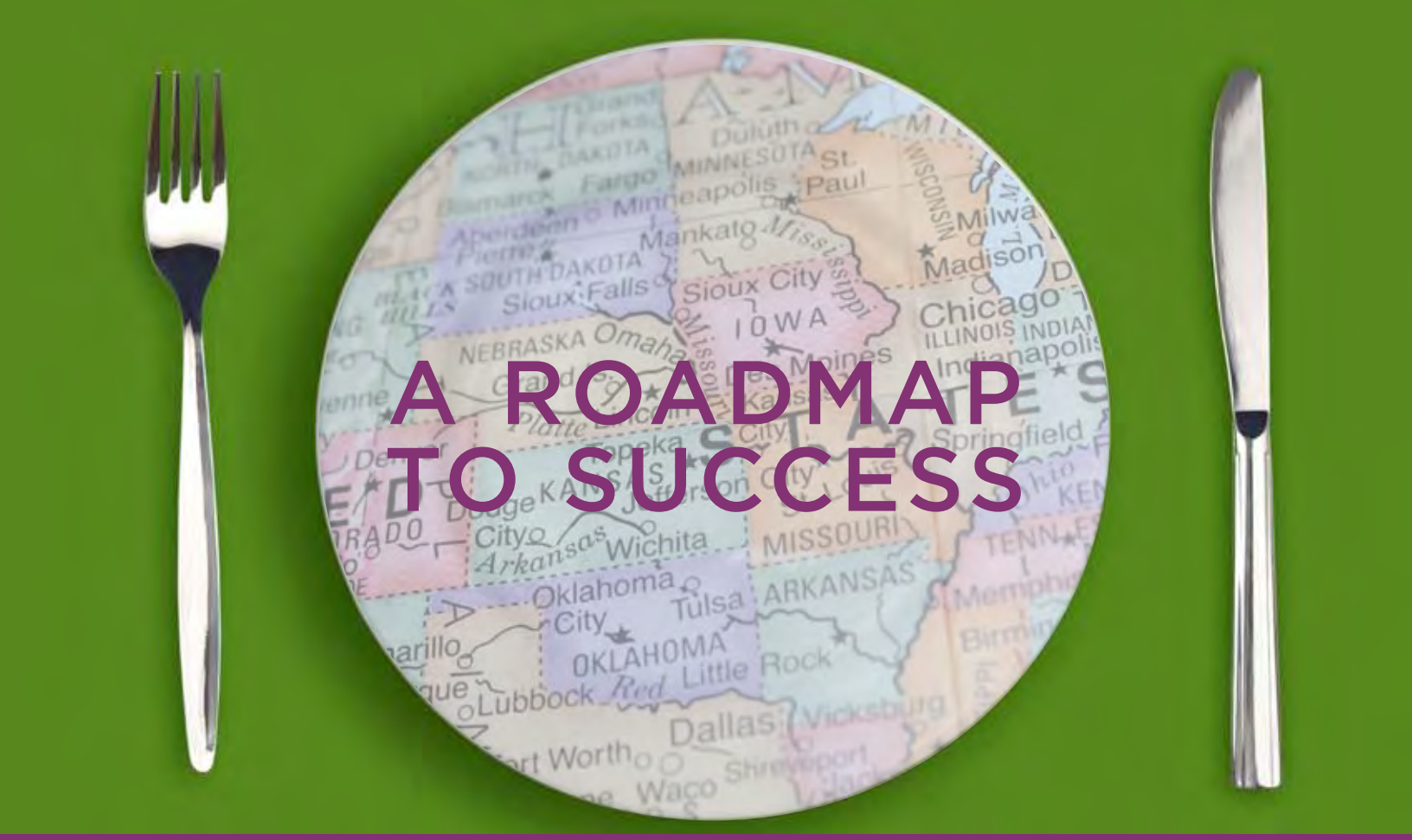
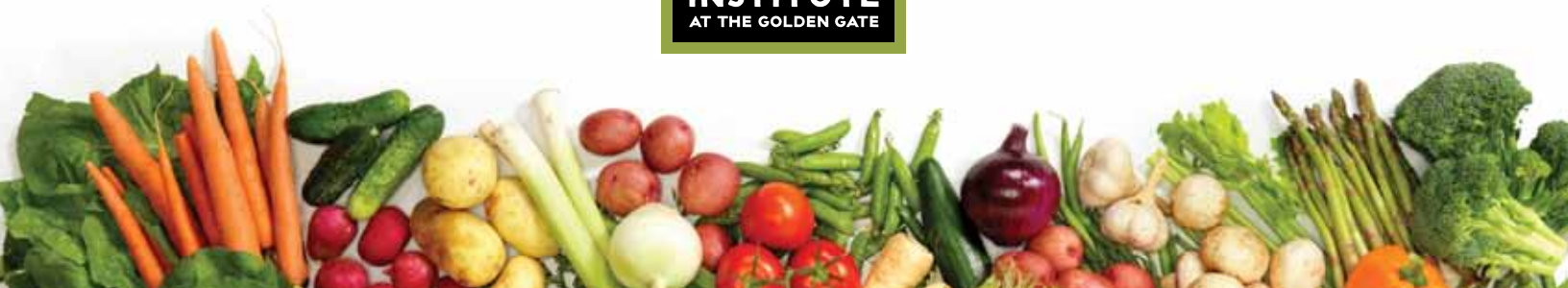


A ROADMAP TO SUCCESS

FOOD FOR THE PARKS

INSTITUTE AT THE GOLDEN GATE



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INTRODUCTION

The Demand for Healthy Food

The move toward healthy and sustainable food in America is gaining speed—from the White House to congressional cafeterias,[1] from schools to hospitals, and from national to state and city parks. In the United States, sales of organic food and beverages have grown from $1 billion in 1990 to $26.7 billion in 2010. Mass market retailers (mainstream supermarkets, club/warehouse stores, and mass merchandisers) sold 54 percent of organic food in 2010, demonstrating the mainstream appeal of organics. According to recent USDA data, certified organic acreage in the United States exceeded 4.8 million acres in 2008, with Wisconsin, North Dakota, Minnesota, and Montana among the leaders.[2]

On average, food products in the United States travel 1,500 miles from "field-to-fork," representing 17 percent of petroleum demand in the U.S. The rising demand for local, sustainable food is beginning to shrink that distance and fuel the growth of direct-to-consumer sales. Between 1994 and 2011, the number of local farmers' markets in the U.S. increased from 1,755 to more than 6,200.[3] According to the USDA Census of Agriculture, direct farmer-to-consumer

sales grew by 104.7 percent in the U.S. between 1997 and 2007.

All sectors are responding to the public's increasing demand for locally grown foods. Restaurants and large corporations increasingly stockpile seasonal produce from local farms. Chipotle's *Food with Integrity* program, for example, sources 50 percent of its seasonably available produce from local farms.

Walmart, the world's largest grocer, recognizes the connection between locally grown food and human health. In January 2011, Walmart unveiled a major initiative supported by First Lady Michelle Obama to provide "healthier and more affordable food" to customers. Walmart pledged to support farmers and their communities by selling $1 billion worth of food

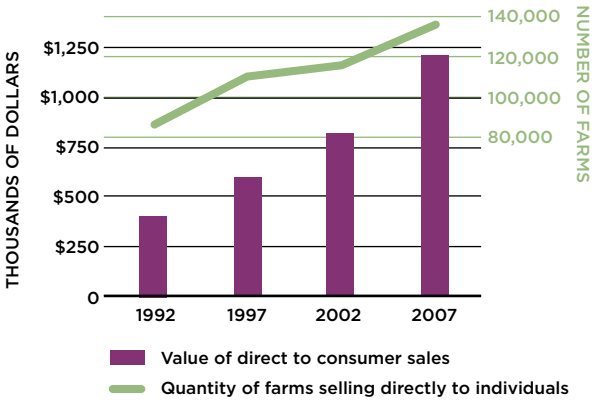
1 The State Department's 6,500 employee office in downtown Washington will be the first government facility to follow a new healthy foods model developed for federal cafeterias, www.govexec.com/dailyfed/0210/021110p1.htm

2 Organic Trade Association's 2011 Organic Industry Survey, www.ota.com/organic/mt/business.html; *U.S. Department of Agriculture's Economic Research Service*, www.ers.usda.gov/data/organic

3 www.ucsusa.org/food_and_agriculture/science_and_impacts/impacts_industrial_agriculture/industrial-agriculture-features.html

DIRECT FARMER-TO-CONSUMER SALES

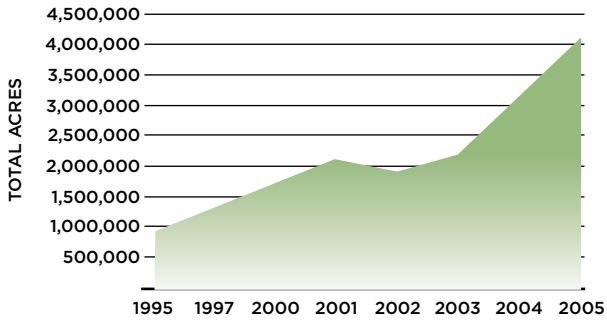
Revenue and Quantity of Farmers



Source: The U.S. Department of Agriculture (USDA) Census of Agriculture

U.S. CERTIFIED ORGANIC FARMLAND

The Amount of Land under Organic Production is Increasing



Source: Economic Research Service Data Set on Organic Production

from one million small and medium-sized farms, by providing training in sustainability practices, and by increasing the incomes of small and medium-sized farmers they source from (by 10-15 percent). This retailer is also committed to double the amount of locally grown food it sells in the U.S. by the end of 2015. Likewise, Sodexo, which provides over 10 million meals each day in over 10,000 locations across North America, now offers a wide selection of healthy, sustainably-grown products including those that are fair and responsibly traded. According to its most recent performance-based sustainability report,[4] Sodexo requires by contract that all of its distributors carry local produce. To further promote healthy plant-based diets that are also good for the planet, in January 2011 Sodexo, in partnership with the Healthy Monday organization, rolled out *Meatless Monday* to 3,000 corporate and government cafeterias, 900 hospitals, and soon over 650 college campuses across America.

Park visitors are no different. They also demand healthier food options. According to Government Solutions Group, state park visitors are 2.5 times more likely than the general population to rank environmental issues as "very important" and purchase organic foods twice as often as the rest of the U.S. Over 60 percent of state park visitors make purchasing decisions based on a product or a company's environmental impact, compared to 23 percent of the general population.[5] Organic snack foods and high-end restaurants in national and state parks are touting the organic and sustainable quality of their products; examples include Good Provisions' Snack Foods in Grand Canyon and Bryce Canyon National Parks,[6] the historic Lodge Dining Room in the Grand Canyon,[7] state parks in South Carolina,[8] Niagara Falls,[9] the Maritime Parc Restaurant in Liberty State Park in Jersey City,[10] and Wenberg State Park in Washington State.[11]

Now is the time to act on this growing trend by providing healthy, sustainable foods in our parks. To do so is entirely possible, affordable, and profitable.

4 Sodexo's 2010 Performance-Based Sustainability Report is available at www.bettertomorrow.sodexousa.com/home

5 www.prweb.com/releases/GSN/state_parks/prweb2969364.htm

6 www.allgoodprovisions.com

7 www.foreverlodging.com/foreverinfo.cfm?PropertyKey=181&ContentKey=221226

8 www.americantowns.com/sc/statepark-local-food

9 www.niagarafallsstatepark.com/Files/top_rest_menu_2011.pdf

10 www.maritimeparc.com/restaurant/overview-restaurant

11 www.examiner.com/camping-in-seattle/camp-and-eat-well-wenberg-state-park-offers-boating-and-nearby-organic-farms

In 2009, the USDA's Economic Research Service reported that consumers prefer organically produced food because of their concerns regarding health, the environment, and animal welfare, and that consumers are willing to pay the price premiums established in the marketplace.[12]

Healthy and Sustainable Food in Our Nation's Parks

America's parks and historic sites embody the American spirit. Any American can go to these places to find inspiration, peace, and open space. As such, parks are an outlet for healthy lifestyles. Domestic initiatives to combat childhood obesity, rising health-care costs, and other lifestyle-related challenges have begun to include parks and open spaces in their vision for a healthier America. Global movements such as the *Healthy Parks Healthy People* campaign continue to push policy in this direction here and abroad.

Billions of meals are served annually to visitors of our nation's 10,000 national, state, city and regional parks. Yet many of these meals are low-quality and unhealthy. Consequently, our park visitors miss a powerful educational opportunity about the connection between parks, natural resources, and health.

Our nation's parks can be a *catalyst* to help people live healthier and more environmentally sustainable lifestyles that benefit the planet. By integrating *"social, economic, environmental, and ethical considerations into the decision-making process,"*[13] our nation's park systems and their food service concessions can create a healthy dining experience that matches the magnificence of their surroundings. Parks can feed diverse communities with quality foods, reduce their waste streams, and amplify visitors' educational and transformative experiences in the park.

Food for the Parks Background

Our nation's parks have been transforming the food served to visitors for years, yet until recently, this transformation has gone unpublicized. In April of 2011, the Institute at the Golden Gate released the first *Food for the Parks* report, highlighting case studies of parks that have successfully improved the quality, healthfulness, and environmental sustainability of the food served to visitors. The Institute sought to capture the inspirational ways in which food service concessioners were sourcing food locally, reducing waste, and incorporating sustainability practices into their business models—while maintaining profitability and healthy food menu options. Following the release of the Institute's report, National Park Service Director Jon Jarvis announced a healthy food initiative to make locally grown, healthy food a "part of the the national park experience."

Inspired by the great examples in the first *Food for the Parks* report, the park community asked for specifics on *how* to transition to healthy and sustainable food. *Food for the Parks: A Roadmap to Success* will help show the way. Functioning as a toolkit, this report contains strategies and helpful quantitative examples to apply to park concessioners' sustainable food programs.

Food for the Parks: A Roadmap to Success provides options that can be implemented by any organization regardless of size, location, or current depth of sustainability efforts. Understanding that all regions vary significantly in terms of access and climate, this report aims to provide guidance for incremental improvements in sustainable and healthy food procurement and green operations, as well as tracking associated metrics, relevant to concessioners in every region and park system—large and small. We intend

12 http://www.ers.usda.gov/Briefing/Organic/Demand.htm

13 A guiding principle to the National Park Service: Wise Decisions—Integrating social, economic, environmental, and ethical considerations into the decision-making process.

Grilled cheese sandwich with tomato soup made from scratch at Muir Woods Café.

this to be a living document and we welcome additions, ideas, and new examples. Our companion website, ***parkshealthguide.org***, was created to encourage readers to upload and share best practices with the park community.

