, 2004

In fall 2004, Duke University conducted an inventory of environmental impacts associated with campus dining services, including 23 privately-owned eateries. The case study recommends strategies for implementing green dining services based on the environmental inventory.

Multnomah County Correctional Facilities, Portland 2004

This pilot project redirected approximately \$30,000 in food purchases to the local food economy.

BOTTLED WATER CASE STUDIES

University of Winnipeg Bottled Water Ban, Canada, 2009

The University banned bottled water sales at all food service operations, including cafeterias, privately owned eateries and vending machines. The university was able to bypass its beverage exclusivity contract with Pepsi, eliminate costs associated with buying bottled water, and reduce faculty and student body concern about drinking tap water.



HANDY FACTS

- ▶ Food service operations are among the most energy intensive in the commercial sector, accounting for 6 percent of all commercial energy consumption (DOE/EIA 2007).
- ▶ The industrial agriculture system contributes between 17% and 32% of all human induced greenhouse gas emissions (Bellarby 2008).
- ▶ Agricultural lands take up close to half the earth's land surface at the cost of usable carbon sinks from natural vegetation (IPCC 2008).
- ▶ According to the EPA, food leftovers are the single largest component of the waste stream by weight in the United States (EPA 2008a).
- ▶ 4-10% of all purchased food ends up as preconsumer waste (LP 2008).
- ▶ A small leak of 0.2 gallons per minute can waste 100,000 gallons of water and \$1,640 a year in water, sewer and gas costs (ES 2006).
- ▶ 70 percent of all antibiotics consumed in the US are used as additives in livestock feed (Harvie 2006).
- ▶ Every year 1.7 to 2.2 million pounds of arsenic are given to chickens as a feed additive to promote growth (Wallinga 2006).
- ▶ In the US, solid waste from domesticated animals and enteric fermentation from cows are responsible for roughly 200 million metric tons of CO₂e (DOE/EIA 2007).
- ▶ A common conventional food product travels an average of 1,500 miles before it reaches the plate (LCSA 2001).

DEFINITIONS



Agrochemical	a generic term for the various chemical products used in agriculture generally referring to pesticides, including insecticides, herbicides, and fungicides, fertilizers and growth hormones.
Baseline	basic information gathered before a program begins that is used later to provide a comparison for assessing program impact
Bioaccumulate	Process whereby harmful substances concentrate or magnify as they move up the food chain.
Biobased	products composed in whole or in significant part of biological products, forestry materials, or renewable domestic agricultural materials, including plant, animal, or marine materials, generally safer for the environment than petroleum-based counterparts, and usually biodegradable or recyclable.
Biodynamic®	a concept of farming, developed in the 1920s, that views the farm holistically as a living organism and emphasizes contributing to natural resources instead of depleting them. Products must be produced without synthetic pesticides or fertilizers, genetic engineering, and all other requirements of a certified organic label.
Cage free	a food claim that eggs come from chickens that were raised without confinement in cages
Community Supported Agriculture (CSA)	a system where by a consumer commits to buying a certain percentage a farmer's crop in the beginning of each growing season
Compostable	Food or other organic material capable of undergoing biological decomposition in a compost site. The organic matter from compost can improve the water holding capacity of roots and will provide plants with nutrients.
Endocrine disruptor	chemical that interferes with the normal function of a living organism's endocrine system

Environmentally preferable	products and services that have a lesser or reduced effect on human health and the environment when compared to other products and services that serve the same purpose.
Free-range	suggests that a meat or poultry product (including eggs) came from an animal that was able to roam outdoors.
Grassfed	A government regulated label on meat that means that the ruminant animal (cow or lamb) has been raised on a diet consisting fully of grasses, hay, and forage.
Genetically Modified Organism	an organism whose genetic characteristics have been altered by the insertion of a modified gene to express a desired trait
Handler	any operation that takes physical possession of a product- such as a processor, manufacturer, distributor, packer, broker, other entity- that processes, packs or distributes products.
Hazardous substance	1. material posing a threat to human health and/or the environment, that can be toxic, corrosive, ignitable, explosive, or chemically reactive 2. substance that must be reported to the EPA if released into the environment.
Humanely raised	a term used to describe the way an animal is raised for food production. Processes that are considered humanely-raised provide conditions where animals are not confined, have free access to fresh food and water and are raised without the use of antibiotics or growth hormones.
In-Vessel Composting	a composting operation where by composting materials are confined within a building, container, or vessel.
LEED (Leadership in Energy and Environmental Design)	a building rating system developed by the US Green Building Council, includes standards for several types of buildings
Life Cycle Environmental Impacts	environmental impacts of a given product or service caused by its production, consumption and end use management.

Natural	meat and poultry products that have undergone minimal processing and do not contain artificial colors, ingredients, flavors or preservatives
Operation	a food service business including, but not limited to full-service operations, limited service operations, non-commercial establishments and catering.
Post Consumer Food Waste-	food scraps left over from customers.
Pre-consumer Food Waste	food waste discarded by kitchen staff in the form of overproduced food, trim waste, spoiled food, dropped items, overcooked items, or leftover bar food.
Pulper	a machine used to grind up organic matter, such as food scraps, cardboard, and paper, with water and then extract most of the moisture to produce a dry, organic pule.
Recombinant bovine growth hormone (rBGH)	a synthetic growth hormone given to cows to increase milk production.
Sustainable Agriculture Network	an international coalition of leading conservation groups that links responsible farmers with conscientious consumers by means of the Rainforest Alliance Certified seal of approval
Total Cost of Ownership	A financial estimate designed to help consumers and enterprise managers assess direct and indirect costs
Volatile organic compound (VOC)	organic compound that typically vaporizes at room temperature and participates in atmospheric photochemical reactions
Windrow Composting	consists of placing a mixture of raw materials in a long narrow piles or windrows which are agitated or turned on a regular basis.



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ADDENDUM 1: RPN GOAL WORKSHEETS

RPN Food Goals Worksheet Percentage total food purchases by dollar amount				
Food Categories	Local* and Certified	Local or Certified**	Deadline (year)	Annual Percent Increase in Purchases in Local and Certified Food
Eggs				
Milk and Dairy				
Beef				
Poultry				
Produce				
Coffee				
Seafood				

*Define local by region, state or miles (300 miles or less)

**Define Certified by the food claims and standards outlines in the Standards section of this Guide



ADDENDUM 1: RPN GOAL WORKSHEETS

RPN Water, Energy & Waste Goals Worksheet					
Deadline	Water saved (g/mo)	Energy saved (kWh/mo)	Waste prevented (tons/mo)	Percent recyclables recycled (tons/mo)	Percent of organic material composted (tns/mo)
Year 1					
Year 2					
Year 3					
Year 4					
Year 6					
Year 6					
Year 7					
Year 8					
Year 9					
Year 10					

* Alliance Certified, Fair Trade, Food Alliance Certified, Marine Stewardship Council

**Environmentally preferable/socially responsible food percentages may be incorporated into local food percentages

ADDENDUM 2: MODEL POLICIES



MODEL FOOD POLICY

Emory University Sustainability Guidelines for Food Service, 2008

MODEL FOOD WASTE AND SERVICWARE POLICY

University of Maryland, Environmental Stewardship Guidelines, Dining Services
Environmental Programs and Practices 2008

MODEL ENERGY AND WATER CONSERVATION

Duke University Energy Star Buying Guide 2009



ADDENDUM 3: MODEL SPECIFICATIONS

MODEL ENERGY AND WATER CONSERVATION SPECIFICATION

Energy Star Commercial Food Service Equipment: Sample Procurement Language
2008

MODEL FOOD SERVICE SPECIFICATION

City of San Francisco Recreation and Park Department: RFP for Food and
Beverage Concession: 2008



February, 2008

Producer Guidelines for Food Suppliers

Introduction

As part of Emory University's commitment to sustainability, it has established a goal that 75% of food served on campus be locally or sustainably grown by 2015. The Emory Sustainable Food Committee has clarified purchasing guidelines for local and sustainable definitions and goals. Here is a summary of the desired criteria:

<u>DESIRABILITY</u>		<u>SOURCE</u>	<u>PRACTICES</u>	<u>SCALE</u>	<u>OWNERSHIP</u>
HIGH		GEORGIA	SUSTAINABLE	SMALL &	INDEPENDENT
		REGION	FAIR TRADE	MEDIUM	FARM & COOPERATIVE
LOW		U.S.			
		INTERNATIONAL	CONVENTIONAL	LARGE	CORPORATE

Since the supply of local, sustainable and organic foods is currently low, Emory is focusing on the *source* and *farming practices* as primary goals at this time. The remaining issues of farm scale and form of ownership will become more important as supply increases in the future.