A Sustainable and Healthy Food Approach for Parks

Having analyzed the efforts of many successful food service innovators, we have found the following approach to be successful:

PHASE 1
Develop your own **VISION**

↓

PHASE 2
Create a unique **STRATEGY**

↓

PHASE 3
INNOVATE and implement incremental changes

↓

PHASE 4
OFFSET food and environmental costs

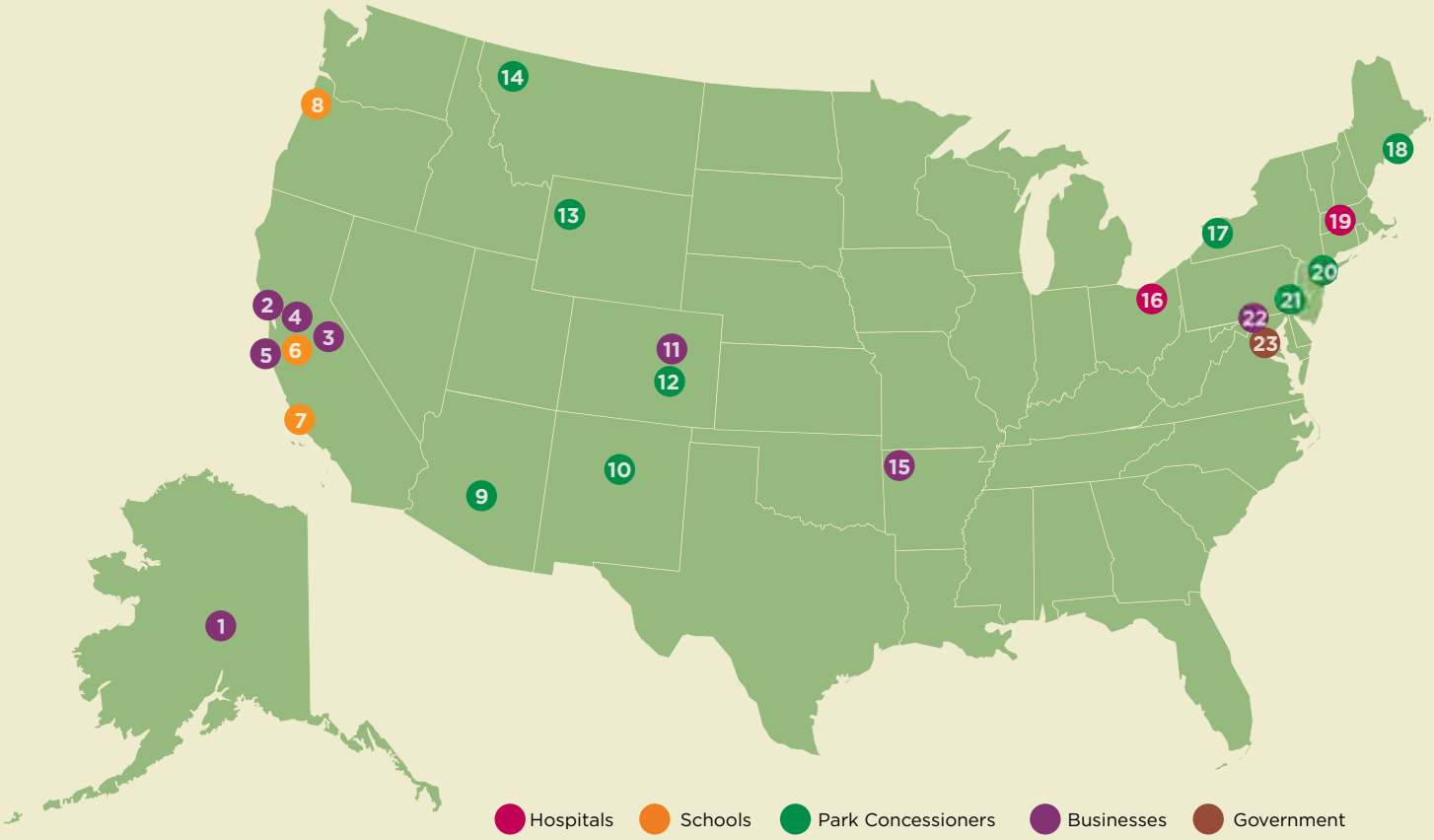
↓

PHASE 5
ANALYZE results and impacts repeatedly

Consistently **COMMUNICATE** with all stakeholders throughout the process

Creating change is challenging, but incremental improvements ultimately achieve a tremendous impact. As Frank Klein, consultant to Muir Woods Café concessioner Ortega Family Enterprises, recommends, "Take baby steps, but try to do as much as you can. If apples are all you can [get locally], then get apples."

FEATURED SUSTAINABLE FOOD ORGANIZATIONS ACROSS THE U.S.



1 Denali National Park Wilderness Centers*
Denali National Park, Alaska

2 FK Restaurants & Hospitality
Mill Valley, California

3 Whoa Nelli Deli
Lee Vining, California

4 Revolution Foods, Inc.
Oakland, California

5 Bon Appetit Management Company
Palo Alto, California

6 Stanford University
Stanford, California

7 Orfalea Foundations
Santa Barbara, California

8 Portland State University
Portland, Oregon

9 Forever Resorts§
Scottsdale, Arizona

10 Ortega Family Enterprises
Santa Fe, New Mexico

11 Chipotle Mexican Grill
Denver, Colorado

12 Xanterra Parks & Resorts, Inc.
Greenwood Village, Colorado

13 Grand Teton Lodge Company
Moran, Wyoming

14 Glacier Park, Inc.
Columbia Falls, Montana

15 Wal-Mart Stores, Inc.
Bentonville, Arkansas

16 Cleveland Clinic
Cleveland, Ohio

17 Delaware North Companies Parks and Resorts
Buffalo, New York

18 Acadia Corporation
Bar Harbor, Maine

19 Cooley-Dickinson Hospital
Northampton, Massachusetts

20 Evelyn Hill, Inc.
New York, New York

21 ARAMARK Parks and Destinations
Philadelphia, Pennsylvania

22 Sodexo, Inc.
Gaithersburg, Maryland

23 U.S. General Services Administration
Washington, D.C.

ORGANIZATIONS CATEGORIZED AS REFERENCED IN THIS REPORT

* *Denali National Park Wilderness Centers runs two lodges (Camp Denali and North Face Lodge) situated on private land (inholdings) inside of Denali National Park and Preserve. They operate under a partial NPS concession for guided naturalist hikes.*

§ *Big Bend Resorts, LLC featured in the report is a part of Forever Resorts.*

PHASE 1
DEVELOP A VISION

Make the health of your guests and the health of our planet a cornerstone of your business's strategic vision. As with any new operation, location, product offering, or contract requirement, sustainability choices are made within the context of the overall mission, goals, geography, and resources. Examples within this toolkit demonstrate that sustainability goes well beyond food service to touch all aspects of business operation. Changes to one aspect of business operations can help offset challenges to another. Therefore, a vision that takes the whole of a company's operations into account has the highest chance of success.

> *"Physical activities or observing plant and animal life all enhance the quality of life for our citizens. Now healthy choices of food for our guests will complement those experiences."*
>
> **David Small, Deputy Secretary, Delaware Department of Natural Resources and Environmental Control**

Creating a vision is the first step toward aligning employees, stakeholders, suppliers, and customers toward new sustainable food service offerings. At all levels of this process, there exist opportunities to fine-tune, evaluate, and prioritize new action.

Identify Your Purpose in the Realm of Sustainable Food

Change begins by defining and declaring a new intention. Focus on values, purpose, and desired outcomes before defining the strategies of how you will get there. Begin by building or learning the definitions of sustainable food in all relevant operational areas and creating criteria appropriate for specific park locations. This will involve collaborating with stakeholders and/or experts in your region and will help to inform and educate key audiences, including visitors, as well as answer central questions about the scope, scale, and reality of possibilities.

In the case of parks, some parks create their own sustainable food criteria based on their mission, while other parks adopt criteria based upon outside examples. Baltimore's Fort McHenry National Monument—the National Anthem's birthplace—hosts many school groups. Fort McHenry's

TOOLBOX

Tips for a Successful Sustainability Program

- **Focus on continual improvement through measured steps.**
- **Be flexible, patient, and persistent.**
- **Set quantifiable goals, take action, and measure results.**
- **Take a leadership position.**
- **Source best practices and learn how others have solved common challenges.**
- **Communicate honestly and engage customers and suppliers as partners.**
- **Keep up to speed on the latest practices, technology alternatives, manufacturing breakthroughs, consumer expectations, and government regulations.**
- **Extend sustainability practices beyond environmental issues to include labor practices, community investment, and human resources.**
- **Source and use available resources, internally and externally.**
- **Make sustainability a core element of business strategy by applying the same rigorous metrics used in the other parts of the business.**
- **Treat sustainability strategies as "essential," not "extra."**
- **Maintain a sustainability edge—be creative, increase expectations, and never settle.**

Round-table visioning session

"SUSTAINABILITY" DEFINITIONS	
United Nations World Commission on Environment and Development	*Sustainability is "that [which] meets the needs of the present without compromising the ability of future generations to meet their own needs."**
Robert Gillman, editor of *In Context* Magazine	*"Sustainability refers to the 'Golden Rule' of do onto future generations as you would have them do onto you."*
Aldo Leopold, conservationist and author of *A Sand County Almanac*	*"A thing is right when it tends to preserve the integrity, stability, and beauty of the biotic community. It is wrong when it tends otherwise."*
"SUSTAINABLE FOOD" DEFINITIONS	
Bon Appétit Management Company	*"Food choices that celebrate flavor, affirm regional cultural traditions, and support local communities without compromising air, water or soil, now and in the future."*
American Public Health Association	*"A sustainable food system is one that provides healthy food to meet current food needs while maintaining healthy ecosystems that can also provide food for generations to come with minimal negative impact to the environment. A sustainable food system also encourages local production and distribution infrastructures and makes nutritious food available, accessible, and affordable to all. Further, it is humane and just, protecting farmers and other workers, consumers, and communities."*

* From "Our Common Future" report

concession, Evelyn Hill, Inc., was therefore mandated to model their food criteria on a healthy school lunch program. Evelyn Hill, Inc. adopted these criteria and improved sales by adjusting these criteria to fit its outdoor snack cart venue. At a different location, the Statue of Liberty cafeteria, Evelyn Hill, Inc. took everyday food and made it healthy by including calorie-conscious options that local visitors preferred. "Healthy parks mean something different to each person. Organic, sustainable, local, fair-trade, and disposal are all considerations for each product purchased. … Over the years many items, especially organic have become more plentiful and affordable. Each year our menu gets healthier and healthier," says Brad Hill, President of Evelyn Hill, Inc.

At one park site, the National Park Service—along with food concession professionals—created a Sustainable Food Criteria list consistent with the park's mission and specific to its location (see page 9). These criteria help to inform decision-making and engage stakeholders in larger sustainable food activities. The park supports growth in the local food economy through procurement and purchasing, favoring businesses that align with these criteria.

In cases where parks have yet to create a park-wide vision for healthy, sustainable food and beverages, individual concessioners are designing their own criteria. Cindy Ognjanov, President and General Manager of Glacier Park, Inc. states, "Our sustainability vision began by wanting to support and use more local Montana suppliers. We take great pride in using the 'Made in Montana' brand. As a result, it helped us procure more sustainable food."

Picking fresh salad greens in a greenhouse at North Face Lodge

✓ EXAMPLE

Sustainable Food Criteria Developed by a National Park

The Misson: "Creating an integrated, park-wide food program that enhances the extraordinary sensual park experience while also nourishing visitors in body, mind, and spirit."

The Criteria:

- **Proximate originating from the closest practicable source for the minimization of energy use**
- **Healthy as part of a balanced diet and not containing harmful biological or chemical contaminants**
- **Environmentally beneficial or benign in its production**
- **Socially inclusive of all people in society**
- **Accessible both in terms of geographic access and affordability**
- **Fairly or cooperatively traded between producers, processors, retailers, and consumers**
- **Non-exploiting of employees in the food sector in terms of rights, pay, and conditions**
- **High animal welfare standards in both production and transport**
- **Encouraging knowledge and understanding of food and food culture**
- **Delicious, beautiful, and aromatic**

"I think anyone who wants to green-up their restaurant needs to first sit down with their entire staff and ask the question, how can we green this restaurant? There's a thousand things you can do of which probably only 100 make economic sense, of which probably only 50 you have time to do, of which only 30 you'll do very well. … You need to go through that process of distillation."

Chris Lane, Vice President of Environmental Affairs, Xanterra

PHASE 2
CREATE A STRATEGY

Identify Partners

A key step to solidifying an actionable strategy is to find the partners who will be both responsible for and invested in delivering new food service and sustainability goals. Partners may include new resources such as local farms, sustainable food suppliers, and topical consultants, as well as known resources including food service staff, park staff, superintendents, vendors and suppliers, and others related to each park's current operations.

Assess Challenges

Developing sustainable food and operational programs will inevitably include some trial and error. What works well in some geographic regions and for some types of businesses will not work as well in others. There are no one-size-fits-all solutions; this challenge presents an

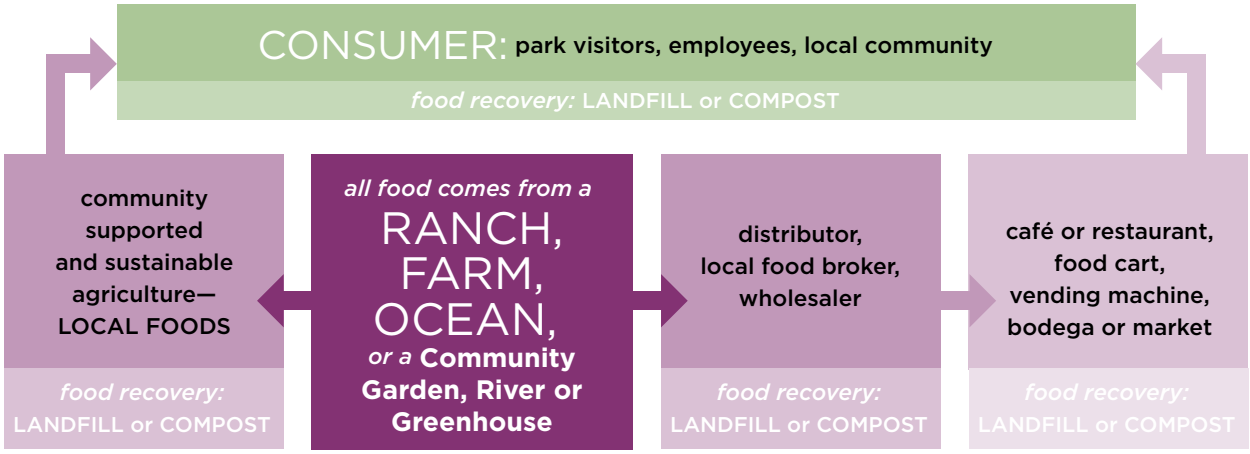
TOOLBOX

The *Sustainable Food Policy Guide*

The *Sustainable Food Policy Guide* offers useful questions to frame the conversation with partners.

- **Identify management, staff, constituent, and stakeholder needs and interests.** What issues and potential outcomes will inspire engagement? What barriers (real or perceived) will limit enthusiasm and participation?
- **Engage leaders at all levels.** People in management, planning and budgeting, operations, purchasing, and on the front line can help or hinder efforts. Enroll them early in the process to understand and address their concerns, hear their suggestions, and solicit their participation.
- **Identify sustainability champions.** Who has a personal or professional interest, the position, and the skills to advocate for and lead the effort?
- **Identify allies.** Going it alone is hard. Current vendors and service providers may be eager to help and have sustainability goals of their own. What other park concessions and park partners have key knowledge and resources?