Production

Emory defines *local* in two tiers: Georgia and the 8-state region (GA, FL, NC, SC, AL, MS, KY, TN). Emory prefers products grown under sustainable practices but is open to working with local, conventional growers and will look for those who will be transitioning in the future. As the program evolves, producers who have certification in organic, biodynamic, fair trade, labor rights and/or animal welfare will have advantages in becoming key vendors. Food Alliance certification most closely aligns with Emory's desired criteria. Food Alliance certification requires practices to enhance and protect soil and water quality, reduced pesticide use and toxicity, safe and fair working conditions, humane treatment of animals, no hormone or antibiotic supplements, no GMOs, protected wildlife habitat, and continually improving farm practices. Though not yet readily available in the South and not a requirement at this time, Food Alliance certification will be an attractive, comprehensive certification in the future (www.foodalliance.org).

Purchasing

Food purchasing and sourcing for Emory University is currently handled by the Campus Dining contractor, Sodexo USA Food Service. All food purchases must meet Sodexo's corporate guidelines. In the early stages of implementing the Sustainable Food Initiative, Sodexo will work with a limited number of approved vendors (for fruits and vegetables, mainly FreshPoint and Destiny Produce). As the program grows, Emory will seek to develop personal relationships with farmers that will provide a market for participating producers. As funding permits, Emory expects to pay a fair market price that reflects the true cost of sustainably produced foods.

The following are current and future recommendations for producers as defined by Sodexo and Emory's Sustainable Food Initiative guidelines:

Current Recommendations:

- *Provide consistent quality and quantity for specific produce and/or products;*
- *Establish a relationship with FreshPoint, Destiny Produce or any other approved Sodexo vendor.*
- *Establish compliance with approved vendors' requirements (see below).*
- *Begin process of moving current agricultural practices to more sustainable production methods and systems.*

Future Recommendations:

- *Establish a Grower Group or Grower Cooperative to allow bulk purchasing and price benefits for small farmers. Emory's Sustainable Food Initiative hopes to support the growth of such groups and coops to provide long-term direct markets and economies of scale for small family farms in the South.*
- *Work with Emory Dining to become an independent approved vendor.*

Distribution

Destiny Produce and FreshPoint handle almost all produce deliveries for Emory Dining, and these two entities maintain direct contacts with producers, including quantity and price.

Destiny Produce: Destiny is Georgia's primary organic produce distributor, and up to this point, has required organic certification from growers in order to distribute for them. Exceptions are now being made for customers like Emory who want regional produce and produce with particular certifications. Destiny requires no special packaging or minimum quantities and will send its trucks to growers to pick up less than pallet quantities.

FreshPoint: FreshPoint (a subsidiary of Sysco, Inc.) establishes order sizes and drop points on an individual basis. FreshPoint requires farmers or co-ops to have a Hold Harmless Agreement, a signed Warranty of Product form (as a safe production guarantee), and a Certificate of Insurance. Insurance must include: 1) general liability limits of \$ 1M per occurrence; \$ 2M in aggregate for products-completed operations; 3) the certificate holder should be listed as follows: Sysco Corporation, its subsidiaries, Affiliates and Divisions; and 4) Sysco must be named as additional insured entity.

Cooperative or Grower Group: Cooperatives or grower groups formed by a collection of smaller producers will allow for efficiency, consistency, and profit in working directly with Emory. Proper liability insurance and health and safety requirements can be obtained for the group. Sodexo currently requires HACCP certification, \$ 5M in liability insurance, and specific modes of delivery.

Contacts and Resources

*For questions concerning participation in the Emory Sustainable Food Initiative, contact **Chaz Holt**, Emory Farmer Liaison, 770-386-8305, chaz@georgiaorganics.org*

Emory's Sustainability Initiative and Buying Guidelines: www.emory.edu/sustainability

*To learn more about sustainable and organic growing methods contact: **Georgia Organics, Inc.**
P.O. Box 8924, Atlanta, GA 31106, Phone: 678.702.0400, www.georgiaorganics.org*

***Julia Gaskin, Sustainable Agriculture Coordinator, University of Georgia, College of
Agriculture
& Environmental Sciences, 706-542-1401, jgaskin@engr.uga.edu***



Dining Services Environmental Programs and Practices

Dining Services has a strong commitment to environmental stewardship. Our approach is a comprehensive and ongoing process guided by campus and community experts. Our goal is to help ensure that resources used for today's needs remain available for future generations while meeting our current guests' needs in a cost effective and responsible manner.

1. Waste Reduction

Triple Filtered Water Purification – Stations in the seating areas of both resident dining rooms allow guests to refill reusable water bottles for free instead of purchasing single use bottled water.

[Reusable Mugs](#) – Partnering with Resident Life, reusable hot/cold mugs are being distributed to resident students for use with coffee, tea and fountain sodas at a reduced price in resident dining rooms, C-Stores and Satellite operations that accept the resident meal plan.

Cook to order – Small batch cooking (which is more operationally complex) results in higher food quality and dramatically reduces leftovers and waste.

Napkins – Have been relocated to dining room tables instead of the serving line resulting in a 50% reduction in usage.

Micro-filtration — In 2005, we began micro-filtration to extend the life of cooking oils. By getting greater use out of the oils we buy, we have reduced our use of cooking oil by over 50%.

Paperwork – The use of [Optix document management systems](#) resulted in the use of 50,730 fewer sheets of paper.

2. Salvage and Reuse

Pre-consumer leftovers – While we strive to minimize unsold leftovers, food that may not be efficiently reused in a timely method but is still safe for consumption is donated to the [DC Central Kitchen](#) for distribution to area homeless shelters.

Equipment and supplies – We send excess working, used equipment and supplies to [Terrapin Trader](#) for sale or we recycle the equipment within our units. Footnotes Cafe in McKeldin Library was built entirely from equipment and supplies that were repaired or modified for the space. 50% of the equipment used for expansion of the Commons Shop was reclaimed from other locations. Equipment that has outlived its useful life and cannot be repaired is dismantled and components are recycled.

3. Waste Recycling

Dining Services works with [EnviRelation LLC](#) to compost pre- and post-consumer food wastes in the Diner, South Campus Dining Room, Denton/Catering and at the Student Union. Last year, the average amount of food waste that was composed each month increased from 10 tons in 2006 to up to 28 tons during the academic year. We replant oyster shells in the Chesapeake Bay after every oyster roast to revitalize local oyster beds. We set up compost stations for food waste at large special events including Maryland Day, the SGA Crab Fest, and the SGA Spring Barbecue.

[Compostable](#) plates, cups, forks, spoons and knives were tested during Maryland Day, the Student Affairs End of Year Celebration, and the SGA Spring Barbecue. Issues still exist with respect to cost, availability and capture into the composting stream, but all items were well received by the users.

Dining Service currently recycles the following items:

- Cardboard (the resident Dining Rooms are the largest cardboard recycling source on campus)
- Used Cooking Oils and Greases
- Mixed Paper
- Motor Oils
- Batteries
- Fluorescent Light Tubes
- Glass
- Refrigerants
- Metals
- Plastics
- Toner Cartridges

17 Recycling containers and 4 recycling bins have been placed near the exits of campus dining locations to allow guests to recycle newspapers, mixed paper, bottles, plastic and glass. All used cooking oils are sent to Smarter Fuel where they are converted to biodiesel fuel. Waste grease is sent to be recycled into other products. During the academic year over 7,500 pounds of cooking oils are recycled monthly.

All Dining Services office workstations now have mixed paper-recycling bins.

4. Public Information/Education

Waste Recycling, Reuse and Reduction: The Green Dining Program is featured on the D.S. website and on posters and promotional materials.

Dining Services teamed up with Cathy Guisewite, author of the comic strip “Cathy” to promote the use of tap water over bottled water. A “Cathy” Sunday comic was devoted to the environmental effect of disposable plastic water bottles and is used to promote the Triple Filtered Water Bottle Stations.

The “Why Bottle” campaign encourages guests in C-Stores and Satellite operations to utilize reusable mugs for fountain sodas rather than bottles.

The Department actively promotes and participates in Recyclemania. Staff members participated with displays at Earth Day and by being panel members on sustainability discussions. Staff members also serve on the Student Affairs Environment Committee and the Campus Climate Action Plan Workgroup.

Dining Services works with the Residence Hall Association (RHA) and other student groups to provide information and education about recycling and environmental concerns in general as well as specifically encouraging dining room guests to use china, glasses and flatware while eating IN the dining rooms. This objective is included in our orientation video, most publications and in posters and table tents at the start of each semester.

Written environmental and recycling expectations are included in every staff member's performance review and development program and our employee training includes a session on environmental issues, including composting and recycling policies.

Joe Mullineaux presented during a nation-wide web conference hosted by R & I and Chain Leader magazines on Green Dining. He also led a Green Dining Panel at the NACUFS Mid-Atlantic Regional Conference and is presenting the operators perspective in a key note presentation entitled "The Sustainability Triangle" at the International Food Service Distributors Association National Conference.

Greg Thompson, aka "Mr. Compost", has been featured in the 2007 UM Sustainability Report, Food Service Director Magazine, and the [Diamondback](#) for his composting work and his roof gardens that grow organic herbs using irrigation from refrigeration condensation and recycled materials such as rain barrels made from carbonated beverage syrup containers.

5. Energy and Water Conservation:

Dining Services is exploring exhaust hood technology from [Intelli-Hood](#) to reduce heating, cooling and electricity usage with variable control exhaust hoods. With this technology, the average cooking exhaust hood can reduce heating usage by 417,058 KBTU per year, cooling usage by 36,357 KBTU per year and electric usage by 26,130 KWHR per year. This is roughly equivalent to the annual electricity usage of 12 Maryland homes. Dining Services has 12 exhaust hoods where this technology could be utilized so even greater energy and financial savings could be realized.

All dishwashing machines and ware washing equipment have been replaced with energy efficient steam heated equipment that uses only 70% of the water required by the old machines. In addition, the steam used to heat the water is recycled. This saves approximately 80,000 gallons of water per month. As a point of reference, the [average Maryland citizen uses 100 gallons of water per day](#), so this would represent the water used by 26 Maryland residents.

The first installation of a new [Opti Rinse](#) technology dish-machine will be completed this summer, using "large droplet" S-shaped rinse to reduce water consumption by more than 50% and energy usage by more than 50% compared to our current high efficiency dish machines.

All water-cooled refrigerator systems have been replaced with air cooled systems or closed loop cooling tower systems. This eliminates the need for any water usage in the refrigeration systems that previously needed over 150,000 gallons of water yearly.

Energy efficient “[Combi Ovens](#)” have started replacing older gas convection ovens. These ovens are more efficient and the steam and convection cooking process cuts cooking time leading to greater energy savings.

In 2005, all the 31-year-old windows in South Campus Dining Hall were replaced with new energy-efficient insulated windows; the roof and ductwork in the Diner were insulated and inefficient 25-year-old air conditioning systems were replaced with energy efficient environmentally friendly systems. We anticipate this will reduce the energy required for heating and cooling by 10-15 percent.

All incandescent lighting in production, storage and office areas is being switched to compact fluorescent bulbs as the older bulbs burn out. All public restrooms and all storage areas have had motion detectors installed on lighting systems that automatically turn the lights off when the spaces are not in use. All non-production hallways have had the lighting levels reduced by 50 percent.

6. Building Design and Project Standards:

We work with campus design and construction professionals to ensure all buildings and remodeling projects are in compliance with campus regulations with respect to facility design and performance as well as construction methods and standards. Working with the Division of Student Affairs, we are developing standards to ensure all renovate facilities qualify for [the U.S. Green Building Council’s LEED](#) certification. Dining Services is also working with the Division of Student Affairs to create divisional building standards and to have two staff members LEED accredited.

7. Product Purchasing:

The 700 cases of paper towels used annually contain a minimum of 90% recycled fiber with a minimum of 40% post consumer recycled fiber. The 1500 cases of dinner napkins and the 600 cases of cocktail napkins used annually contain a minimum of 95% recycled fiber.

Dining Services only purchases fish and seafood meeting the “best choices” or “good alternatives” categories for sustainability as determined by [Seafood Watch](#) or the [Marine Stewardship Council](#).

Dining Services evaluates the packaging of all its products from the manufacturers. Many suppliers, including Pepsi and Frito Lay, reuse packaging in which their products are delivered.

We purchase many products, including ketchup and pickles in pouch packages that are lighter in weight and use less material than traditional packaging. This reduces the amount of waste, and the lighter weight saves fuel during shipping.

We require our suppliers to pick up and reuse wood shipping pallets.

Our retail locations offer fair trade shade grown organic coffees at the same price as traditional coffees through a special arrangement with our supplier. Our dining rooms serve only fair trade coffee that is produced using environmentally friendly methods.

We are using bio-diesel fuels in all our diesel powered vehicles and are only purchasing new vehicles capable of utilizing alternative fuels including [Compressed Natural Gas](#). The Convenience Shops have started to switch the retail inventory of light bulbs from incandescent to compact fluorescent.

8. Outdoor Environment

Dining Services uses biodegradable cleaning products especially in areas (e.g. loading docks) where the products could reach the storm water system and impact water quality. We have constructed containment devices to prevent cooking oils from leaking and entering streams or the storm water collection system. We will be testing 'green' ware washing detergents and rinse agents during summer 2008.

We have converted or purchased over 1000 refrigeration systems to more environmentally friendly [HCFC](#) refrigerants. We have also replaced several vehicles with alternately fueled vehicles including Compressed Natural Gas.

All Dining Services Facilities utilize an integrated pest management system to minimize the usage of chemicals.

9. Short Term and Long Term Goals:

We are working with Facilities Management to expand our recycling of glass and plastics. We are also continuing energy conservation programs and staff education.

We are currently having an assessment conducted to examine the feasibility of green roof technology for use during the upcoming renovating of Denton/Catering. This initiative could result in lower energy use in these buildings, could cool the surrounding area in the summer, provide a better view to students in nearby residence halls, clean the air and provide a space to grow organic herbs for use in recipes.

We are exploring hybrid electric trucks to replace aging gasoline powered trucks and are working with Facilities Management to explore waste to energy programs utilizing waste oils, food waste, polystyrene and other Dining Services waste products.

We will continue to explore cost effective [carryout](#) alternatives that offer guest convenience and reduced environmental impact.

We are continuing to educate staff on their part in making our environmental plan work effectively.

One of the four department initiatives for FY09 is the creation of a comprehensive sustainability program. A work team has been formed to review all of Dining Services current sustainability efforts and to recommend a strategy for prioritizing our work. Questions about increasing our

composting, reducing our use of to-go items, looking at different take-out packaging options and creating an educational campaign will be explored.

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Division of Student Affairs, University of Maryland, College Park

BECOME A DUKE ENERGY STAR

Duke is an Energy Star Partner, and our new Energy Star Policy is an easy way to conserve energy:

In all areas for which ENERGY STAR ratings exist, the products that Duke purchases will be ENERGY STAR certified or meet the performance requirements for ENERGY STAR certification... In areas for which guidelines are not available, Duke will seek energy efficient products.

We all want to do our part, but being environmentally responsible can be a challenge.

The EPA's **Energy Star** program can help! Energy Star sets high efficiency standards and certifies products that meet or exceed those standards. Rest assured that an Energy Star certified product is among the most efficient available.

By conserving energy, Duke purchasers:

- Reduce utility costs
- Reduce fossil fuel use
- Prevent emission of greenhouse gases
- Prevent emission of health hazards including mercury and sulfur dioxide



Duke has made a commitment to excellence in environmental stewardship. In doing so, Duke has also made a commitment to the health of our community, the conservation of our natural resources, and the quality of our future. With your help, we can keep the skies over Duke clear, clean, and blue.

How to Buy Energy Star Products

Buy through Duke

Computers, monitors, fax machines, printers, and copiers bought through Duke are Energy Star. Mini-fridges rented through **Vending Services** and on-campus laundry machines are also Energy Star! **Duke Stores** offer Energy Star compliant light bulbs.

Just Ask!

When speaking with an appliance retailer, just ask! "I'm looking for an Energy Star qualified refrigerator, *which of these models is Energy Star?*" Asking for help puts the burden on the vendor instead of you.

Make it a contract requirement

Along with your other requirements, stipulate that your designer, distributor, or contractor supply products that adhere to Energy Star guidelines.

Look for the label

Many Energy Star approved products sport the Energy Star Logo. However, many do not! Look for the label, and if you are unsure of whether a product complies, then ask the retailer.

Get online

The Energy Star web site, www.energystar.gov has complete and comprehensive information regarding product areas, make and model numbers, and energy savings. You can also compare an Energy Star product to a non-compliant product using the Savings Calculators!

Common Questions

Do Energy Star products make a real difference?

Yes! For example, consider the light bulb. Every time you replace an incandescent bulb with an Energy Star compliant compact fluorescent (CFL) bulb, you have chosen a bulb that lasts at least 5 times longer and uses up to 75% less energy. Besides saving \$30 in electricity costs, that one bulb prevents 900 pounds of carbon dioxide emissions!

Aren't Energy Star products more expensive?

Like other products, Energy Star products, come in a range of sizes, colors, and prices. Some products carry a premium, but this premium is more than offset by the energy savings and environmental benefits accrued over the product's lifetime.

What is Green Purchasing?