THE PARK FOOD SYSTEM: FROM THE FARM TO THE CONSUMER



TOOLBOX

Finding Local Farmers' Markets and Seasonal Produce

Consider visiting local farmers' markets and inviting farmers to visit parks and concession locations. While it may be possible to buy directly from farmers, utilizing a distributor or broker who aggregates local products will often be the best option.

State listings of what is locally grown: www.sustainabletable.org/shop/eatseasonal
Farms in your area: www.foodroutes.org
List of organic family farms and what is in season in your area: www.localharvest.org

LOCAL FOOD RESOURCES BY REGION

NORTHEAST
Red Tomato: www.redtomato.org
Common Market: www.commonmarketphila.org

NORTHERN SOUTHEAST
Eastern Carolina Organics: www.easterncarolinaorganics.com
Common Market: www.commonmarketphila.org

SOUTHERN SOUTHEAST
Buy Appalachian: www.buyappalachian.org
Global Organic: www.globalorganics.ws

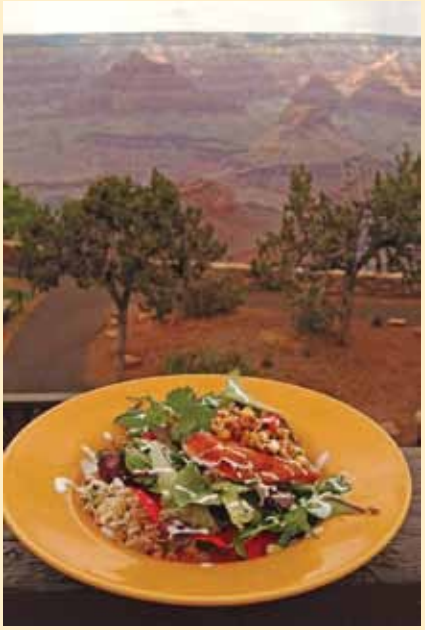
EASTERN MIDWEST
Goodness Greeness: www.goodnessgreeness.com

WESTERN MIDWEST AND NORTHERN INTERMOUNTAIN
Midwest Organic: www.mosesorganic.org

SOUTHERN INTERMOUNTAIN
Southwest Marketing Network: www.swmarketingnetwork.org

PACIFIC NORTHWEST
Organic Grown: www.organicgrown.com

PACIFIC SOUTHWEST
Veritable Vegetable: www.veritablevegetable.com
Greenleaf Produce: www.greenleafsf.com
Heath and Lejeune: www.soullyorganic.com



"You are in effect challenging yourself to do what is possible, but not sacrificing incremental gains for an unrealistic outcome."

Sustainable Food Policy Guide

opportunity to distinguish each park and business. Focus on core needs, strengths, and interests to navigate challenges. Identify available resources and ways you can make a quick impact—while considering ways you can make a greater impact over time. Going through this process will increase the likelihood of successful long-term implementation.

Stories from the Field: Partnering with parks to overcome challenges

Before 2004, Big Bend National Park diverted nearly 40 tons of recyclable material to landfills annually. By partnering, Big Bend Resorts, LLC (a part of Forever Resorts) and Big Bend National Park created a staffed recycling center and began collecting and sorting recyclables generated by their business. The park hauls all recyclables to Odessa, Texas (over 200 miles away). Although the park is not breaking even with the recycling program, its dedication to environmental stewardship will continue to foster creative thinking on further solutions, such as integrating hybrid fleets or sourcing aluminum-cased beverages instead of glass containers to reduce transit weight and volume costs and to increase recycling compensation.

Similarly, in Rocky Mountain National Park, water shortages and restrictions create waste challenges for Xanterra Parks & Resorts' food service operations. Hauling water 40 miles up the mountain to clean dishware is not a realistic option, so the park relies on disposables. Xanterra has used bio-based disposables at Rocky Mountain as a more sustainable alternative since 2007. However, bio-based disposables are not designed to go to a landfill; they must be composted to achieve maximum environmental benefit. Currently, it does not make economic sense for Xanterra to haul waste to a distant commercial composter. This type of economic and environmental cost benefit analysis presents an opportunity for parks and concessions to strategize for solutions collaboratively, which could produce positive results for both, as well as benefit the surrounding community.

TOOLBOX

Sustainability Challenges to Address

- **Partners, supply, and budgetary constraints**
- **Storage and cooking facility limitations**
- **Education of staff, partners, and customers**
- **Training production staff**
- **Investment costs associated with implementing new requirements**
- **Managing additional vendors**
- **Changes in inventory and ordering to account for availability of seasonal produce**
- **Updating menus and deliveries seasonally**
- **Obtaining accurate readings for baseline data due to ownership, aging infrastructure, or missing records**

Common Challenges within Parks

There are many special considerations for concessions specific to parks. Dialogue, coordination and common goals between park staff and food service concessioners are critical to opening new possibilities. Some common considerations:

- **When both parties have conflicting commitments to sustainability goals, this may increase barriers to investing in sustainable infrastructure (e.g. energy-, waste-, and water-efficient systems).**
- **Concession contract lengths may make investing in projects or systems with longer term payback periods less attractive.**
- **External food service audits and menu-planning involvement may initially restrict a concession's flexibility when integrating new food options.**
- **Requirements may restrict pricing choices for new or sustainable food options.**

✓ EXAMPLE

The U.S. General Services Administration's Health and Sustainability Efforts

The U.S. General Services Administration (GSA) has blended nutritional requirements and wellness factors into a new national contract template. This template, which is being implemented at large government facilities such as the State Department building in Washington, D.C., includes the use of healthy cooking techniques, menu variety (including sourcing produce at farmers' markets), programs to educate patrons, and the use of technology and other services to promote wellness. The template also encourages the use of locally- and organically-produced foods, purchase of products made from renewable materials, the use of green cleaning products, and implementation of responsible recycling and composting programs. In 2010, GSA and the U.S. Department of Health and Human Services created Health and Sustainability Guidelines for Federal Concessions and Vending Operations. These guidelines assist contractors in increasing healthy food and beverage choices and sustainable practices at federal worksites (see Appendix A).

Outline Targets, Goals, and Standards

Short term: Identify Opportunities for Quick Impact – *What are potential "easy" wins?*

Long term: Identify Opportunities for Greatest Impact – *What will really make a difference?*

Sustainable food system standards and long-term goals can be reflected in specific guidelines and targets provided to purchasers, suppliers, and partners. They can also be used as educational tools and tracking benchmarks as new systems are implemented.

Purchasing staff and suppliers are key resources in this process. Building communication and requesting information from service providers, wholesalers, food processors, farmers, and ranchers about the origin and nature of products will contribute to success. Focus on goals and standards that are both realistic and challenging.

One prominent example of outlining targets and goals is Xanterra's 2015 Environmental Vision. It guides all employees in the company's quest to become more environmentally responsible. The company's vision is purposefully far-reaching and steers daily decision-making to empower employees to make a difference.

XANTERRA'S 2015 ENVIRONMENTAL VISION GOALS*	
Fossil Fuels	Decrease fossil fuel usage by 30%
Renewable Energy	Increase usage of renewable energy to provide 7% of total electricity consumed
Emissions	Decrease greenhouse gas (CO_2) emissions by 30%
Solid Waste	Divert from landfill 50% of all generated solid waste
Sustainable Cuisine	Increase purchases of sustainable food items to 50% of all company-wide food expenditures
Transportation	Achieve company-wide CAFE (Corporate Average Fuel Economy) standard of 35 miles per gallon (EPA rated combined city and highway) for all passenger vehicles (under 10 persons) purchased annually
Hazardous Waste	Generate zero hazardous waste
Water	Decrease water usage by 25% (baseline year 2003)

*All goals use a baseline year of 2000 except where noted otherwise

EXCERPT FROM ARAMARK'S SUSTAINABLE FOOD PROCUREMENT CRITERIA		
GOOD	**BETTER**	**BEST**
25-35% of produce is purchased within a set regional radius of the operation.	40-60% of produce is purchased within a set regional radius of the operation.	85-100% of produce is purchased within a set regional radius of the operation.
15-20% of produce is purchased from farms practicing both sustainable and organic farming techniques.	30-45% of produce is purchased from farms practicing both sustainable and organic farming techniques.	80-95% of produce is purchased from farms practicing both sustainable and organic farming techniques.
All beef, pork, and lamb are raised without the "non-therapeutic" routine use of human antibiotics as feed additives.	All beef, pork, and lamb are humanely raised without the "non-therapeutic" routine use of human antibiotics as feed additives.	All beef, pork, and lamb are humanely and pasture raised with no antibiotics (ever), no added growth hormones (ever), no animal by-products in feed (ever).
All dairy is rBGH free.	All dairy is rBGH free, and is produced within the nearby region (or the state) where the operation sits.	All dairy is rBGH free, organic, and produced within the region (or the state) where the operation sits.

Delaware North Companies Parks and Resorts established similar environmental goals, and further honed their criteria to suit their specific sustainable cuisine standards.

- 100 percent vendor traceability for food safety and tracking
- 100 percent trans fat-free oils used in frying and food preparation
- No use of added hormones in the production of meats, fish, chicken, and poultry
- 100 percent compliance with Monterey Bay Aquarium Seafood Guidelines
- 25 percent (minimum) food purchases will be Certified Organic
- Maximize usage of locally grown and produced foods and beverages
- Vendors must conform to Delaware North safety and traceability standards

Companies are also setting specific goals appropriate to their situation and location. Gina MacIlwraith, Environmental, Health and Safety Director of Grand Teton Lodge Company states, "We are striving for 100 percent sustainable offerings offerings within the next five years based on availability."

ARAMARK's forthcoming company-wide sustainable food manual for managers and executive chefs will serve as a measurement tool for their food service operators. They developed 25 standards to assess and measure against criteria such as menu development, food/beverage procurement, and education. Nearly 30 operators will use this tool including lodging, food service, and museums. The finalized standards are expected to be published at the end of 2011.

Establish Purchasing Guidelines

1. Create a comprehensive list of unacceptable ingredients

Many healthy options exist that are neither locally sourced nor organic. More prevalent, however, are food options that have unnecessary chemicals, preservatives, and/or other unhealthy ingredients. Consider creating a list of ingredients that must not be present in any menu item. Revolution Foods, a national school food service, has provided over 26 million

meals to school-aged children who may not otherwise have consistent access to healthy food. Understanding the importance of a healthy diet, Revolution Foods has compiled a comprehensive list of unacceptable ingredients (see Appendix B).

2. Define goals and parameters for local purchasing specific to your region

Many variables play into the accessibility of fresh, local, and sustainable food. By researching all the local growers and ranchers in your specific location, you can determine a local food mile radius for your food service. Restaurants adjacent to coasts and cities tend to benefit most from market access or favorable year-round weather. Muir Woods Café in California, for example, can reasonably source within a 100-mile radius. Backcountry and rural parks, however, are challenged by limited access to fresh foods, short local growing seasons, and difficulty sourcing adequate volumes of healthy, sustainable food. When

✓ EXAMPLE

Portland State University's goals for local purchasing:

1. **30% annual average of total cost of sales, increasing at 2% per year**
2. **30% annual average of fruits and vegetables purchased, increasing at 2% per year**
3. **100% milk and dairy products**
4. **100% eggs**
5. **50% flour purchased, increasing when economically viable**
6. **50% beef purchased, increasing when economically viable**
7. **15% poultry purchased, increasing when economically viable**
8. **30% pork purchased, increasing when economically viable**
9. **100% salmon and tuna procured in accordance with the Monterey Bay Aquarium Seafood Watch sustainable fisheries guide**

✓ EXAMPLE

Yale University's Sustainable Food Project recommends food purchasing preferences for decisions across categories:

FIRST TIER (ranked in order of preference)

- **Connecticut organic**
- **Connecticut IPM**
- **Regional Organic**
- **Regional IPM**
- **Connecticut conventional – small scale operation**
- **Regional conventional – small scale operation**
- **Connecticut conventional – medium scale operation**

SECOND TIER (ranked in order of preference)

- **Regional conventional – medium scale operation**
- **U.S. organic – small/medium scale operation**
- **U.S. IPM – small/medium scale operation**
- **Connecticut conventional – large scale operation**
- **U.S. organic – large scale operation**
- **U.S. IPM – large scale operation**
- **International organic**
- **U.S. conventional**

A Guide to Developing a Sustainable Food Purchasing Policy
www.SustainableFoodPolicy.org

Forever Resorts in the Grand Tetons adopted "Slow Food"[14] principles into their sustainability vision, they located farms and then aimed to source food from within a 350-mile radius, including beef from within 100 miles of its location. "It's a lofty goal," says Food and Beverage Director Erik Kimball, "but we are moving closer to it every year."

3. Set Local Purchasing Preferences

Setting specific local purchasing goals creates a target for tracking progress and evaluating program needs. Goals for percentages of total purchases may be assigned for broad categories such as fresh produce, dairy, meat, dry goods, processed food, or even for single products identified as important or locally relevant. Identifying specific categories and products to track also aids in program development and efficiency. Yale University saw its costs increase in the first year of their program, and then subsequently decrease as it learned how to make its system more efficient.

Determine Your Facilities' Baseline Metrics

Audit Operating Costs to Offset Food Cost Changes

Collecting baseline information on key operations to determine potential savings from additional sustainability choices and retrofitting can help offset higher food costs. This relationship is detailed later in this report in the "Offsets" section.

It is common for businesses to conduct a comprehensive eco-audit to gather baseline metrics. An eco-audit can be defined as an integrated analysis of resource use that identifies opportunities to improve performance, reduce impacts, and save money. This helps identify what to measure, what to benchmark those measurements against, and how to establish best practices. Conducting internal audits systematically ensures that management controls work effectively.

14 "Slow Food" is defined by Slow Food USA as a global, grassroots movement with supporters around the world that link the enjoyment of food with a commitment to community and the environment. www.slowfoodusa.org

TOOLBOX

Consider an Environmental Management System

The data collected from eco-audits can be easy, affordable, and ideal to plug into an Environmental Management System (EMS). An EMS is a set of processes and practices that enables an organization to systematize management of its environmental impacts and increase its operating efficiency.* It can help assure replicable, consistent results, and can save time and money by turning good ideas into best practices.

According to Chris Lane at Xanterra: "The first thing anyone needs to do, whether they're small or big, is set up a process. For us it's the environmental management system. That is the process that informs what we'll do, what our impacts are. It dedicates staff, puts up deadlines, sets goals, objectives, targets."

* www.epa.gov/ems

Waste audits

Waste is a liability and an expense. Audit solid waste streams on-site to assess options for reducing waste costs and improving current recycling and compost programs.

Energy audit

An energy audit will identify efficiency improvements that can lead to short- and long-term cost savings. Energy audits identify wasteful lighting, inefficient HVAC systems, outdated equipment and ideal structural improvements. Audits will also identify opportunities for sustainable savings, such as recycling waste-heat produced from equipment. Many state energy offices or local utility companies provide free energy audits.

Water audit

Water is an increasingly scarce resource. A detailed water audit will check faucets, dishwashers, toilets, and infrastructure to ensure that these meet current efficiency and function standards. The American Water Works Association (AWWA)[15] offers free water audit software, allowing for a straightforward self-audit.

15 http://www.allianceforwaterefficiency.org/Water_Audit_Process_Introduction.aspx

Conduct a Sustainability Self Assessment for Food Service Operators

Whether you are just starting out or building on current sustainability plans, there is always room for improvement and new action. The *Sustainability Self Assessment for Food Service Operators* is a rating tool for implementation of sustainable food and operations practices.

Rate your food service operations using a number 0-4 to all that apply.

0 = Not at this time 1 = Less than 25% 2 = Between 25 and 50% 3 = Between 50% and 80% 4 = More than 80%

FOOD & PRODUCT

___ Menus are based on seasonal availability.
___ Recipes are cooked from scratch.
___ Food is purchased locally (based on regional criteria).
___ Food is produced in a sustainable manner.
___ Protein is humanely and sustainably produced.
___ Environmentally friendly cleaning products are used.
___ Food items are certified Organic.
___ Food items are certified Fair Trade.
___ TOTAL

PACKAGING

___ Food and supplies are purchased in bulk with minimal packaging.
___ Service ware is recyclable or compostable.
___ When appropriate, packaging is re-used.
___ TOTAL

FACILITIES/ ENERGY MANAGEMENT

___ All waste is managed for recycling, composting, and landfill.
___ Energy consumption is evaluated and effort is made to reduce the use of water, gas, and electricity.
___ TOTAL

CUSTOMERS

___ Customers are informed about where the food comes from and how it was produced.
___ Customers have easy access to nutritional information for all food and beverages served.
___ Customers are informed about your commitment to sustainability and why it matters.
___ Customers are invited to offer suggestions on improving sustainable practices.
___ TOTAL

MANAGEMENT & EMPLOYEES

___ Staff are trained in sustainable practices—waste management, reduced use of energy and water resources.
___ Staff know where the food comes from and how it is grown and distributed, and can share this information with customers.
___ Staff understand why your operation has a strong commitment to a sustainable and fair food system.
___ Staff are paid a living wage.
___ Benefits including health and wellness, sick pay, vacation pay and holiday pay are part of your compensation program.
___ TOTAL

FISCAL RESPONSIBILITY

___ Financial management systems are in place to measure the costs and benefits of your sustainability initiatives.

TOTAL: ___ + ___ + ___ + ___ + ___ + ___ = ____

SCORES

0 – 23 Some effort has been demonstrated; additional areas need to be addressed.

24 - 46 Your program is almost halfway there, but there's still some room for improvement.

47 - 69 You are close to developing an effective sustainable food program. Refinements are needed.

70 - 92 Your food service program is a sustainability champion!

PHASE 3
INNOVATE/REPLICATE AND IMPLEMENT

Once a strategy has been established and baseline information has been gathered, you can begin implementing new practices. This section outlines how you can make incremental changes to your food service, from small steps like incorporating a few healthy menu items to larger commitments like establishing a sustainable supply chain. You will find through practice what works and what doesn't.

Most food service operations we studied expressed that at the outset they found healthy and sustainable food to be more expensive than conventional food. Understandably, they were concerned about how this would impact their margins. However, most were able to more than recoup the investment because of increased demand for higher quality foods, higher margins on the food, or by finding ways to cut costs through innovation and offsets.

This section features innovative examples from the food service industry that can be used as inspiration or modeled as best practices. Examples were assembled from park concessioners, hospitals, companies, universities, and school programs.

Healthy Food Innovations

The federal *Dietary Guidelines for Americans, 2010* emphasized the need for Americans to consume more potassium, dietary fiber, vitamin D, and calcium, and to get fewer calories from saturated fat and added sugar.[16] Americans are interested in eating more healthfully and they expect healthy food to be part of their park experience. For park concessioners, providing these healthy options can be profitable. According to Nemours Health and Prevention Service, "Several studies have shown, and the Centers for Disease Control (CDC) and the United States Department of Agriculture (USDA) agree, that children will purchase healthful options and that schools and other organizations

16 http://content.healthaffairs.org/content/30/8/1471.abstract

TOOLBOX

Go Beyond Calorie Counters in the Menu

What if you could also see a Carbon Counter in the menu? In order to address lighter carbon footprints associated with locally-sourced foods, ARAMARK is working with Clean Air Cool Planet to create a culinary carbon calculator for chefs.

can increase their profit margins [by making healthy food available]."

Emphasize Nutrition and Low Calories

Calorie information is already provided in some park menus. Delaware North Companies Parks and Resorts includes calorie counts in their menu and emphasizes the sustainable origins of the food. Deb Friedel, Director of Sustainability, explains, "We provide guests with options and provide information using interpretive and educational messages to help them make informed decisions about the food they are eating. We engage in calorie content and nutritional labeling."

Provide Fresh and Healthy Options

Healthy options are already available at some amusement parks. Busch Gardens in Tampa Bay, Florida recently introduced grilled salmon with grilled vegetables at its Zambia Smokehouse and whole wheat cheese pizza at Elmo's Eatery. SeaWorld provides turkey sandwiches on whole wheat baguettes and Legoland in Carlsbad, California offers extensive arrays of fresh fruit and garden salads at most of its eateries. Parents appreciate these healthier options and proper marketing can help drive demand.

Delaware State Parks have committed to ensuring that 75 percent of their food is healthy food. Delaware State Parks will use the "Go," "Slow," and "Whoa" categories developed by Nemours Health and Prevention Services to assess the health of food served. "Go" foods include fruits, vegetables, and whole grains and are the healthiest options for the calories they contain. Parks will provide options like water, one-percent milk, tasty whole grain rolls, and carrot sticks in the "Go" category. Parks will also offer "Slow" foods, like diet iced tea, baked chips, nuts, graham crackers and ice cream, which contain added sugar or fat that increases calories. "Whoa" foods are the highest in sugar and fat and the least healthy—like candy bars and sugared sodas. Parks will offer more "Go," some "Slow," and less "Whoa" foods and beverages. For example, in the first year at least 75 percent of the products sold by Delaware State Parks will be either a "Go" or a "Slow" food, and no more than 25 percent will be "Whoa" foods.

Identify Empty Calories

In Santa Barbara, California, Orfalea Foundations' s'Cool Food program has signed on more than 50

"Food service providers throughout the country find their guests are happy to pay a little more for seasonal food with great fresh flavors that tastes better, and is good for themselves and the planet."

Frank Klein, CEO, FK Restaurants & Hospitality

public schools to cook from scratch with sustainable local foods.

The program has eliminated milk with added sugar as well as processed meat products like chicken nuggets, and replaced canned fruit with fresh fruit. According to Kathleen de Chadenedes, Director of Orfalea Foundations' s'Cool Food initiative, "Replacing chicken nuggets with whole muscle meat benefits a school receiving free USDA commodities. Schools must pay for the processing of that free product." Processed foods like chicken nuggets have unhealthy additives with "empty calories." As famed Chef Jamie Oliver pointed out to kids on his show "Food Revolution," chicken nuggets are mechanically texturized to look like meat. s'Cool Food both educates and empowers kitchen staff along with school kids. In dining halls, visual aids are used to help kids understand "empty calories" as well as many other nutritional lessons. s'Cool Food also has kids participate in growing the food as a local food buy-in.

Cost Saving Innovations

Explore Lesser Known Brands and Ingredients

As with non-organic ingredients, organic products have prevalent brands and lesser-known brands. Seeking reputable, off-brand options is one way to make organic food more affordable for food service providers and customers. Beans, grains, and pastas are good off-brand options since they are consumed in abundance and even marginal savings on a per-pound basis will quickly add up, potentially offsetting the cost of more expensive organics. Frank Klein, CEO of FK Restaurants and Hospitality, spoke of a simple recipe adjustment that led to significant savings: a baker working with Mr. Klein found that by substituting a name brand organic butter with another organic brand, he could reduce prices significantly. This simple adjustment reduced the price of muffins by 20 percent.

In Glacier Bay, Alaska, ARAMARK switched from sourcing salmon and halibut from a large supplier farther away in Anchorage to a direct local source. By sourcing from a local fisherman, ARAMARK avoided expensive shipping costs. This was especially beneficial in Glacier Bay, where concessions are not allowed

COST SAVINGS BY SWITCHING TO SUSTAINABLE BRANDS AND LOCAL INGREDIENTS

CONCESSIONER	BRAND/INGREDIENT	RESULT
Ortega Family Enterprises, Muir Woods	Substituted name brand organic butter with less known brand	Muffin price reduced by 20%
ARAMARK, Glacier Bay	Switched to a local fisherman for salmon and halibut	Saved nearly $2/lb totaling $3,200 for one season

Source: Frank Klein, CEO of FK Restaurants and Hospitality and Dominic Canale, Sustainability Director of ARAMARK Parks and Destinations

to charge a premium for high value ingredients. "In 2011, we purchased 1,600 pounds of salmon and halibut at a dollar value of nearly $20,000. By locally sourcing with Pep's Packing Company, we were also able to realize savings of nearly $2/pound between product and shipping costs, or $3,200 in total," says Dominic Canale, Director of Sustainability and Environmental Education at ARAMARK Parks and Destinations in Alaska.

Partner Locally and Pool Purchasing Power

Larger scale operations benefit from bulk ordering, leveraged contract negotiations, and name recognition. For those unable to reach economies of scale quickly, collaboration is a logical interim option. Strategic partnerships can lead to jobs and empower community members, all while improving business. By partnering with neighboring businesses, restaurants, or institutions, prices on shipping and waste removal can be reduced—minimizing operational costs and freeing revenue for other sustainable ventures. Park operations as a whole operate at a scale that can lead to substantial savings.

Erik Kimball of Forever Resorts states, "We were able to start sourcing [locally raised/grass-fed] cows from the Robinson Family Farm and Ranch after partnering with Aspen Market." This partnership

✓ EXAMPLE

DC Central Kitchen Innovates with Tier 2 Partnerships

VISION

Mission-driven DC Central Kitchen sought to create solutions to source and serve locally grown foods and offer jobs to disadvantaged community members.

STRATEGY

After setting their ideal local food parameters and building relationships with local growers, they stopped sourcing overseas produce like tomatoes from Belgium. Seeking alternative options to reduce food costs, they considered second-tier produce (produce not fitting the aesthetic standards of most grocery stores and restaurants). Roughly 40% of what local farmers produce is classified as second-tier.

INNOVATION

Negotiating a partnership of mutual benefit, farmers—who were previously unable to sell second-tier produce—now had a newly generated revenue stream. In return, DC Central Kitchen received locally grown, healthy produce at drastically reduced prices.

ANALYZE THE RESULTS

Further partnerships with local producers, including a consortium of 450 growers, enabled exponential growth within the first three years. DC Central Kitchen now serves thousands of pounds of local food daily. The growing demand from their innovative services created jobs and increased the capacity of their local farmer partners.

COMMUNICATE IMPACT

When asked what metrics are most important, DC Central Kitchen CEO Michael Curtin reported, "The numbers that I focus on are about 85% of our class who are ex-offenders. Typically, 73% of prisoners re-offend and go back into prison within a year. The national re-offend average is about 65%. Our recidivist rate is roughly 2.5%."

NEXT INNOVATION

Now, DC Central Kitchen trains and empowers homeless/disadvantaged workers while serving local food to 100 shelters, transitional homes, and rehabilitation clinics throughout the DC area. Furthermore, their offshoot catering company, Conscious Cuisine, creates additional jobs for graduates of DC Central Kitchen job training programs as they continue to provide healthy, local, mostly organic meals to more community institutions such as local schools.

✓ EXAMPLE

The Competitive Advantage of Local Food: The Case of Hospitals

A quiet revolution taking place in hospital kitchens around the country has positive implications not only for public health, but also for local sustainable food production. Cleveland Clinic and hospitals in New York City have removed fast food chains from their campuses, and The Health Collaborative in San Antonio, Texas has improved the quality of food sold in vending machines.

For healthcare institutions, local food purchasing is finally attractive not only because customers are willing to pay more for sustainable foods, but also due to cost savings from limited transportation, storage, and marketing requirements. As a result, local seasonal produce can actually be less expensive for institutions than non-local produce. The following highlights some of the health care success stories happening across the country:

- **The greater appeal of fresh, local food is proven to increase sales. One hospital attributes the quadrupling of its cafe sales to sourcing local produce and a consequent menu overhaul.**
- **Quality food helps attract and retain workers. Hospital employees may eat one or more meals at work each day, and better food offerings are a valuable employee perk.**
- **Sourcing from a local growing collaborative saves hospitals money on their local produce contracts. Cooley Dickenson Hospital in Massachusetts found that buying produce in season—carrots, potatoes, apples, and berries—was cost competitive or less expensive than food sourced with the conventional system.**
- **Sponsoring farmers' markets increases community visibility. Cleveland Clinic and Maine Medical Center both sponsor farmers' markets. Fletcher Allen Health Care is conveniently located next to the Intervale Foundation of Vermont that supports 11 independent organic farms on land within Burlington city limits. Kaiser Permanente hosts farmers' markets at many of its facilities, where staff and patients gather to enjoy the local bounty.**

reduced delivery and overhead costs, lowered carbon emissions, and provided a market for local farms and ranchers. Forever Resorts also sourced quality, hormone-free sausages from Continental Sausage through partnerships with local breweries and restaurants. "Sysco needed a certain amount of demand before it was viable for them to carry the sausages, so we teamed up," says Erik Kimball.

Procure Food Items by Advance Bulk Ordering

Prioritizing fresh, local products is a great way to stimulate local economies. However, not all popular menu items will be available from local purveyors. In such an instance, sourcing quality, responsibly raised food items from further distances might be the best option. Due to the extra distance the food must travel, shipping costs are likely to increase the overall price. Negotiating longer-term contacts or bulk ordering may minimize these costs.

Stanford University Dining sourced 15,000 pounds of Alaskan salmon last year, simultaneously ensuring a dependable supply while providing suppliers with guaranteed revenue. Rather than purchasing farm-raised salmon as it was available, they were able to save money while providing a superior product year-round.

For three years, Forever Resorts in the Grand Tetons tried to locally source ground beef for its burgers served at the Trapper Grill. Eventually HD Dunn and Son offered a good price after Forever Resorts agreed to order 4,000 pounds of ground beef each season. Erik Kimball explains, "Although we still took a hit on using more local meat, we figured out how to make up for it in other places. For instance, we saved money by finding a new type of bun to use."

Reduce Waste

ARAMARK's food service at Asilomar State Beach is in the process of transitioning all of its to-go packaging to compostable materials, thus saving money

from trash collection. Currently, ARAMARK partners with Monterey Regional Waste, which picks up food waste and compostable packaging, provides a site to compost it, and also sells compost to farmers. Similarly, Xanterra donates compost to a community garden in Springdale at Zion. Xanterra also uses their compost for their garden and greenhouse operation at Mount Rushmore National Memorial.

The U.S. General Services Administration (GSA) is encouraging all vendors to offer incentives for using reusable beverage containers thereby saving on the cost of containers and removal of trash.