By using Duke's Environmentally Preferable ("Green") Purchasing Guidelines, you can reduce negative environmental impact *and* support environmentally sensitive businesses! The Green Purchasing Program works with vendors, buyers, and administration to help Duke become a more environmentally responsible consumer.

To learn more about buying Energy Star products, come to an Energy Star Info Session!

Info Sessions will be offered throughout the Fall of 2005. Please see www.procurement.duke.edu for details.

The graphic features the text "ENERGY STAR PRODUCT AREAS" in a bold, sans-serif font, centered within a blue rectangular box with a white-to-blue gradient. The box is framed by a thick blue border that has a slight 3D effect, with the top and bottom edges appearing to be slightly recessed or shadowed.

- Commercial Appliances
 - Solid Door Refrigerators and Freezers
 - Fryers
 - Hot Food Holding Cabinets
 - Steam Cookers
 - Vending Machines
- Commercial Heating and Cooling Equipment
 - Light Unitary Air Conditioners and Heat Pumps
 - Geothermal/GeoExchange Heat Pumps
- Commercial and Industrial Transformers
- Lighting Products
 - Exit Signs
 - LED Traffic Signs
 - Traffic Signs
- Construction Products
 - Residential Windows
 - Roof Products
- Residential Appliances
 - Refrigerators and Freezers
 - Dishwashers
 - Clothes Washers
 - Dehumidifiers
 - Room Air Cleaners
 - Water Coolers
- Residential Lighting Products
 - Compact Fluorescent Bulbs
 - Light Fixtures
- Consumer Electronics
 - TVs, VCRs, TV/VCR Combo Units
 - DVD Players and Audio Equipment
 - Cordless Phones and Answering Machines
 - External Power Adapters
 - Home Audio
- Office Products
 - Computers and Monitors
 - Printers, Fax Machines & Mailing Machines
 - Scanners
 - Copiers
 - Multifunction Devices
- Residential Heating and Cooling Products
 - Central Air Conditioners & Air-Source Heat Pumps
 - Room Air Conditioners
 - Boilers
 - Furnaces
 - Geothermal Heat Pumps
 - Thermostats
 - Ceiling Fans
 - Ventilation Fans

Note: Listing is current as of Sept 1, 2005.
For more information, visit www.energystar.gov.

For more information regarding Energy Star and Green Purchasing, contact:

Mary Crawford
Program Coordinator
Procurement Services

Box 91005
Duke University
Durham, NC 27708

919.613.8352

ENERGY STAR® Commercial Food Service Equipment: Sample Procurement Language

Commercial Dishwashers

The Vendor Must:

Provide commercial dishwashers that earn the ENERGY STAR and meet the ENERGY STAR specifications for energy and water efficiency as outlined below. The vendor is encouraged to visit energystar.gov for complete product specifications and an updated list of qualifying products.

Efficiency Requirements for Commercial Dishwashers—Effective October 11, 2007				
Machine Type	High Temp Efficiency Requirements		Low Temp Efficiency Requirements	
	Idle Energy Rate*	Water Consumption	Idle Energy Rate*	Water Consumption
Under Counter	≤ 0.90 kW	≤ 1.00 gal/rack	≤ 0.5 kW	≤ 1.70 gal/rack
Stationary Single Tank Door**	≤ 1.0 kW	≤ 0.950 gal/rack	≤ 0.6 kW	≤ 1.18 gal/rack
Single Tank Conveyor	≤ 2.0 kW	≤ 0.700 gal/rack	≤ 1.6 kW	≤ 0.790 gal/rack
Multiple Tank Conveyor	≤ 2.6 kW	≤ 0.540 gal/rack	≤ 2.0 kW	≤ 0.540 gal/rack

* Idle energy rate as measured with door closed and rounded to 2 significant digits.

** Includes pot, pan, and utensil machines.

Commercial Solid Door Refrigerators and Freezers

The Vendor Must:

Provide commercial solid door refrigerators and freezers that earn the ENERGY STAR and meet the ENERGY STAR specifications for energy efficiency as outlined below. The vendor is encouraged to visit energystar.gov for complete product specifications and an updated list of qualifying products.

Product Type	Current Criteria (Energy Consumption Under Test Conditions)
Refrigerators	≤ 0.10 V + 2.04 kW-hours/day
Freezers	≤ 0.40 V + 1.38 kW-hours/day
Refrigerator-Freezers	≤ 0.27 AV - 0.71 kW-hours/day
Ice Cream Freezers	≤ 0.39 V + 0.82 kW-hours/day

V = Internal volume in ft³

AV = Adjusted volume = (1.63 x freezer volume in ft³) + refrigerator volume in ft³

Commercial Fryers

The Vendor Must:

Provide commercial fryers that earn the ENERGY STAR and meet the ENERGY STAR specifications for energy efficiency as outlined below. The vendor is encouraged to visit energystar.gov for complete product specifications and an updated list of qualifying products.

Energy Efficiency Requirements for Open Deep-Fat Gas Fryers—Effective August 15, 2003	
Heavy Load (French fry) Cooking Energy Efficiency	> 50%
Idle Energy Rate	< 9,000 Btu/hr*

*Based on 15-inch fryer

Energy Efficiency Requirements for Open Deep-Fat Electric Fryers—Effective August 15, 2003	
Heavy Load (French fry) Cooking Energy Efficiency	> 80%
Idle Energy Rate	< 1000 watts*

*Based on 15-inch fryer

Commercial Hot Food Holding Cabinets

The Vendor Must:

Provide commercial hot food holding cabinets that earn the ENERGY STAR and meet the ENERGY STAR specifications for energy efficiency as outlined below. Dual function equipment, such as cook-and-hold models, cannot qualify as ENERGY STAR. The vendor is encouraged to visit energystar.gov for complete product specifications and an updated list of qualifying products.

Current Criteria—Effective August 15, 2003
Maximum Idle Energy Rate = 40 watts/ft ³

The maximum idle energy rate is based on the “idle energy rate—dry test” in ASTM F2140-01. Interior volume (ft³) of each qualifying model must be measured according to the protocol provided below.

Measuring Interior Volume: Commercial hot food holding cabinet interior volume shall be calculated using straight-line segments following the gross interior dimensions of the appliance and using the following equation: interior height x interior width x interior depth. Interior volume shall not account for racks, air plenums or other interior parts.

Commercial Ice Machines

The Vendor Must:

Provide commercial ice machines that earn the ENERGY STAR and meet the ENERGY STAR specifications for energy and water efficiency as outlined below. **Ice machines that use water-cooled technology as well as flake and nugget ice machines are not eligible for ENERGY STAR under Version 1.0.** EPA intends to include flake and nugget ice machines once a test standard is made available and a robust database is established that may be used to derive performance requirements. The vendor is encouraged to visit energystar.gov for complete product specifications and an updated list of qualifying products.

Efficiency Requirements for Commercial Ice Machines—Effective January 1, 2008			
Equipment Type	Harvest Rate, H (lbs ice/day)	Energy Use Limit (kWh/100 lbs ice)	Potable Water Use Limit (gal/100 lbs ice)
Air-Cooled			
IMH	< 450	9.23 – 0.0077 H	≤ 25
	≥ 450	6.20 – 0.0010 H	≤ 25
RCU (without remote compressor)	< 1000	8.05 – 0.0035 H	≤ 25
	≥ 1000	4.64	≤ 25
RCU (with remote compressor)	< 934	8.05 – 0.0035 H	≤ 25
	≥ 934	4.82	≤ 25
SCU	< 175	16.7 – 0.0436 H	≤ 35
	≥ 175	9.11	≤ 35

Commercial Steam Cookers

The Vendor Must:

Provide commercial steam cookers that earn the ENERGY STAR and meet the ENERGY STAR specifications for energy efficiency as outlined below. Only 3-, 4-, 5-, and 6-pan capacity units can qualify for ENERGY STAR. Models may include countertop models, wall-mounted models and floor-models mounted. The vendor is encouraged to visit energystar.gov for complete product specifications and an updated list of qualifying products.

Energy Efficiency Requirements for Electric Steam Cookers—Effective August 1, 2003		
Pan Capacity	Cooking Energy Efficiency*	Idle Rate** (watts)
3-pan	50%	400
4-pan	50%	530
5-pan	50%	670
6-pan	50%	800

*Cooking Energy Efficiency is based on heavy load (potato) cooking capacity.

Energy Efficiency Requirements for Gas Steam Cookers—Effective August 1, 2003		
Pan Capacity	Cooking Energy Efficiency*	Idle Rate** (Btu/h)
3-pan	38%	6,250
4-pan	38%	8,350
5-pan	38%	10,400
6-pan	38%	12,500

*Cooking Energy Efficiency is based on heavy load (potato) cooking capacity.**Idle Energy Rate: The rate of appliance energy consumption while it is maintaining or holding at a stabilized operating condition or temperature.