Hospitals are also making good use of food compost by turning trash into economic value. Fairview Hospital in Massachusetts partners with local restaurants and has a barter system to exchange its hospital compost with a local farmer for reduced prices on fresh, local vegetables.

Menu Management and Pricing Innovations

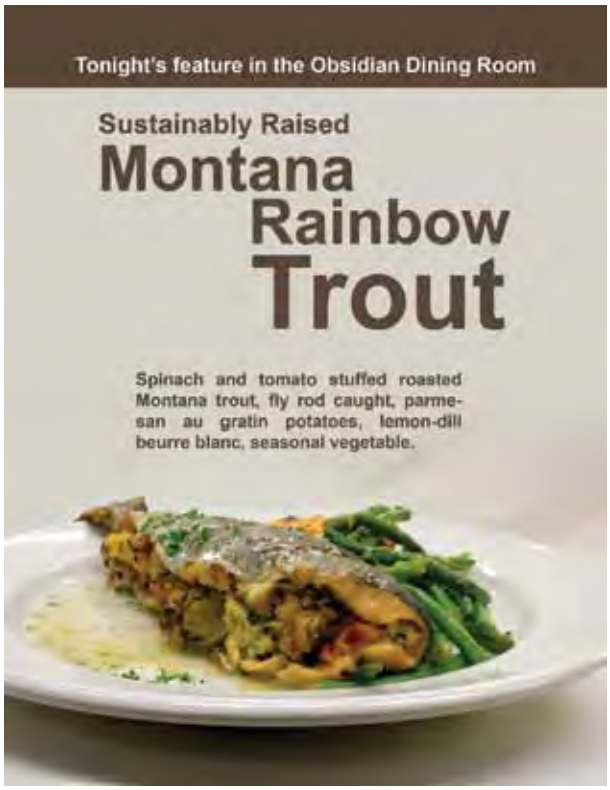
Create a Seasonal Menu to Optimize Savings and Local Flavors

A menu that features what is in season locally offers guests the opportunity to experience tasty, seasonal menu options and can decrease the cost of ingredients. A seasonal menu highlights local foods at the peak of harvest and natural flavor. It opens a channel for guests to connect to the local environment and nature's cycles. Seasonal menus require flexibility and innovation for success. Allow your chef to be creative with menu options, and reward your patrons for

SEASONAL COST COMPARISONS

PRODUCT	IN SEASON	OFF SEASON	IN SEASON PRICE	OFF SEASON PRICE
MIDWEST				
Kennebec Potatoes	Oct-Mar	Apr-Sep	$0.30/lb	$0.55/lb
Strawberries	Apr-Oct	Nov-Mar	$15/flat	$45/flat
Apples	Oct-Mar	Apr-Sep	$1.40/lb	$2.75/lb
Tomatoes	Apr-Oct	Nov-Mar	$0.95/lb	$3.50/lb
Onions	year-round		$0.60/lb	$0.70/lb
Carrots	May-Oct	Nov-Apr	$0.58/lb	$1.19/lb
Lettuce	Apr-Oct	Nov-Mar	$0.50/head	$0.75/head
NORTHERN CALIFORNIA				
Kennebec Potatoes	Jun-Oct	Nov-May	$0.75/lb	$1.25/lb
Strawberries	Apr-Oct	Nov-Mar	$30/case	$60/case
Apples	Oct-Mar	Apr-Sept	$38/case	$50/case
Tomatoes	Jun-Oct	Nov-May	$1.50/lb	$3.50/lb
Onions	two seasons		$0.60/lb	$1.25/lb
Carrots	year-round		$0.67/lb	$0.67/lb
Lettuce	year-round		$0.75/head	$0.85/head

Data obtained from Veritable Vegetable in Northern California and Goodness Greeness in the Midwest (mean from a range of farms, all organic produce)



Sustainably Raised trout featured at Yellowstone National Park

> *"Target a few specific local menu items. People will pay if it's locally sourced."*
>
> **Lu Harlow, Director of Food & Beverage, Xanterra at Yellowstone National Park**

visiting your location at different times during the year.

Savings from serving seasonal, local foods can be optimized in several ways. First, food operators can avoid paying a premium for food that is scarce or has traveled a long way. Second, since prices and availability shift region to region and season to season, cost savings can be maximized by purchasing food items when prices are competitive (see the Seasonal Cost Comparisons on page 23).

In Denali National Park, a region subject to inclement Alaskan seasons, strategically designed menus at Camp Denali and North Face Lodge allow for innovative adaptations throughout the year. During the winter, simple menus are established in advance. When the park is in operation in summer, local farmers in Fairbanks are contacted each Friday. Based on availability and price, menu items for the following week are laid out. In some instances, local products are used rather than more organically produced items from the lower 48 states, which dramatically reduces environmental impacts from food transportation. "Our Fairbanks produce comes from 200 miles away, while California produce may come from 4,000 miles away," says Executive Vice President, Jenna Hamm.

Fresh, local menu items can offer greater profit margins. According to Frank Klein, concessioner consultant to Muir Woods Café, "Our 'Marin Melt' grilled cheese, which uses artisanal local cheeses (and was featured on the Food Network), outsells our regular grilled cheese by 2 to 1 even though it is nearly $4 more per sandwich! We find that unique, local fruit in season, even though higher priced, results in increased sales. By offering fruits in season our profit actually spikes because the customer spends for fresh in-season fruit; and generally it is the best quality and best price for us in-season."

A seasonal menu can balance the bottom line and encourage guests to taste dishes that are good for them. Create and enhance a seasonal menu by utilizing the following tips:

- Collaborate with local growers, farmers and fishermen who can shed light on seasonal availability, price points, and potential menu items throughout the year
- Use seasonally appropriate graphics to promote food offerings that are at the peak of freshness
- List menu items containing seasonal produce first, to encourage healthy choices and increase sales of items that cost you less

- Train your servers and counter staff to promote items that might not sell themselves
- Provide a menu mix that will help you reach your overall food cost targets
- Consider reviewing performance across seasons and overall performance for the year, rather than monthly or quarterly (profit margins vary seasonally with a seasonal menu)

Value Regional Uniqueness

Many operators are changing menu offerings to reflect and capitalize on regionally unique foods. Customers are attracted to purchasing novel menu items, especially when visiting places away from home.

Many food operators have created signature local items like the "Bison Burger" or the "Stuffed Trout" that Xanterra serves at Yellowstone National Park. David Woodside, President of Acadia Corporation, states, "The Maine fishermen take great pride in harvesting the lobster sustainably. We take great pride in serving it." Similarly, Grand Teton Lodge Company features menu items from local micro-breweries and ranches found in the greater Grand Teton region. Guests can pair a unique buffalo dish with a local beer named after the Mount Moran glacier viewable from the bar.

Serve Healthy Portions

Offering healthy portion sizes on menus can provide benefits to the environment, the health of customers, and the financial bottom line. Portion control minimizes food waste and lowers the cost of each dish.

Portion control is a key strategy for profitable companies like Bon Appétit Management Company, particularly with protein. A four-ounce serving of protein aligns well with nutritional guidelines while leaving space for healthy sides. Appropriate portion size allows for more reasonable pricing, healthier margins, and diminished waste. This cost-saving practice can help subsidize further procurement of organic produce.

✓ EXAMPLE

Xanterra in Yellowstone National Park

Xanterra's efforts to purchase from sustainable fishing, farming, and ranching operations are supported by the Western Sustainability Exchange, the Marine Stewardship Council, and the Animal Welfare Institute. Sourcing several of these items helps to support more than 350 family farmers and ranchers in nine states.

Specific practices include:

- **Serving the freshest, highest quality sustainable seafood from Montana Fish Company in Bozeman, Montana**
- **Serving Montana Ranch Brand 100% Piedmontese beef, raised in Montana without added hormones or antibiotics**
- **Serving Wolf Ridge Lamb & Wool lamb medallions from Pray, Montana**
- **Using Amaltheia Dairy's organic goat cheese from Belgrade, Montana**
- **Serving farm-raised game and organic chicken**
- **Carrying organic legumes from Timeless Farms in Conrad, Montana**
- **Continuing membership in the Chef's Collaborative, a national network of more than 1,000 members of the food community who promote sustainable cuisine**
- **In partnership with Green Mountain Coffee Roasters, Inc., offering organic shade-grown Fair Trade Certified coffee in many of its restaurants**
- **Offering Silk brand organic soy milk in restaurants**

"Our restaurant, now 100 years old, used to be a teahouse where all the food and beverage was sourced down the road. There was no mass production back then. As we've been moving back into sustainability [by sourcing locally], it brings back our cultural heritage."

David Woodside, President, Acadia Corporation

Glacier Park, Inc. introduced smaller portions as menu options for their pasta dishes, and educated staff on how to communicate and promote this change. "These dishes are now top sellers on the menu," says Cindy Ognjanov of Glacier Park, Inc.

According to Kathleen de Chadenedes, Director of Orfalea Foundations' s'Cool Food initiative, "Some of the cost-cutting measures are common sense, especially when looking at the cost of not controlling portion size. Increasing portion size may not only negate profit on an item, but (also) create consumer expectations of getting that same amount of food for the money."

Scalability Innovations

Challenge the Supply Chain (Vendors)

By merely surveying your suppliers on their sustainability practices, changes can be made down the supply chain—making sustainable products more affordable by creating economies of scale. For example, all Walmart vendors are required to submit their sustainable practices and abide by certain established criteria to be eligible to be a vendor, delivering products in returnable containers where feasible, and identifying the source for their products. To view their "Sustainability Assessment Questions" see Appendix C.

On a smaller scale, Xanterra is striving to influence their largest supplier, Sysco, to use more companies that produce sustainable products. Xanterra acknowledges that some of their biggest hurdles are in the supply chain. Xanterra claims they do as much as they can to use local vendors, but they must resort to big suppliers like Sysco until more companies provide sustainable and healthier products. Recently, Sysco began supplying bio-based disposable dishware. This made compostable products much more affordable for small isolated venues like Rocky Mountain National Park, where water restrictions force them to use disposable dishware.

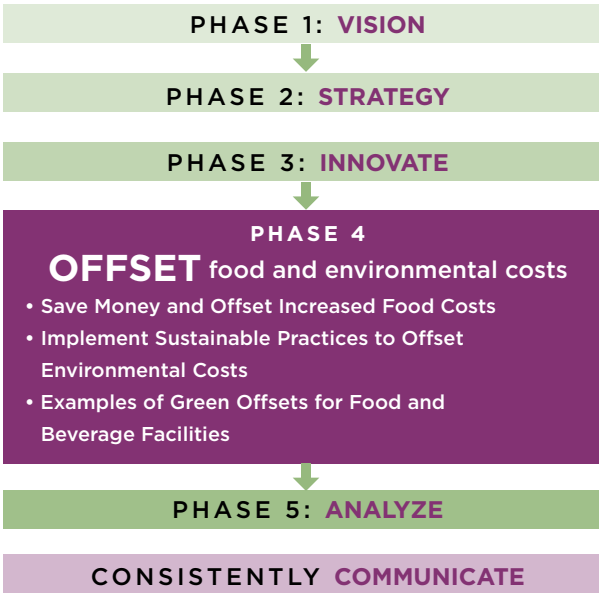
As Chris Lane of Xanterra explains, "We have a form letter that we send everybody and [it says], 'Look, we care about the environment, and if you work with us you have to care about the environment as well.' It's not 'can' or 'should.' You have to. It's a competitive marketplace out there and we can find somebody else to give us our french fries, [or] our tomato sauce. So you ship to us in bulk, you help us dematerialize, and it benefits them as well. Typically everyone is on board."

Concessions such as ARAMARK have greened their supply chains by building relationships with local farmers. For example, in Shenandoah National Park, ARAMARK committed to 300 acres of product produced on a local 1,000-acre farm. By guaranteeing demand, huge risk is mitigated for the farmer. ARAMARK is hoping to leverage this good relationship and ask their farmers to apply more organic practices to their land.

When partnering with a large supplier, it is far less likely that you can demand sustainable practices. Likewise, small operations have less leverage when trying to change the practices of their vendors. However, regardless of scale, pushing for sustainable practices from vendors is easy to implement. Consider including sustainable practices in contracts for new concessioners and suppliers, and include these practices in contract negotiations with new farmers.

PHASE 4

OFFSET



Save Money and Offset Increased Food Costs

As you begin to procure more sustainably produced food items, try to systematically implement "offset" strategies. By strategically decreasing costs in various aspects of your business, you can balance the added costs of sustainable food procurement.

When you look beyond your food cost line to the wide range of operating expenses, you will find ways to make green by being green. In this section, we focus on green offsets, which are accrued by reducing a business's waste, energy, electricity, water, and fuel operating costs.

Larry Bain, when he was managing Jardiniere, Acme Chop House, and Mijita Cocina restaurants in San Francisco, California recalls, "We found that the higher cost of local and sustainable food was more than made up for by savings on waste and energy... our employee retention improved and labor costs dropped when our staff felt they were eco-warriors."

Implement Sustainability Practices to Offset Environmental Costs

Moving towards a more sustainable food system requires all aspects of food production to shift. Implementing sustainable practices contributes to resource preservation and offsets environmental costs from food production-related operations. Additionally, sustainable practices related to food production can lead to cost savings. Investment in sustainable infrastructure, green operations, staff training, and simple customer education can pay for itself quickly and provide increased savings over time. These practices can also serve as a significant marketing distinction and provide opportunities for visitor education.

The choices offered in this section help to reduce the environmental impact of food service at park locations by reducing water, fuel, energy, and waste, and provide a platform for integrating the food service experience with the overall park experience for visitors. A comprehensive sample of possible environmental cost offsets and sustainability practices is featured in Appendix D. These examples were gathered from a variety of companies and have been adopted across a range of food service locations.

"Not only is scratch cooking cheaper and healthier, but it also gives chefs flexibility to prepare a variety of sustainable menu options not possible from convenience food products."

Gina MacIlwraith, Environmental, Health and Safety Director, Grand Teton Lodge Company

Green Offsets for Food and Beverage Facilities

Restaurants produce large amounts of waste and use a lot of energy, water, and fuel in day-to-day operations. From heating and cooling the front of the building to cranking a charbroiler for the entire dinner rush, the meter is always running and cutting into profits.

Optimizing your business for eco-efficiency is no small endeavor, and initial investment costs can be significant. However, the long-term benefits can be substantial. A summary of green offset examples from featured park concessions and other food service organizations is captured on page 31. A comprehensive set of offsets, listed according to low- and high-cost of entry to offer a range of offset possibilities, can be found in Appendix D.[17]

TOOLBOX

Don't Forget the First Step! Collect Baseline Data by Auditing

In order to know where you can save money, it is essential to conduct a series of audits to collect baseline data. This data is necessary to analyze new efforts and to commit a percentage of offset savings back into sustainable food procurement (see page 16).

17 The following data was primarily accessed from publicly published Sustainability Reports, from ISO14001 certified companies like Xanterra. Many of the examples overlap, particularly energy and water offsets.