Vending Machines

The Vendor Must:

Provide vending machines that earn the ENERGY STAR and meet the ENERGY STAR specifications for energy efficiency as outlined below. The vendor is encouraged to visit energystar.gov for complete product specifications and an updated list of qualifying products.

Energy Consumption	
Current Criteria—Effective April 1, 2004	New Criteria—Effective January 1, 2007
$Y = 0.55 [8.66 + (0.009 \times C)]$	$Y = 0.45 [8.66 + (0.009 \times C)]$

Y = 24 hr energy consumption (kWh/day) after the machine has stabilized

C = vendible capacity

Low Power Mode: In addition to meeting the 24-hour energy consumption requirements listed above, qualifying models shall come equipped with hard wired controls and/or software capable of automatically placing the machine into a low power mode during periods of extended inactivity while still connected to its power source to facilitate the saving of additional energy, where appropriate. The machine shall be capable of operating in each of the low power mode states described below:

1. Lighting low power state – lights off for an extended period of time.
2. Refrigeration low power state – the average beverage temperature is allowed to rise above 40°F for an extended period of time.
3. Whole machine low power state – the lights are off and the refrigeration operates in its low power state.

In addition, the machine shall be capable of automatically returning itself back to its normal operating conditions at the conclusion of the inactivity period. The low power mode-related controls/software shall be capable of on-site adjustments by the vending operator or machine owner.

Note: EPA's goal in including these low power mode requirements is to ensure that existing machine software capabilities are available and may be used to their fullest potential based on the individual requirements of the host site. However, machines that are vending temperature sensitive product, such as milk, must not have the refrigeration low power state enabled on site by the vending operator or machine owner due to the risk of product spoilage.

REQUEST FOR PROPOSALS
for
LEASE AND OPERATION
of
FOOD and BEVERAGE CONCESSIONS
at
CROCKER AMAZON SOCCER FIELDS

ISSUED: March 7, 2008

TOUR OF PREMISES: 4:00 PM, Tuesday, March 25, 2008

DEADLINE FOR RESPONSE: 3:00 PM, Friday, April 25, 2008

SAN FRANCISCO RECREATION and PARK COMMISSION

Commissioner LAWRENCE MARTIN, *President*
Commissioner JIM LAZARUS *Vice President*
Commissioner GLORIA BONILLA
Commissioner THOMAS HARRISON
Commissioner DAVID E. LEE
Commissioner MEAGAN LEVITAN
Commissioner MICHAEL J. SULLIVAN

Recreation and Park Department
Property Management Unit
2nd Floor McLaren Lodge Annex
501 Stanyan Street
San Francisco, CA 94117

YOMI AGUNBLADE, *General Manager*

MAYOR GAVIN NEWSOM

ALL PROPOSALS MUST BE RECEIVED BY PROPERTY MANAGEMENT OF THE RECREATION AND PARK DEPARTMENT NO LATER THAN 3:00 P.M. ON April 25, 2008.

LATE AND/OR FAXED PROPOSALS WILL NOT BE ACCEPTED.

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ATTACHMENTS

- Attachment A Confirmation of Receipt
- Attachment B Concession rent Proposal Summary
- Attachment C Enterprise Experience Qualifications Questionnaire

EXHIBITS

- Exhibit A Site Plan and Plan of Premises
- Exhibit B Sample Lease

LEASE OF CROCKER AMAZON SOCCER FIELD CONCESSIONS**REQUEST FOR PROPOSALS****I. Introduction.**

The City and County of San Francisco (the “City”), acting by and through its Recreation and Park Commission (the “Commission”) and the San Francisco Recreation and Park Department (the “Department”), is actively seeking proposals from qualified and experienced Respondents to operate the Food & Beverage Concession at the newly renovated soccer fields in Crocker Amazon Park (the “Crocker concession”), pursuant to a Lease Agreement (“Concession Opportunity”).

This Concession Opportunity is the right to occupy designated areas on property owned by the City pursuant to a Lease Agreement for the purpose of managing, operating, marketing, and maintaining the Crocker concession.

Proposers are strongly urged to review all pertinent information concerning basic requirements, located in Section V, “Minimum Qualifications”, before developing a proposal. If a proposer fails to satisfy those basic requirements, the City may deem the proposal non-responsive and may choose to ignore the remainder of the submitted information. The City intends to enter into a lease agreement with an operator (“Lessee”) meeting the criteria set forth in this Request for Proposals (the “RFP”) and selected through the process described below.

The City is an equal opportunity employer, and it welcomes and encourages responses from woman-owned and minority-owned businesses; Non-profit business incubators that help low-income food micro-entrepreneurs achieve economic self-sufficiency by providing them with the resources they need to launch and expand their businesses into sustainable sources of income; non-profit social enterprises that focus on and provide support services for youth employment. All are encouraged to explore partnerships and/or collaboration with Neighborhood Economic Development Organizations (NEDOs), which provide a comprehensive range of economic development services, including business planning, loan packaging, one-on-one consulting, and training/workshops designed to assist entrepreneurs in increasing sales, gaining investments, and retaining and creating jobs in the City and County of San Francisco.

II. The Objectives.

The operator of the Crocker concession shall be expected to satisfy the goals of the City by providing professional food and beverage services for what will be a wide range of patrons utilizing the soccer fields. The eventual expectation for the selected operator will be the overall management, operation, marketing, and basic maintenance of the concession building as well as providing a wide variety of foods and beverages. Although the offerings should be culturally sensitive to the various users of the fields, the menu should also include healthy, organic fare. It is expected that this new concession will expand with the growth of the utilization of the fields. Although it is reasonable to assume the initial hours of operation may possibly be limited to weekends and a few specific times during the week, the ultimate goal will be a full-time operation. Respondents are encouraged to seek out potential business partnerships, and/or subcontractors to cover the range of skills and the hours of operation needed to meet the objectives.

III. The Opportunities.

A. Facility. The Crocker concession opportunity consists of the right to manage, operate, market, and maintain the concession building at the soccer fields in Crocker Amazon Park and operate a food and beverage concession. The premises of the eventual lease agreement will consist of the _____ sq.ft concession building, located at the western edge of the soccer fields, off Geneva Avenue. The building will be a finished shell and will require the installation of counter space for work areas and any appliances needed for operation, such as warmers, microwaves, etc. The building will not have a full kitchen, although it will have a sink with hot and cold running water. Any hot food will have to be prepared off site (other than outside grilling) and transported to the facility. The building will have built in pass-through windows for concession sales and will not have interior dining facilities.

B. Schedule. For planning purposes, it is assumed the concession will initially be operated on weekends from 9:00am to 5pm. Soccer league and school soccer schedules will be the main factor in determining any additional hours on weekends or additional days during the week that would added. The Department desires to work closely with the eventual Lessee to both provide optimum service to patrons while being sensitive to the Lessee's ability to financially sustain the operation in an effective manner.

C. Menu Options. The successful proposal will submit a menu offering healthy, sustainable foods, more completely described in Section III-B-7, as well as ethnically-diverse fare mirroring the multi-cultural users of the fields. As the use of the fields increases and or expands, the Lessee will be expected to adapt to the needs and requests of the public.

D. Maintenance. Lessee will be responsible for the interior of the concession building, maintaining it and the immediate surrounding area in a clean, sanitary and safe condition, free from rubbish, refuse, food scraps, utensils and garbage. The Lessee will insure that all interior walls, windows, floors, equipment, furnishings, and other surfaces in the Concession building are properly cleaned and sanitized. Any damage to the walls, floor or ceiling will be the responsibility of the Lessee. The interior of the building must be painted once annually. The Lessee will empty trash receptacles around the concession building as needed and must have a recycling plan that includes picking up, recycling and/or disposing of all waste, trash, rubbish, papers, cartons and refuse from the Premises during the hours of operation. Lessee shall operate the Premises in sanitary order and in good condition, and shall also maintain any City-owned facilities or fixtures and furnishings, if applicable, to the same standards. The Lessee shall store all materials and supplies within the main Concession Building, and not allow food containers, etc. to be stored or accumulate in any visible exterior area.

Lessee shall be responsible for cleaning the public restrooms when the food and beverage concession is in operation, as well as stocking with paper towel, toilet tissue and soap. All supplies will be supplied by the City.

IV. Summary of Lease Terms and Conditions

A. Properties. The Concession building at Crocker Amazon Soccer fields.

B. Premises. The premises consists of the Concession building (approximately ___sq. ft.), the public restrooms and the immediate surrounding area that may include trash receptacles and benches. Any alterations or improvements to the Premises must be approved in advance by the City as Landlord pursuant to the terms and conditions of a lease agreement, and meet all applicable City, state and federal codes, requirements and regulations.