TOOLBOX

The Added Value of Eco-Efficiency

The concept of "eco-efficiency" is the economic value a company creates relative to the waste it generates and its overall environmental impact. Eco-efficiency is an investment that reduces negative waste and environmental cost, while increasing positive value and opportunities. The earlier you act the better, as the cost of waste, energy, and natural resources will increase with time. It is important to track and assess your resource eco-efficiency and fine tune your practices as they arise.

✓ EXAMPLE

Kitchen Efficiency Offsets "Scratch-Cooking" in Schools

Offsets go beyond green savings. Sustainable food procurement can be offset by culinary, labor, and time management efficiency in the kitchen. No example illustrates this better than the organizations at the front line of reintroducing "scratch-cooking" back into public schools.

Schools across America have become dominated by processed, packaged food with very little nutritional quality. Now schools are working with their small budgets to serve fresher, healthier food. According to s'Cool Food Director Kathleen de Chandenedes, "Profit margins are so small [in schools] that if you don't pay attention to detail, you are going to lose... Little things add up to big savings."

Scratch-cooking can be offset by making kitchen practices more efficient. The s'Cool Food program created a culinary boot camp for kitchen employees, and has succeeded in helping schools save money and eliminate waste. Some of these offsets include:

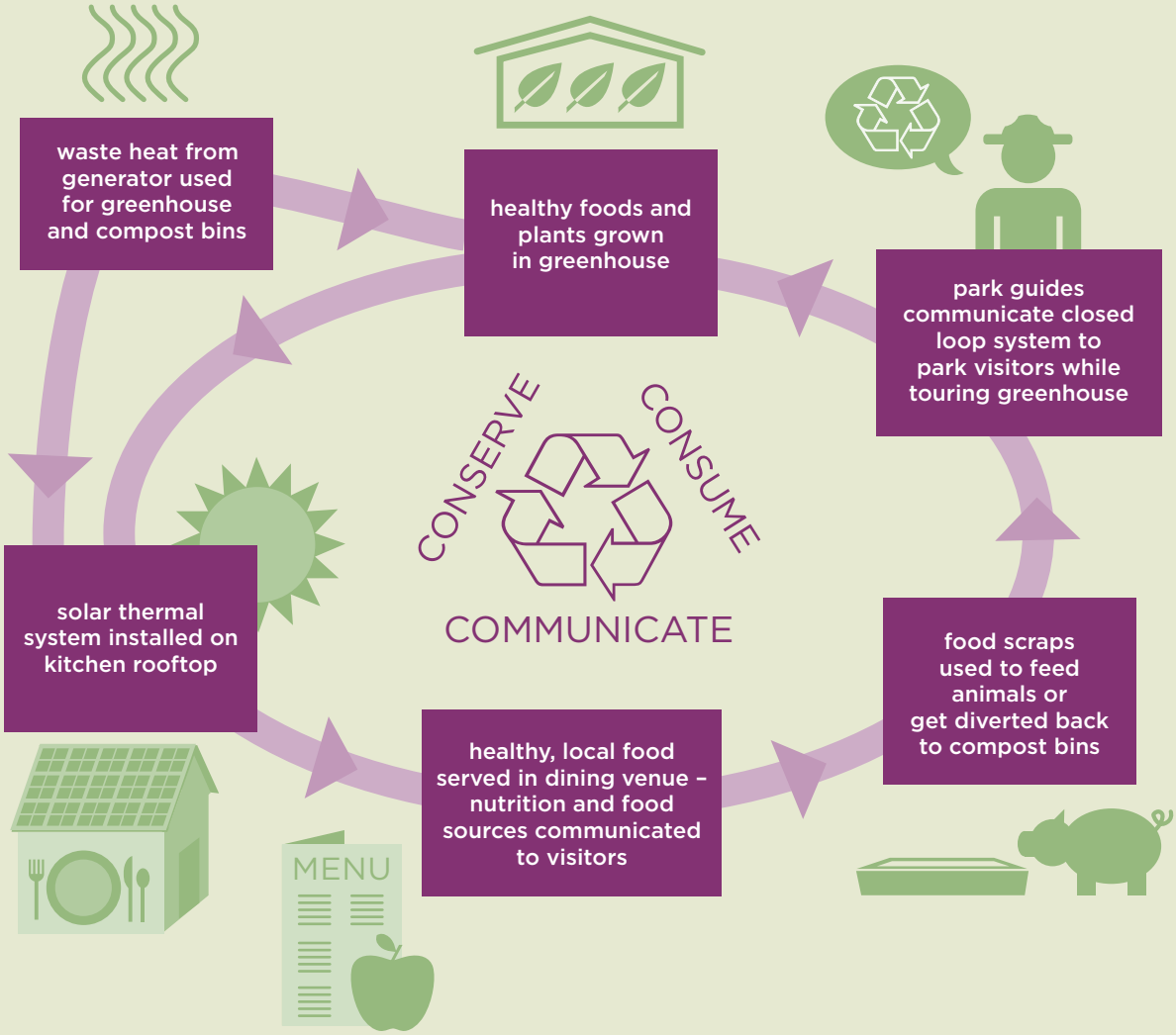
- **Training staff to extend shelf life of fresh produce (i.e. lettuce needs to be washed, spun dry, and properly stored in a specific way for it to last)**
- **Training staff to use knives, automatic food processers, and other equipment**
- **Training staff to understand portion control, workflow requirements, and how to forecast production for more efficient food preparation**

✓ EXAMPLE

Closing the Loop on Food with Recycling

"Closing the Loop" on food refers to a life-cycle framework of design processes that sees materials as perpetually circulated in safe, healthy, closed-loop metabolisms. It encompasses the entire life cycle and supply chain—starting with the initial harvesting of the ingredients, producing and storing the products, to meal consumption and end of life disposal. It is a framework that considers all the biological impacts of waste and toxicity, adds value to customers, and minimizes social and environmental externalities.

Camp Denali and North Face Lodge are small, remote, off-the-grid destinations in Denali National Park. The lodges grow and compost their food onsite to provide fresh, organic food while minimizing the need to haul out large, heavy amounts of waste. Plant-based food scraps from dining halls get turned into compost, and meat scraps are used as sled dog feed at Denali National Park headquarters. The surplus heat from the generator gets up-cycled to heat the greenhouse and compost bins, and visitors tour the greenhouse and are educated about the lodges' sustainable practices.



✓ EXAMPLE

WHOA NELLIE! Lee Vining, California outside of Yosemite National Park — *Balancing Food and Labor Costs*

A restaurant that does an exceptional job of balancing food and labor costs is Whoa Nellie Deli, just outside Yosemite National Park. Their quality food offerings and practices have quite literally put Lee Vining, California on the map.

Whoa Nellie is open only six months out of the year, yet it is the most profitable, busiest restaurant in the Eastern Sierras. According to Beth Pratt, former Director of Environmental Affairs, Xanterra at Yellowstone National Park, "This is a restaurant that faced very difficult challenges and was able to pull it off with great success. They have quality healthy food at a great price."

The restaurant began as a deli in a gas station. Due to chef/owner Matt Toomey's ability to think outside the box, Whoa Nellie has evolved into a place where you can pull into a gas station to fill up, order a filet mignon, and enjoy a local band outside with a mango margarita. You can choose between a hot dog, fish tacos, or a rack of elk and a bottle of wine.

Whoa Nellie's goal is to keep their food fresh and affordable. They do not charge more than $20 a plate, with the exception of elk dishes. Toomey wants his customers to walk away with the perception that their meal was a great value. Even if they order elk, the most expensive item, they get "two times more elk rack for a third of the price," Toomey says. One of the secrets for Whoa Nellie's affordable price points is to use meats and produce that are in season with better profit margins. For instance, when Pacific halibut gets too expensive (over $18/pound), Toomey switches to pollock from Seattle.

Because Whoa Nellie's foods are cooked from scratch, Toomey does his best to balance the labor intensity of the dishes offered on the menu. Although not a local food restaurant per se, "we are very well known for our spaghetti squash that comes from local farms in the Central Valley," says Toomey. "Most people don't even recognize that it is a vegetable because it is so different and delicious." This is food that costs $1/pound, but it is labor intensive to prepare. "We balance out our menu by including homemade meat-loaf and ribs, which are much easier to prepare—and equally delicious."

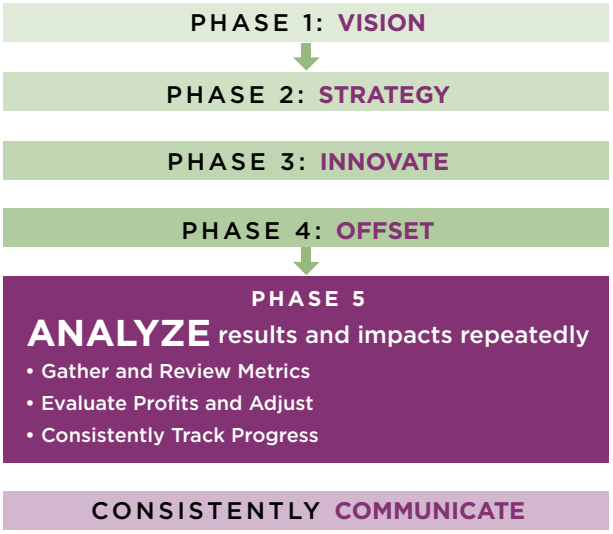
Maintaining a high volume of visitors is another secret to success. Early on, Toomey was advised that he needed to be making over 30% profit on the food, but today Whoa Nellie thrives on much lower margins. According to Toomey, "Volume cures all problems."

EXAMPLES OF GREEN OFFSETS FOR FOOD AND BEVERAGE FACILITIES			
TYPE OF OFFSET	**SUSTAINABILITY PRACTICE**	**COMPANY**	**DESCRIPTION**
Waste Management **Lower Cost of Entry**	Placement of waste bins	*Universal*	Strategically and visibly place recycling and/or composting bins for accessibility and convenience.
Waste Management **Higher Cost of Entry**	On-site composting	ARAMARK, Lake Crescent	About 33% of ARAMARK's locations compost on-site. Composted 2,500 pounds of food waste at Lake Crescent, resulted in about $3,000 savings over a summer operating season.
Energy Efficiency **Lower Cost of Entry**	Energy efficient lighting	Revolution Foods	Replaced every light bulb in the culinary center with energy-efficient bulbs—reducing CO_2 emissions by a minimum of 52,000 pounds/year.
Energy Efficiency **Higher Cost of Entry**	Timed lighting systems or lighting sensors	University of Michigan	Installed light sensors and utilized ambient lighting to reduce usage from 168 hours/week to roughly 35 hours/week. 278,560 kWh/year saved and $21,310 saved annually. Project cost offset in 2.7 years, allowing future energy and cost savings to offset cost for the foreseeable future. Educational signage contributed to a seamless transition and kept customer complaints at zero.
Water Saving **Lower Cost of Entry**	Visual aids for guests	Delaware North: Yellowstone National Park	As a water conservation initiative, dining halls will only serve water upon request.
Water Saving **Higher Cost of Entry**	Dual flush toilets	Xanterra	Installed dual flush toilets, which save approximately 26% on water use.
Fuel Saving **Lower Cost of Entry**	Team up to share delivery costs	Denali National Park Wilderness Centers	Partnered with local restaurants to provide a market and reduced transportation delivery costs from local farms/ranchers.
Fuel Saving **Higher Cost of Entry**	Waste oil heats buildings	Xanterra: Yellowstone National Park	In 2008, Xanterra's engineering department designed, tested, and implemented equipment using 10,000 gallons of cooking oil generated from food service for fuel in the boiler system. The project reduced annual carbon dioxide emissions by 223,800 pounds from the replacement of 10,000 gallons of diesel fuel with cooking oil and eliminated the associated 12,729 pounds of CO_2 emissions from transporting waste offsite for recycling.

See Appendix D for a comprehensive sample of possible environmental cost offsets and sustainability practices

PHASE 5

ANALYZE



With a strategy in place, metrics tracked, and new initiatives underway, analyzing the results is the next step. By tracking the effectiveness of new and existing practices, more opportunities for improvement can be considered.

Not only can new opportunities arise, but prices can change, and research uncovers new data on the effectiveness of existing practices. Using financial performance measurement tools like a return on investment (ROI) analysis can ensure that your goals are flexible enough to accommodate and anticipate longer-term outcomes.

"When analyzing costs and benefits, it's important to look beyond your doors and value the benefits you will be bringing to your community and the planet," says Larry Bain of Let's Be Frank. "It has been proven over and over again that you can do well by doing good."

Sustainability goals also have potential risks that need to be analyzed against their rewards. These risks include short-term increased costs, which generally lead to long-term rewards such as efficiencies, customer loyalty, or reduced energy/production costs. The analysis will reveal the next steps and goals that make sense for your business.

> *"When analyzing costs and benefits, it's important to take a comprehensive look at People-Planet-Profit."*
>
> Larry Bain, Let's Be Frank

The purpose of this section is to highlight how parks are analyzing the financial information associated with their food, beverage, and offset data. Analyzing offset data is necessary in order to systematically commit a percentage of the savings back into sustainable food procurement. Unfortunately, little data was found on how park concessioners are applying this type of analysis and ROI calculations to their sustainable food and offset programs. Therefore, the following paragraphs highlight only some of the ways in which park concessions are presently tracking, analyzing, and adjusting their metrics for their sustainable food programs.

Gather and Review Metrics Using an Environment Management System

Metrics can be reviewed following the process of 1) establishing a baseline; 2) implementing a measurement platform; and 3) setting both short- and long-term goals for sustainable food and green practices. If you are using an Environment Management System (EMS), begin quantifying and interpreting the data after a period of time has elapsed to provide a method of comparison.

According to Chris Lane, Xanterra analyzes metrics through their EMS EcoLogix. "We break down through our EMS every one of our [business] categories," Lane says. "Taking the restaurant for example: energy, water, waste, food issues. And there are others as well, such as toxics as it relates to cleaning, food safety, and human health and safety. We analyze each category, or resource stream, to determine what can be done on an annual basis to affect change inside a restaurant setting."

Similarly, since 2009, Delaware North Companies Parks and Resorts properties have formally collected detailed environmental data focusing on water use, energy use, and waste (trash, recycling, and composting). Delaware North's Sustainability Report states:

TOOLBOX

Environment Management System Benefits

A well-implemented Environment Management System (EMS) has intrinsic business value, whether you decide to seek formal ISO 14001 certification or not.

"Accounting collaborates with our Environmental Manager representative to document data internally and to review monthly reports to ensure that the data is reported and to make meaningful comparisons to identify any major changes (increases or decreases). Reporting environmental data is extremely important. … However, at times this may be difficult. Our sustainability program is continually being monitored and evaluated by Food and Beverage to ensure that we are managing food costs, profit margins, reducing the use of resources (water and energy) and generation of waste. We keep a watchful eye on products and work closely with our vendors to reduce our costs."

Evaluate Profit Margins and Adjust Accordingly

It is important to evaluate profit margins and to make adjustments where possible to produce positive changes in food service. At Muir Woods Café, consultant Frank Klein analyzed the Café's margins and found that increased beverage price points and decreased food price points helped to balance margins.

"By offering fruits in season, our profit actually spikes because the customer spends for fresh, in-season fruit

"We analyze our sustainability results based on our Green Restaurant Association rating."

Erik Kimball, Food & Beverage Director, Forever Resorts

XANTERRA'S SUSTAINABLE FOOD PROCUREMENT STATISTICS			
NATIONAL PARK	**2007**	**2008**	**2009**
Crater Lake Lodge	25.27%	28.28%	19.21%
Death Valley	8.83%	8.69%	9.84%
Grand Canyon South Rim	8.48%	11.90%	13.34%
Mount Rushmore	17.83%	21.25%	29.64%
Petrified Forest	3.78%	4.62%	11.09%
Stovepipe Wells	1.26%	1.13%	3.26%
Yellowstone	22.99%	31.30%	31.52%
Zion	11.48%	13.93%	20.12%
Overall Company Average in Parks	**18.70%**	**26.69%**	**27.88%**

and generally it is the best quality and best price for us in-season," Frank Klein reports.

Consistently Track Progress

It is essential to consistently track progress, especially when it comes to adopting a seasonal menu. "It's a balancing act," says Klein. "Concessioners should track history with vendors season-to-season to ensure their pricing structures on their menus reflect the trends in pricing. Even a lag of a few weeks in adopting new pricing structures to reflect seasonal pricing can damage a whole month's profitability. The key is to [implement] menu forecasting and take the guess work out of menus and pricing season-to-season. Then you can focus on really finding those local gems that take your program to the next level. The business of doing a seasonal menu is really the business of preparedness."

According to Xanterra's 2011 Sustainability Report, sustainable cuisine purchases comprise 19.6 percent of all food purchases and have increased from $1.4 million in 2004 to $5.7 million in 2009, a 307 percent increase in just five years.

Xanterra calculates these estimates by tracking every detail of their food sourcing (see table above). In 2003, Xanterra was procuring six percent sustainable foods company wide. This year they are close to 30 percent. By 2015, both Xanterra and Delaware North are hoping to reach 50 percent sustainable cuisine. "The more demand there is for sustainable foods, the more giant suppliers like Sysco (Xanterra's top supplier) will partner with companies that produce sustainable products, alleviating major supply chain hurdles," says Britt Daiss of Xanterra.

COMMUNICATE

PHASE 1: VISION

PHASE 2: STRATEGY

PHASE 3: INNOVATE

PHASE 4: OFFSET

PHASE 5: ANALYZE

Consistently **COMMUNICATE** with all stakeholders throughout the process

- Build Relationships
- Communicate with All Stakeholders
- Develop Educational Tools

"Leadership is about 'bringing everyone along' in a balanced way, not just in their minds so they understand it, but emotionally as well, in their hearts, so they are really energized and identify with it, and they themselves take part in the leadership."

Frank Blount, former CEO, Telstra

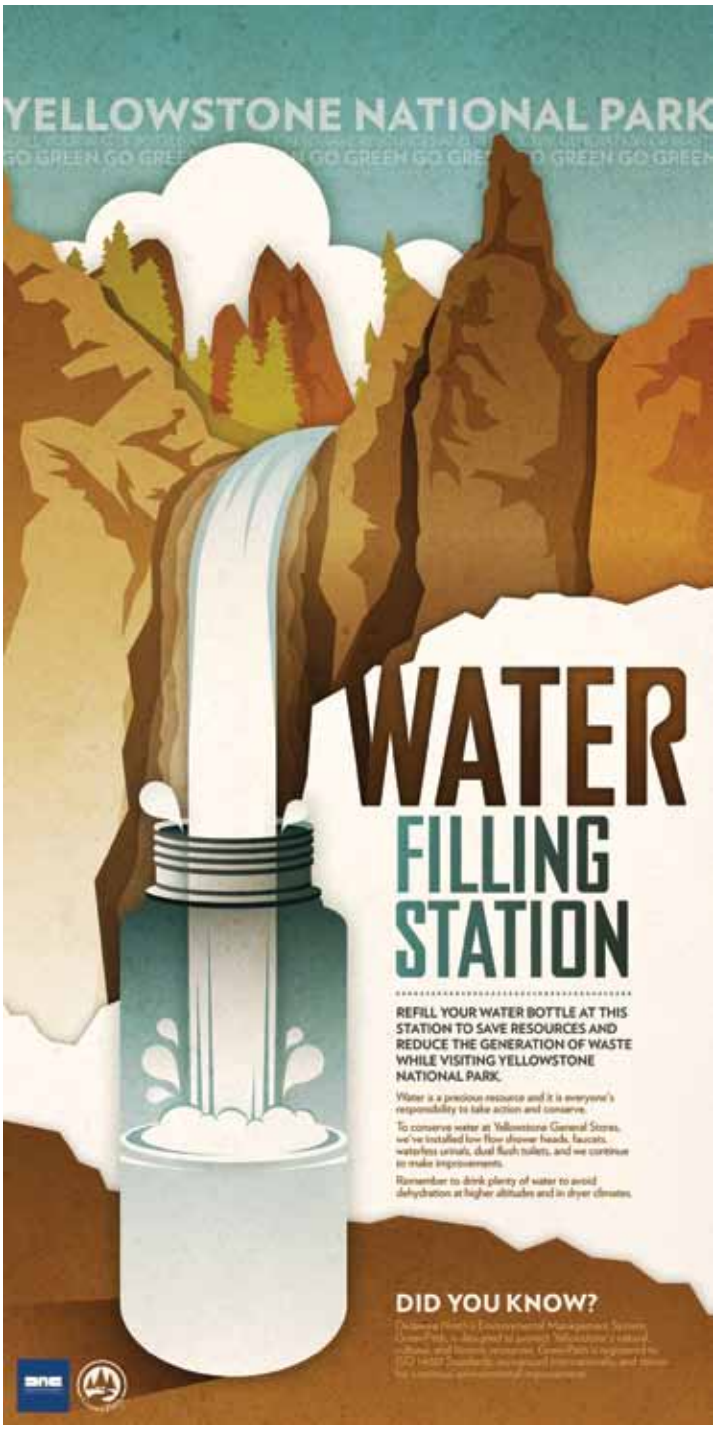
Communicating your vision and practices with stakeholders can enhance the many social benefits of a sustainability program. In addition to the direct health benefits of the program, communication provides opportunities for education, improves relationships with vendors and partners and helps to showcase your impact in the community.

Internalizing environmental and social stewardship into a company's bottom line requires more engaging and inclusive forms of communication among business managers, employees, and park visitors. Organizations might consider shifting away from one-way, passive styles of communication to multi-way, active engagement of various stakeholders. Sustainability targets, aspirations, and performance reports encourage active feedback from stakeholders and customers. In the case of national parks, better coordination is needed between the efforts of the National Park Service and contracted concessioners. In addition, by building relationships with farmers, ranchers, and fishermen in the community, food service providers can help to educate park visitors and the surrounding community about the local food economy, as well as the direct benefits of their program.

Communication with all stakeholders along every phase of the strategy cycle is key:

- Visioning
- Strategizing and Identifying Opportunities

- Innovating, Replicating, and Implementing
- Offsetting Costs and Impacts
- Analyzing, Measuring, and Adjusting



Delaware North promoting water filling stations at Yellowstone National Park

Build Relationships

Building closer, trusting stakeholder relationships is directly linked to values and business strategy. Employees can be rewarded for acting in concert with the company's core values and for identifying opportunities that serve both the business and its stakeholders. Likewise, by developing positive relationships with local farmers, ranchers, fishermen, bakers, artisan producers, and so forth, businesses are investing in their well-being and in local economic security.

In Maine, the Acadia Corporation forged an alliance with the Port Clyde Fishermen's Cooperative to source local and sustainable seafood for Acadia National Park. This partnership ensures quality, and also provides a level of economic security to local fishermen. "We even use the under-utilized fish species that guests are unfamiliar with. We educate our staff on how to introduce new fish dishes to guests," says David Woodside, President of the Acadia Corporation.

At Glacier National Park in Montana, Glacier Park, Inc. supports its largest food supplier, Food Services of America (FSA), to build relationships with local purveyors. "Transportation is our biggest challenge," says Cindy Ognjanov. "If FSA can pick up local product along the way to the park, it alleviates this challenge."

ARAMARK, along with Xanterra, continues to leverage their relationship with larger companies like Sysco to help meet their goals for sustainable food and beverage service. However, these large food service providers also establish local contacts and explore direct food sources. In the case of Shenandoah National Park, ARAMARK's culinary team works closely with local farmer Ben Miller to plan out the year's crops on 200 acres of his farm. "He lays out timelines for growing season and we select different vegetables for each part of the year," says Dominic Canale. "We are hoping in the future this relationship can leverage more sustainable practices on the farm."

Communicate the Change Vision and Results with All Stakeholders

In order to get your message and change vision out to all stakeholders, consider:

- Establishing transparent open dialogue with your customers, employees, suppliers, and communities throughout each stage of the strategy cycle
- Providing necessary staff orientation and training for planning and cooking meals with unprocessed ingredients obtained directly from local growers
- Creating opportunities for participation, collaboration, and resource sharing
- Educating and informing your local community
- Reaching out to staff and visitors to become part of the solution

Xanterra believes that each of its more than 8,500 employees and millions of guests needs to participate in its culture of environmental protection in order for their programs to succeed. They publish a biennial *Sustainability Report* and company-wide *Ecologix Green Letter* newsletter demonstrating their continued commitment to environmental stewardship.

Xanterra also reaches into the community by offering a sustainable cuisine *Chef's Apprenticeship Program*, where students in and around the Yellowstone region are introduced to its advantages and message. In 2009, Xanterra introduced a new training program for employees, "Keeping Yellowstone Green—A Guide for Xanterra Employees."

Develop Educational Tools and Onsite Messaging for Staff and Visitors

Onsite, customers contribute to the majority of water use, energy use, and waste creation at concession facilities. This is why adequately educating customers and encouraging participation is critical to the success of new programs. Provide good signage to communicate sustainability efforts to your visitors.

✓ EXAMPLE

WHOA NELLIE! Building Positive Relationships with Visitors and Employees Leads to Success

Whoa Nellie Deli outside of Yosemite National Park is featured as one of the country's most unique and unusual restaurants in publications like *Gourmet Magazine*. Many people ask Chef Matt Toomey for his secret. Toomey will be very direct with you: his secret to success is "absolute dedication and love for people." At Whoa Nellie, everyone is made to feel special and welcomed. And everyone is having fun—especially the employees. "We like to sing songs, laugh, and fool around in the kitchen," Toomey says.

Toomey confirms that "it's important to be able to make money as much as it [is important to connect] with the people you work with and the people eating your food." Toomey doesn't see the value of being strict with his employees. He prefers happy, comfortable, and loyal employees. If employees are having a really bad day, Toomey feels it's better to excuse them from work until they are in better spirits. Due to nurturing and nourishing his visitors and his staff, Toomey experiences a high visitor return and a high employee retention rate.

Whoa Nellie primarily serves a national park crowd in a very isolated corner of the world. Despite this, they receive high word-of-mouth marketing. Visitors look forward to returning each year, not just for the food and fun, but to visit with Toomey. "The next time they come, they will bring their friends and family," he says. "We do a good job of connecting with people."

Glacier Park, Inc. places signage on each dining table to communicate healthy, local menu items.

For example, strategically placed signage can help to educate visitors of proper waste disposal and highlight compost and recycling efforts.

Provide detailed nutritional signage and labels. Converting to menus that offer customers nutrition details allows them to make more responsible decisions. Monitoring trans fats, hormones, pesticides, and other harmful additives is a necessary first step. Explain to customers where their food is sourced, and highlight healthy and environmental benefits. Forever Resorts distributes Seafood Watch checklists at the restaurant host desk and posts a quick response link so visitors can download the Seafood Watch checklist app to their personal smart phones.

Accompany menu items with nutrition and sustainability facts that tell the whole story. Sites such as *nutritiondata.com* are a good place to begin breaking down your meals' nutritional content. The relevance of programs to customer health should be communicated, as obesity and diabetes are on the rise in every state and touch the lives of all citizens.

Example of nutrition signage at the Bay Area Discovery Museum

CONCLUSION

The health of our planet is directly related to our own health—as much as to the health of our parks and protected areas. Together, parks and concessioners have the opportunity and the responsibility to be leaders in providing healthy foods and promoting sustainable practices for positive environmental change and education.

There are likely countless institutions—parks as well as museums, hospitals, and others—that are enhancing their mission through the food they serve. This report is built on the work of institutions that demonstrate a value-based partnership with parks and that wish to share their best practices and insights to help accelerate the pace of change toward a more sustainable food system. In both *Food for the Parks* reports, opportunities for such innovation and cooperation have been highlighted as a starting point.

This excerpt from the mission of the National Park Service speaks to the mission of many park systems around the country:

> *The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.*

Initiating a Sustainable Food System

The opportunities and strategies highlighted in this report illustrate that any organization can take an incremental approach to making positive change while maintaining their profit margins. It takes testing to see what works and adjusting for the individual circumstances that each business faces. The roadmap provided is cyclical, because sustainability is constantly evolving; this means not only building a roadmap and executing it with a sense of purpose, but revisiting your strategy and continually evaluating your progress.

The default thinking is that conventional food is cheaper, and that because local or organic food is more expensive, people are not going to buy it. However, examples throughout this report address these challenges and show that serving healthy foods is both feasible and profitable.

Not all menu items must be changed. A variety of menu options can be offered, especially in cases where sourcing local, healthy foods might in fact be cheaper. Exploring one or two menu items where this is the case is a first step in the right direction. Through measured change, more opportunities will become available.

In many cases, costs will increase by switching to natural or local food sourcing. But, as demonstrated by a variety of institutional food systems in this report, businesses can offset the increased costs by

Locally raised beef featured at Yellowstone National Park

implementing other sustainability measures. This is an investment. It requires a longer term approach, but the ability to save on costs while reducing waste or energy is a sound business model utilized all over the world.

A key element to understanding demand for healthy and sustainable food is communication and education. Visitor education need not be limited to historic sites and endangered species. Understanding the importance of our health in relationship to the food we consume and our surrounding environment is vital to our national health and the preservation of our natural resources. Additionally, education about food served and where it comes from helps to increase demand for food that is healthy, local, and/or organic, and can help to explain prices at the point of purchase.

The Bigger Picture

There are many benefits to moving toward a more sustainable and healthy food system in our nation's parks. Encouraging healthy food is at least part of the solution to our nation's health challenges. Economic development through sourcing local food is an even more persuasive case in places where jobs are scarce. Additionally, the positive environmental impact from local, sustainable sourcing is priceless. Organic farming relies on biodiversity for its very success, in place of chemicals. It uses naturally occurring food chains, increasing soil activity and deterring erosion.

The scale of purchasing by park systems and other institutional food system providers across the nation creates a unique opportunity to have a positive effect on our health and the preservation of both our environment and our local economies. Incremental changes, when viewed in the aggregate, do have an effect on supply chains. As individual parks slowly and steadily improve the food options they serve to visitors, they will undoubtedly have a major collective impact on food markets as well.