C. "As Is" Condition. The City will lease the Premises to Lessee in an "As Is" condition. It will be the sole responsibility of Lessee to investigate and determine the condition of the Premises, including but not limited to, existing and planned utility connections, and the suitability of such condition for any minor improvements to be constructed by Lessee. In addition to the general improvements to the Premises, Lessee will insure that any additional fixtures or furnishings placed within the Premises are completely mobile (tables, chairs, display cases, vending equipment), so that they can be easily relocated into a storage area nearby on evenings of special events. Movement of said fixtures will be the responsibility of Lessee, not City. Any improvements placed within or upon the Premises will be in compliance with the Americans with Disabilities Act and all other applicable government requirements.

D. Lease. Lessee will be required to execute a lease (the "Lease"), said Lease to contain basic terms and conditions as outlined in the attached boilerplate Exhibit B. Note the Lease contains terms and conditions that are not specifically described in this RFP, and it is the Respondent's responsibility to thoroughly review and understand these terms and conditions as they are required for City approval of the Lease. The final Lease to be negotiated by and between City and Lessee will be subject to approval by the City Attorney's Office and the Recreation and Park Commission, in each party's sole and absolute discretion.

E. Term. The initial lease term will be five years, commencing on the date determined by the City. Lessee may be granted an exit clause, to be negotiated.

F. Extension Options. Lessee will have one, three-year option to extend the Term, which shall be subject to exercise by Lessee with approval from the Commission and/or General Manager or his designee, in accordance with terms and conditions set forth in the Lease at a rates to be negotiated by and between Lessee and City.

G. Rent. As this concession is intended to be a new and/or small business opportunity, the expected rent paid to the City will be gradually increased over the course of the term to allow the Lessee to incorporate traditional financial responsibilities into a budget. The Recreation and Park Department usually requests the greater of an Annual Minimum Guarantee vs. a percentage of gross receipts. For bidding this RFP, we are asking the respondents to bid an initial percentage rent with no Annual Minimum Guarantee for the first two (2) years. For years three through five, we are requesting both an Annual Minimum Guarantee and percentage rent. In years four and five, and any subsequent extension years, the Annual Minimum Guarantee shall be subject to annual review and possibly adjusted upwardly according to the Consumer Price Index, as certified by the Office of the Controller of the City and County of San Francisco.

H. Security Deposit. Lessee will be required to provide a Proposal security deposit in the form of a forfeiture-type bond, a check certified by a responsible bank, or a cashier's check payable to the City and County of San Francisco in the amount of One Thousand Dollars (\$1,000). The deposit must be with the proposal as it is submitted. Failure to do so will result in immediate elimination of the RFP process. Promptly after the rejection of any proposal, the City will the proposer the deposit, without interest.

Within refund to five (5) business days of the Commission's selection, the successful Respondent will be required to increase value of deposit to \$2,500. The deposit of the selected Respondent shall be retained by City until the Lease Agreement has been approved by all necessary parties and executed by the proposer. Upon satisfaction of those requirements, the good faith deposit will be held until replaced by the security deposit required under the Lease Agreement.

If the selected Respondent fails to execute the Lease Agreement within thirty (30) days after receipt from the City, the proposal and its acceptance may be declared null and void by the City and the deposit may be retained as liquidated damages.

I. Use. Hours of operation will be a minimum of 9am to 5pm on weekends and possible hours during the week. The schedule will be determined when full operation of the fields is known. When a final schedule is determined, Lessee will be expected to be open for business at those times.

J. Services. Lessee shall be responsible for furnishing and paying for water, sewer and electricity as currently available within the Premises. Lessee shall complete trash and recycling removal from the Premises at no additional expense to City. Lessee shall furnish all services and equipment necessary for its operation of the Premises.

K. Alterations. The cost of any alterations will be the sole responsibility of Lessee.

L. Insurance. Lessee will be required to maintain, at a minimum, throughout the term of the Lease, insurance in the following coverages and amounts:

1. Worker's Compensation, with Employer's Liability limits not less than \$1,000,000 each accident;

2. Commercial General Liability Insurance with limits not less than \$2,000,000 each occurrence Combined Single Limit for Bodily Injury and Property Damage, including Contractual Liability, Personal Injury, Products and Injury or Harm caused by parties renting bicycles;

3. Business Automobile Liability Insurance with limits not less than \$1,000,000 each occurrence Combined Single Limit for Bodily Injury and Property Damage, including Owned and Non-owned and hired auto coverage, as applicable; and

4. Lessee will be required to meet the City's additional insurance and indemnity requirements, which are set forth in the Lease. If the general commercial practice in the City and County of San Francisco is to carry liability insurance in an amount or coverage materially greater than the amount or coverage then being carried by Lessee for risks comparable to those associated with the Premises, Lessee shall, at the City's request, increase the amounts or coverage carried by Lessee to conform to such general commercial practice.

M. Possessory Interest Taxes. Lessee will be responsible for paying any possessory interest taxes due in connection with the Lease.

N. City Requirements. Lessee will be required to comply with all applicable City requirements in effect including, but not limited to, the Non-Discrimination in Contracts and Benefits Ordinance, the First Source Hiring Ordinance, and the Health Care Accountability Ordinance, as more specifically described in the Lease, the Food Service Waste Reduction Ordinance, the Resource Conservation Ordinance, the City Composting Resolution, and the 75% City Department Landfill Diversion Resolution.

III. Response Conditions

A. Minimum Requirements. Respondents must demonstrate that they meet the minimum requirements listed below in order to have their entire response considered. Determination of meeting minimum requirements will be based on the materials submitted by Respondents. Any partnership with an organization that provides support, along the lines of the Non-profit business incubators, non-profit social enterprises business incubators, non-profits organizations and/or NEDOs that can include partner's expertise and experience to meet the thresholds outlined below:

1. Operated/managed a successful retail or restaurant business for a period of at least three (3) years within the last seven years. Success could be measured by gross proceeds sufficient to cover expenses as well as demonstrable business development education and mentorship provided to those employed in such ventures.

2. Successfully operated ventures in the Bay Area or partnered with an organization(s) that has demonstrated the requirements set forth in Section 1, above.

3. Sufficient financial capacity and experience to operate the proposed business in accordance with the terms of the Lease. In particular, the City may review Respondent's financial performance in other projects, in particular, whether Respondent is, and Respondent's other projects have been, solvent. The City reserves the right to request a credit report on, and additional financial information from, each Respondent.

4. Must be current in the payment of all applicable business tax, possessory interest tax, rentals, and assessments owed by the Respondent, as well as current with all necessary filings with the United States Internal Revenue Service and California Franchise Tax Board with respect to non-profit status.

B. Submittal Requirements. The RFP response must be made in 5 copies according to the specifications set forth below. Any major deviation from these specifications may be cause for rejection of the submittal at the City's discretion. Respondents must include the following materials in the submission:

1. Cover Letter. A cover letter should be provided describing the Respondent, the name and address of the entity submitting the proposal, the date the entity was established, and

the name, address, and telephone number of the person or persons who will serve as the entity's principal contact person with the City and be authorized to make representations on behalf of the entity. The letter must bear the original signature of the person having proper authority to make the proposal for the entity.

2. Questionnaire. A completed and signed Enterprise Experience Qualifications Questionnaire included with this RFP as Exhibit C.

3. Business Plan. A business plan of no more than two pages for the proposed use of the Premises, including proposed staffing in accordance with the hours of operations mentioned in Section III-B, a marketing plan and a financing plan for anticipated start-up costs as well as on-going operations & maintenance expenses.

4. External Partners & Relationships in Venture. A detailed list of established external partners or relationships, with financing and educational institutions, pre-employment training organizations, corporate sponsors, mentors, foundations and other sources of grants, government organizations, neighborhood outreach agencies, and counseling services. The list should include key contact information, dates of the relationship, and a thorough description of the relationship and the benefits provided to the venture as a result.

5. Financial Statements. In addition to the financial disclosure authorized in the Enterprise Experience Qualifications Questionnaire, Exhibit C, the Respondent must submit audited financial statements of the Respondent (personal and/or business, as appropriate), and all subsidiary units and parent organizations for the last five years. Assets shall be stated at book value, or if stated at market value, shall be supported by recent appraisals. If financial statements are unavailable (or unaudited), provide an explanation and at a minimum copies of the last two years of Form 199's filed with the California Franchise Tax Board and a California R & TC Section 23701 filing.

6. Improvements. Describe through informal sketches or other graphic means Respondent's intended layout of the Premises. Presentation materials should be no larger than 8.5" x 11" and in black and white.

7. Sample Menu. Respondent must include sample menus detailing various general fare as well as any specific cultural food offering. As previously stated, healthy food items must be included in the overall operation. Sustainable foods are those which, through their production, purchase, and consumption, enhance the health of the environment, producers and consumers through one or more of these methods: growing, processing and distributing locally; using low or no synthetic agricultural chemicals; fairly trading with developing countries; meeting animal welfare standards; processing minimally; no genetic modification; no unnecessary antibiotics; and no added growth hormones. Respondents should clearly articulate how they will incorporate these sustainable food concepts into everyday operations of the concessions,

Lessee shall provide an annual report on each anniversary date of this Lease outlining how they incorporated these sustainable food concepts into everyday operations of the food and beverage concession and how they informed customers and the youth employed by the Lessee, regarding sustainable foods.

8. Recycling and Resource Conservation. The City of San Francisco has set ambitious recycling and composting goals for City Departments including 75% landfill diversion by 2010 and maximum participation in the City's municipal composting program at all City Department locations where there is food service. In addition, the City has recently passed the Food Service Waste Reduction Ordinance which, in part, "Prohibits the use of polystyrene foam disposable food service ware and requires the use of recyclable or compostable food service ware by restaurants, retail food vendors, City departments and the City's contractors and lessees." Respondents should clearly describe how they plan on meeting these goals and complying with City law.

City contractors and lessees may not use Disposable Food Service Ware that contains Polystyrene Foam in City Facilities and while performing under a City contract or lease. City contractors and lessees using any Disposable Food Service Ware shall use suitable

Biodegradable/Compostable or Recyclable Disposable Food Service Ware in City Facilities and while performing under a City contract or lease unless there is no suitable Affordable Biodegradable/Compostable or recyclable product available as determined by the City Administrator in accordance with Subsection 1604(a).

Lessee shall develop a program to work toward a zero waste goal, including the implementation of a composting system for food waste, packaging and 100% biodegradable supplies whenever practical. Lessee shall submit a recycling and composting plan at Commencement of Lease, and provide an annual report on each anniversary date of this Lease outlining their progress toward meeting the recycling and composting goals described above and their success toward a zero waste goal.

9. Bid Security. Response security in the form of a forfeiture-type bond, a check certified by a responsible bank, or a cashier's check payable to the City and County of San Francisco in the amount of \$1,000.00 (One Thousand and no/100 dollars) and submitted with the response. If the successful Respondent fails to or refuses to enter into the Lease within thirty (30) days after award based on the review of all qualified responses, the security accompanying the response will be forfeited to the City as liquidated damages. Additionally, if the Respondent fails to or refuses to commence operations within the Leased Premises by no later than sixty (60) days after Lease approval by the Board and the Mayor, the security accompanying the response will be forfeited to the City as liquidated damages. All securities will be returned to unsuccessful Respondents within a reasonable period following award of the Lease to the successful Respondent, or rejection of all responses. The deposit from the successful Respondent shall be applied to the security deposit required as part of the Lease.

10. Document Execution. The Response and Enterprise Experience Qualifications Questionnaire must be signed in ink. A corporation shall execute these documents by its duly authorized officers in accordance with its corporate bylaws. A partnership shall execute these documents by its duly authorized partners in accordance with the partnership agreement. A limited liability company shall execute these documents by its duly authorized members or managers in accordance with its operating statement.

If the Respondent's firm is a joint venture consisting of a combination of any of the above entities, each joint venturer shall execute these documents. Anyone signing a response as an agent of a firm or entity shall submit legal evidence of his/her authority to do so with the proposal. Where necessary due to the number of signatories, copies of the signature pages of the documents may be executed and submitted by such additional signatories.

11. Submission of Responses. A response submitted with incomplete or missing forms, without the required security, or received after 3:00 PM on April 25, 2008 will be deemed non-responsive and will be rejected. Responses delivered in person must be left with Recreation and Park Department personnel during business days between the hours of 8:00 AM and 5:00 PM at 501 Stanyan Street, San Francisco through 3:00 PM, April 25, 2008.

Responses may be mailed but must be received by the Recreation and Park Department by 3:00 PM, April 18 2008, and must be addressed to:

Tom Hart, Property Manager
Recreation and Park Department
501 Stanyan Street
San Francisco, CA 94117 Phone: (415) 831-2773

All responses, whether mailed or delivered in person, must be in sealed envelopes and clearly marked "Response for Lease of Crocker Amazon Concessions". Responses sent by facsimile will not be accepted.

C. Selection Criteria. Responses will be evaluated by a panel comprised of representatives of the City and other parties with relevant experience in youth enterprise management, and commercial leasing, in accordance with the criteria and procedures identified herein. The opportunity to lease the Premises will be awarded to the Respondent who best

demonstrates a sound youth development program and business acumen that will most likely lead to a sustainable, successful venture within the Leased Premises at City Hall. The above criteria will be evaluated on a point basis as outlined below:

	Points
Business plan	25
Quality of external partnerships or experience with social enterprise programs that support transitional youth development, and/or minority women, and minority business incubators (proposed and existing)	25
Financial capacity (of organization & partners)	12.5
Experience in food concessions management	15
Integration of sustainable food & recycling concepts	10
Rental amount bid	<u>12.5</u>
TOTAL	100

D. Grounds for Rejection. Any false, incomplete, or unresponsive statements in connection with a response may be cause for its rejection at the City's discretion. Any judgment as to the significance of any falsity, incompleteness, or unresponsiveness associated with a response shall be the prerogative of the City and its judgment shall be final. The City reserves the right to waive minor defects or irregularities in any response.

E. Tour of the Premises. It is the sole responsibility of the Respondents to attend a tour of the Premises to become familiar with the Premises' physical conditions and limitations, perform their own independent investigation, and become acquainted with the details requisite to their proposed use of the Premises.

F. Pre-submittal Conference and Tour. To facilitate this process, the City will conduct a tour of the Premises. Immediately following the tour, the City will provide Respondents with an opportunity to ask questions about the business opportunity and comment on the content of the RFP. All questions, comments or non-substantive suggested changes to the RFP will be noted and taken into consideration by the City. Following the tour, the City will issue any necessary addenda to the RFP. Such addenda will be faxed or e-mailed to all Respondents present at the tour at the facsimile number and e-mail address provided to the City. The tour of the Premises will be on Tuesday, March 25, 2008 at 4:00 pm. The City will not guarantee full and complete access at any other time, however individual accommodations will be made if at all possible. Please complete and return Exhibit E to confirm your attendance at the pre-proposal conference. While attendance at this meeting is encouraged, it is not mandatory to submit a proposal.

G. Selection Process. This RFP will be advertised in a local publication. Printed copies of this RFP may be obtained at the Real Estate Division for a fee of \$20.00. The submission deadline for proposals is 3:00 PM local time on April 25, 2008. The review panel will evaluate each response on the basis of the selection criteria set forth above. The City reserves the right to request clarification or additional information from Respondents.

H. Projected Timetable

- | | |
|---|----------------------|
| 1. Recreation and Park Commission approves RFP | February 21, 2008 |
| 2. Issuance of RFP approved by Recreation and Park Commission | March 7, 2008 |
| 3. Pre-Submittal Conference and Tour | March 25, 2008 |
| 4. RFP Submittals due and opened | April 25, 2008 |
| 5. Evaluate Proposals | April 28-May 2, 2008 |
| 6. Possible interview of candidates | May 2, 2008 |
| 7. Commission approval of operator | May 15, 2008 |
| 8. Lease Commences | June 7, 2008 |

I. Award of Lease. After selection of the successful Respondent, the Lease will be awarded to the successful Respondent, subject to approval by the Board and Mayor in their sole and absolute discretion. If the successful Respondent does not execute the Lease or occupy the

Leased Premises within the timelines set forth in Section III. B.8 herein, the City shall retain the response security in accordance with Section III. B.8, and the City shall have the right to enter into the Lease with any other qualified Respondent that participated in the RFP process.

IV. Terms and Conditions.

A. Invitation to Submit Responses; No Obligations by City to Contract. This RFP is only an invitation to submit responses and does not commit the City in any way to enter into a lease agreement. In addition, the issuance of this RFP does not obligate the City to pay any costs whatsoever incurred by anyone in connection with this RFP, including without limitation, (a) the preparation and presentation of documents, (b) any supplements or modifications of this RFP or (c) discussions with the City or other party arising out of or relating to this RFP or the subject matter of this RFP.

B. Reservation of Rights by City. The City expressly reserves the right at any time and from time to time, and for its own convenience, in its sole discretion, to do any or all of the following:

1. Waive or correct any immaterial defect or technical error in any response, proposal, or proposal procedure, as part of the RFP or any subsequent negotiation process.
2. Reject any and all proposals, without indicating any reason for such rejection.
3. Request that certain or all Respondents to this RFP supplement or modify all or certain aspects of the information or proposals submitted.
4. Reissue an RFP.
5. Modify the selection procedure, the scope of the proposed Project or the required responses.
6. Extend deadlines for accepting responses, requesting amendments to responses after expiration of deadlines, or negotiating or approving final agreements.
7. Negotiate with any, all or none of the Respondents to the RFP.
8. Modify any and all terms of the Lease described in Section III above.
9. During negotiation, expand or contract the scope of the Project, including adding or subtracting areas to or from the Site, committing or withholding public financing or other wise altering the project concept from that which was initially proposed in order to respond to new information community or environmental issues, or opportunities to improve the financial return to the City from the Project or to enhance the recreation amenities.

C. Respondent Certification. By submitting a response, the Respondent certifies to the City that (i) the only persons or parties interested in the response as principals are those named therein; (ii) the response is tendered without collusion with any other person, including partnerships, firms and corporations; (iii) the Respondent has not paid nor agreed to pay and will not pay or agree to pay any fee or commission, or any other thing of value contingent on the award of a lease agreement for the Premises to any City employee or official, or to any contracting consultant hired by the City for purposes of this project, or to any agent of the City; (iv) if the response is accepted, Respondent will execute a Lease for the Premises on or before the deadline specified by the City; and (v) the Respondent understands and accepts all conditions and requirements contained in this RFP.

D. Sunshine Ordinance. Generally, all documentation, including financial information submitted by the successful Respondent to the City, are public records under State and local law. The Respondent will clearly designate those financial records which it in good faith determines to be a trade secret or confidential proprietary information protected from disclosure under applicable law. To the extent permitted by law, the City will attempt to reasonably maintain the confidentiality of such financial information, consistent with the City's general practices for maintaining the confidentiality of such information. However, the City will not under any

circumstances be responsible for any damages or losses incurred by a Respondent or any other person or entity because of the release of such financial information.

E. Return of Materials. The City will not return documents or any information submitted in connection with a response hereto unless the Respondent has properly designated financial portions of the response as confidential at the time of submittal in accordance with the terms above and has then clearly requested that such information be returned, and provided that the City is legally permitted to return such documents.

F. Right to Disqualify. The City reserves the right to disqualify any Respondent to this RFP on the basis of any real or apparent conflict of interest that is disclosed by the responses submitted or other data available to the City. This disqualification is at the sole discretion of the City.

V. Miscellaneous Requirements.

A. All Respondents shall comply with the conditions, requirements, and specifications contained herein, with any departure constituting sufficient cause for rejection of the response, subject to City's discretion.

B. No response will be accepted from any person, firm, partnership, corporation or other entity that is in arrears upon any obligation to the City or that otherwise may be deemed irresponsible, unreliable or unqualified by the City.

C. Only one response will be accepted from any one person, firm, partnership, corporation or affiliated entities; however, several alternatives may be included in one submittal.

D. All responses must be firm for a minimum period of ninety (90) days following the opening of the responses.

E. The information presented in this RFP is provided solely for the convenience of the Respondents and other interested parties. It is the responsibility of the Respondents and other interested parties to assure themselves that the information contained in this RFP is accurate and complete. The City or their advisors provide no assurances pertaining to the accuracy of the information in this RFP.

F. The Respondent shall not obtain by its response to this RFP, any claim against the City, or any City property, by reason of any or all of the following: any aspect of this RFP, the selection process or any part thereof, any informalities or defects in the selection process, the rejection of any offer or all such offers, the acceptance of any offer, entering into any lease, the failure to enter into such lease, any statement, representations, acts or omissions of the City, the exercise of any discretion set forth in or concerning any of the foregoing; and any other matters arising out of all or any of the foregoing.

Questions regarding this RFP may be directed to Chris Mack at (415) 831-2775.

ATTACHMENT A

**Confirmation of Receipt
of
Request for Proposals
for the Lease, Management and Operation of
CROCKER AMAZON SOCCER FIELD CONCESSIONS**

TO: Tom Hart
Property Manager
Recreation and Park Department
McLaren Lodge Annex, 2nd Floor
501 Stanyan Street
San Francisco, CA 94117
Fax: 415-831-2099
Email: tom.hart@sfgov.org

The below-listed firm acknowledges receipt of an RFP for the Lease, Management and Operation of Crocker Amazon Soccer Field Concessions located in the City and County of San Francisco.

Our firm is interested and intends to respond to the enclosed RFP.

_____ We plan to attend the pre-submittal conference on Tuesday, March 25, 2008 at 4pm.

_____ Number of attendees

_____ We do not plan to attend the pre-bid conference.

The undersigned acknowledges receipt of this RFP and attachments

Signature: _____

Name: _____

Address: _____

Phone: _____

Email: _____

ATTACHEMENT B**Concession Rent Proposal Summary****TO:** THE CITY AND COUNTY OF SAN FRANCISCO**FOR:** COMMERCIAL LEASE AGREEMENT FOR FOOD AND BEVERAGE CONCESSIONS AT THE CROCKER AMAZON SOCCER FIELDS**FROM:**

COMPANY NAME: _____

NAME(S) OF RESPONDENT: _____

BUSINESS ADDRESS: _____

TELEPHONE NO: (_____) _____

FACSIMILE NO: (_____) _____

E-MAIL ADDRESS: _____

The undersigned, as Respondent, declares that the only persons or parties interested in the Proposal and Concession Lease as principals are those named herein; that the attached Proposal is made without collusion with any other person, firm or corporation; that the Respondent has carefully examined the documents on file with the Recreation and Park Department of the City and County of San Francisco, consisting of the Request For Proposals, with Attachments, including Business Tax Registration Certificate, Non-Discrimination and Equal Benefits forms, HRC Form 3, W-9 Form, Lease Agreement, and this Proposal Summary and that the documents are fully understood by Respondent(s). Respondent(s) further declares that the following offer will be valid for at least one hundred eighty (180) days from date bids close.

Respondent(s) agree(s) that, if its Proposal is accepted, Respondent will enter into a Lease agreement with the City in the form received with the Request for Proposals at the following terms.

The Respondent must propose a Percentage Rent detailing an exact percentage of the gross revenue stream from All Concession Sales to be paid to the City.

Concession sales may include, but not be necessarily limited to:
 Food and beverage sales
 Merchandise sales
 Any additional miscellaneous items for sale

Crocker Amazon Rent Proposal Summary**Years 1 and 2** Lessee shall pay to City each month of the term of this Lease**Percentage Rent of Gross Receipts**

_____ % (_____ percent)

i.e. 10% (Ten percent)

Years 3 through 5 Lessee shall pay to City each month of the term of this Lease

the GREATER of

Minimum Annual Guarantee (MAG)

Minimum Annual Guarantee (see below) proposed by Respondent:

\$ _____

OR

Percentage Rent of Gross Receipts

 % (percent)

i.e. 10% (Ten percent)

The Concession Lease will be awarded to a qualified Respondent on the basis of the most competitive rent proposed, and the most acceptable experience & qualifications and management plan, which includes the plan for operations and for the proposed concession sales facilities. The award will be made to the highest ranked responsive and responsible Respondent after providing the Business Tax Registration Certificate, Non-Discrimination and Equal Benefits forms, HRC Form 3, and W-9 Taxpayer Identification Number form.

If this Proposal shall be accepted and the undersigned shall fail to execute the lease agreement in accordance with all of its terms within thirty (30) days after selection of the winning Proposal or the Recreation and Park Commission’s approval of the Proposal and Award, the City may, at its option, determine that this Respondent has abandoned its Proposal. **THEREUPON, THIS PROPOSAL AND ACCEPTANCE THEREOF SHALL BE NULL AND VOID, AND THE SECURITY DEPOSIT CONSISTING OF THE CHECK HEREINAFTER MENTIONED WHICH ACCOMPANIES THIS PROPOSAL SHALL BE CASHED BY THE RECREATION AND PARK DEPARTMENT AND THE PROCEEDS RETAINED AS LIQUIDATED DAMAGES FOR THIS RESPONDENT'S FAILURE TO PERFORM. ACCOMPANYING THIS PROPOSAL AND QUESTIONNAIRE IS A CASHIER'S CHECK, PROPOSAL BOND OR CERTIFIED CHECK, MADE PAYABLE TO THE CITY AND COUNTY OF SAN FRANCISCO, IN THE AMOUNT OF \$1,000.** Upon satisfaction of those requirements, the good faith deposit would be credited against the Lessee’s security deposit obligations.

Signature _____ Date _____

Signature _____ Date _____

**ALL PROPOSALS MUST BE RECEIVED BY CITY NO LATER THAN 3:00 P.M. ON
APRIL 25, 2008.**

Respondents shall submit FIVE (5) copies of their proposals in a sealed box to:
LATE AND/OR FAXED PROPOSALS WILL NOT BE ACCEPTED.