A shift toward sustainable food service will require all partners to work outside conventional wisdom. Concessioners may need to reach out to consultants and brokers to communicate with farmers; parks may need to provide incentives and allow for offsets; concessioners may need to go directly to fishermen to explore supply opportunities; and allowances to charge a small premium for organic food may need to be explored. Steps towards sustainability will have to be unique to each organization, location, and region as resources are available, but as modeled in this report, innovative solutions and new partnerships are entirely within reach.

APPENDIX A

GENERAL SERVICES ADMINISTRATION HEALTH AND SUSTAINABILITY GUIDELINES FOR FEDERAL CONCESSIONS AND VENDING OPERATIONS: A FACT SHEET FOR CONCESSIONS OPERATORS

In 2010, the U.S. Department of Health and Human Services (HHS) and the U.S. General Services Administration (GSA) collaborated to create the Health and Sustainability Guidelines for Federal Concessions and Vending Operations. The goal of the Guidelines is to assist contractors in increasing healthy food and beverage choices and sustainable practices at federal worksites.

By applying the *2010 Dietary Guidelines for Americans* to food service operations, these Guidelines demonstrate HHS's and GSA's commitment to promoting a healthy workforce.

Providing healthy choices

In alignment with the *2010 Dietary Guidelines for Americans*, the Health and Sustainability Guidelines encourage the availability of:

- Seasonal vegetables and fruits
- Whole grain options, including pasta
- Vegetarian entrees
- Lean meat entrees
- Low-fat milk, yogurt and cottage cheese
- High fiber, low sugar cereals
- 100% fruit juice
- Freely available drinking water
- Foods with less sodium
- Foods free of synthetic sources of trans fats

Enabling sustainable practices

The Health and Sustainability Guidelines also encourage more sustainable food service practices, such as:

- Offering incentives for using reusable beverage containers
- Using green cleaning and pest control practices
- Using compostable and bio-based trays, flatware, plates, and bowls
- Offering food that is organically, locally or sustainably grown and labeled accordingly
- Offering seafood identified as 'Best Choices' or 'Good Alternatives' on the Monterey Bay Aquarium's Seafood Watch List or certified by the Marine Stewardship Council (or equivalent program)

Increasing choice, not restricting choice

The Guidelines are designed to make healthy choices more accessible, more appealing, and more affordable. They are not designed to restrict choices.

Applicability

The Health and Sustainability Guidelines are applicable to all food service concession operations and vending machines managed by HHS and GSA. They will be progressively implemented in federal facilities as contracts expire and opportunities to enhance offerings emerge. The Guidelines are already in

effect at the HHS Humphrey Building Cafeteria, operated by Corporate Chefs.

GSA Sponsored Support

GSA will support our vendors in implementing these guidelines. Our goal is to give our customers healthier and more sustainable food choices while keeping our vendors successful and profitable in the federal work environment. As such, GSA will be putting together a series of communications and webinar trainings about the new guidelines. If you would like to receive correspondence about these training opportunities, please email *wellness@gsa.gov* with the name of your company representative and contact information.

APPENDIX B

REVOLUTION FOODS' LIST OF UNACCEPTABLE INGREDIENTS

acesulfame-K (acesulfame potassium)

acetylated esters of mono- and diglycerides

ammonium chloride

artificial colors

artificial flavors

artificial trans fats

aspartame

azodicarbonamide

benzoates in food

benzoyl peroxide

BHA (butylated hydroxyanisole)

BHT (butylated hydroxytoluene)

bleached flour

bromated flour

brominated vegetable oil (BVO)

calcium bromate

calcium disodium EDTA

calcium peroxide

calcium propionate

calcium saccharin

calcium sorbate

calcium stearoyl-2-lactylate

caprocaprylobehenin

certified colors

cyclamates

cysteine (l-cysteine), as an additive for bread products

DATEM (Diacetyl tartaric and fatty acid esters of mono and diglycerides)

dimethylpolysiloxane

dioctyl sodium sulfosuccinate (DSS)

disodium calcium EDTA

disodium dihydrogen EDTA

disodium guanylate

disodium inosinate

EDTA

ethyl vanillin

ethylene oxide

ethyoxyquin

FD & C colors

foie gras

GMP (disodium guanylate)

growth hormones such as rBST, rBGH in milk only

hexa-, hepta- and octa-esters of sucrose

high fructose corn syrup

hydrogenated fats

IMP (disodium inosinate)

irradiated foods

lactylated esters of mono- and diglycerides

lead soldered cans

methyl silicon

methylparaben

microparticularized whey protein derived fat substitute

monosodium glutamate (MSG)

natamyacin

nitrates/nitrites

palm oil

partially hydrogenated oil

polydextrose

potassium benzoate

potassium bisulfite

potassium bromate

potassium metabisulfite

potassium sorbate

propionates

propyl gallate

propylparaben

saccharin

sodium aluminum phosphate

sodium aluminum sulfate

sodium benzoate

sodium bisulfite

sodium diacetate

sodium glutamate

sodium nitrate/nitrite

sodium propionate

sodium stearoyl-2-lactylate

sodium sulfite

solvent extracted oils, as stand-alone single-ingredient oils (except grapeseed oil)

sorbic acid

sucralose

sucroglycerides

sucrose polyester

sulfites (sulfur dioxide)

TBHQ (tertiary butylhydroquinone)

tetrasodium EDTA

vanillin

APPENDIX C

WALMART'S SUSTAINABILITY SUPPLIER ASSESSMENT QUESTIONS

ENERGY AND CLIMATE

Reduce energy costs and greenhouse gas emissions

1. Have you measured and taken steps to reduce your corporate greenhouse gas emissions? (Y/N)
2. Have you opted to report your greenhouse gas emissions and climate change strategy to the Carbon Disclosure Project (CDP)? (Y/N)
3. What are your total annual greenhouse gas emissions in the most recent year measured? (Enter total metric tons CO_2, e.g. CDP 2009 Questionnaire, Questions 7-11, Scope 1 and 2 emissions)
4. Have you set publicly available greenhouse gas reduction targets? If yes, what are those targets? (Enter total metric tons and target date, e.g. CDP 2009 Questionnaire, Question 23)

MATERIAL EFFICIENCY

Reduce waste and enhance quality

Scores will be automatically calculated based on participation in the Packaging Scorecard in addition to the following:

5. If measured, please report total amount of solid waste generated from the facilities that produce your product(s) for Walmart for the most recent year measured. (Enter total pounds)
6. Have you set publicly available solid waste reduction targets? If yes, what are those targets? (Enter total pounds and target date)
7. If measured, please report total water use from the facilities that produce your product(s) for Walmart for the most recent year measured. (Enter total gallons)
8. Have you set publicly available water use reduction targets? If yes, what are those targets? (Enter total gallons and target date)

NATURE AND RESOURCES

High quality, responsibly sourced raw materials

9. Have you established publicly available sustainability purchasing guidelines for your direct suppliers that address issues such as environmental compliance, employment practices, and product/ingredient safety? (Y/N)
10. Have you obtained third party certifications for any of the products that you sell to Walmart? If so, from the list of certifications below, please select those for which any of your products are, or utilize materials that are, currently certified.

PEOPLE AND COMMUNITY

Vibrant, productive workplaces and communities

11. Do you know the location of 100% of the facilities that produce your product(s)? (Y/N)
12. Before beginning a business relationship with a manufacturing facility, do you evaluate their quality of production and capacity for production? (Y/N)
13. Do you have a process for managing social compliance at the manufacturing level? (Y/N)
14. Do you work with your supply base to resolve issues found during social compliance evaluations and also document specific corrections and improvements? (Y/N)
15. Do you invest in community development activities in the markets you source from and/or operate within? (Y/N)

APPENDIX D

EXAMPLES OF GREEN OFFSETS FOR FOOD AND BEVERAGE FACILITIES

WASTE MANAGEMENT OFFSETS—LOWER COST OF ENTRY		
SUSTAINABILITY PRACTICE	**COMPANY**	**DESCRIPTION**
Recycling	Revolution Foods	Recycle plastics, glass, metal, paper, newspaper, cardboard, and batteries in culinary centers and quantify the amounts.
Placement of waste bins	*Universal*	Strategically and visibly place recycling and/or composting bins for accessibility and convenience.
Eliminate bottled beverages	Forever Resorts: Grand Teton National Park	Purchased local kegs instead of bottled beer, saving Signal Mountain Lodge $16,187 and diverting 50,922 bottles from waste stream in 2010.
Ban unneeded waste	Orfalea Foundations/ Santa Barbara School District	Banned unneeded waste such as straws, dishware/cutlery disposables, and Styrofoam, reduced externalized costs to other departments on school campuses such as litter pick-up.
Compost used as animal feed	▪ Mall of America ▪ Xanterra: Petrified Forest National Park ▪ Denali National Park Wilderness Centers	▪ Containerized food scraps for local pig farmers. ▪ Food and meat scraps sent to a local ranch and fed to farm animals. ▪ Meat scraps fed to local sled dogs at Denali park entrance; diverted from landfill.
Concentrated, natural refilling liquids	Xanterra	Uses Eco-Lab products—all cleaners, soaps, and detergents are eco-friendly and concentrated. Some products are concentrated to the extent that there is a 90% reduction in shipped materials.
Use of ceramic mugs	Forever Resorts: Signal Mountain Lodge	Replaced paper coffee cups with ceramic mugs in lodge lobby. Prevented 1,000 cups from going to landfill in 2011 and saved money on disposable dishware.

All of the offsets outlined above result in areas of cost-savings, environmental impact, and social/behavior change.

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WASTE MANAGEMENT OFFSETS—LOWER COST OF ENTRY, continued		
SUSTAINABILITY PRACTICE	**COMPANY**	**DESCRIPTION**
Bulk packaging	Revolution Foods	Proactively change the natural food supply chain to reduce wasteful packaging and use bulk packaging through volume.
Replacing packets with dispensers	Forever Resorts: Signal Mountain Lodge	Installed large dispensers to eliminate waste-intensive condiment packets.
WASTE MANAGEMENT OFFSETS—HIGHER COST OF ENTRY		
Eliminate bottled water and reduce other bottled beverage offerings	Xanterra: Zion National Park	Bottled water replaced with hydration stations to encourage guests to use reusable containers. Park-wide ban of plastic bottled water immediately eliminated 60,000 single use plastic bottles.
Greenhouse + Compost	Xanterra	Constructed gardens at two sites, and began growing vegetables to serve to guests. Reduced waste by 73%.
Green Buildings—kitchen remodeling/demolition diversion	Xanterra	Created Environmentally Sustainable Design and Construction guidelines requiring all remodeling and new construction contracts to divert at least 50% of construction waste from landfill disposal through reuse/recycling. Contractors complete a Waste Reduction Plan prior to contract approval and submit a quarterly report detailing all waste minimization activities.
On-site composting and gardens	Xanterra: Mount Rushmore National Memorial and Zion National Park	Used Earth-Tub composting systems, digested 70,000 pounds of food and vegetative waste/year. Resulted in lower waste hauling/tipping fees and the number of pick-up times. Each Earth Tub costs just over $10,000 and according to Xanterra, "the system easily paid itself off." Used Earth Tub compost for food production. Mount Rushmore used compost in its greenhouse for lettuces and herbs (growing through the South Dakota winter). Zion donated compost to a local community garden for various crops.
On-site compost and gardens	Xanterra: Yellowstone National Park	The National Park Service partnered with Xanterra to operate a commercial rig composting facility in west Yellowstone. In 2009, the commercial composter converted 2.2 million pounds of waste into organic matter for gardens, and diverted 70% of Yellowstone's entire solid waste stream from landfill.

WASTE MANAGEMENT OFFSETS—HIGHER COST OF ENTRY, continued		
SUSTAINABILITY PRACTICE	**COMPANY**	**DESCRIPTION**
On-site composting	ARAMARK: Olympic National Park	About 33% of ARAMARK's locations compost on-site. Composted 2,500 pounds of food waste at Lake Crescent Lodge, resulting in about $3,000 savings over a summer operating season.
Composting	Revolution Foods	Organic waste diverted from the landfill to local composting programs wherever possible.
ENERGY EFFICIENCY OFFSETS—LOWER COST OF ENTRY		
Heat recovery from kitchen	Revolution Foods	Recovered heat from cooking and dishwashing areas in order to pre-heat water.
Energy efficient lighting	Revolution Foods	Replaced every light bulb in the culinary center with energy-efficient bulbs—reducing CO_2 emissions by a minimum of 52,000 pounds/year.
Compact fluorescent lighting (CFLs)	Evelyn Hill, Inc.: Statue of Liberty National Monument	Installed lower wattage lamps, such as CFLs (75% more efficient than incandescent bulbs) saving over 40,695kWh annually.
Power saving vendor misers	Xanterra	Utilized vendor misers—a power saving device—on many park vending machines.
Replace old coffee makers	Xanterra	Replaced old coffee makers with Keurig brewers. Saved water and also reduced energy usage by 90%.
Staff training on conservation	Delaware North	All staff attended GreenPath training on recycling, handling of kitchen waste oil, turning off lights, equipment specific to their area, and much more.
Energy awareness sticker program	Delaware North	Employed a sticker program that informs facility users when to turn on and off light switches at certain times of the day. Set shut down and maintenance schedules. (A recent study revealed that over half of the commercial kitchens surveyed left warming cabinets on overnight.)
Simple, regular maintenance of equipment	Xanterra	Employed regular maintenance on equipment—put gaskets on coolers and cleaned coils on chillers, HVAC units, and icemakers.
Variable high speed hood controls	Xanterra	Installed variable speed hood controls. Mount Rushmore system cost about $30,000 and the return on investment took less than two years.

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ENERGY EFFICIENCY OFFSETS—HIGHER COST OF ENTRY		
SUSTAINABILITY PRACTICE	**COMPANY**	**DESCRIPTION**
Environmental Management Systems (EMS)	All food businesses using an EMS	Environmental Management Systems allow operators to manage all of energy consumption practices such as shutting down exhaust fans, air conditioning, and lights when they are not being used.
LED lighting	Xanterra: Mammoth and Yellowstone	Upgraded Mammoth Dining Room lights with 330 LED lights from Eco-Story, saving 86,000 kWh and reducing greenhouse gas emissions by an estimated 67 tons annually. Replaced 20 watt halogen bulbs with 3 watt LEDs in the gift shop at the Old Faithful Lodge reducing GHG emissions by over 6 tons a year.
Digital thermostat	Revolution Foods	Replaced thermostats with new SmartAC. Digital thermostats automatically cut heat or air conditioning during non-business hours, potentially cutting energy costs by as much as one third.
Energy efficient coolers	Delaware North: Grand Canyon National Park	Replaced 20 stand-alone beverage coolers (each with their own compressor) with one 25-door walk-in beverage cooler.
Energy efficient ceiling fans	*Universal*	Installed Energy Star rated ceiling fans to circulate heat from the kitchen and from solar sources through the dining area. Fans push heat radiating off shared walls and ducts into the dining area. Conversely, ceiling fans can also be used to cycle cool air in summer or in warmer climates.
Insulate windows and doors	*Universal*	Installed double- or triple-paned windows and doors with a high R value for energy gain, not energy drain. Energy Star rated windows and doors reduce solar heat gain in warm climates or maximize heat gain in cold climates.
Timed lighting systems or lighting sensors	University of Michigan	Installed light sensors and utilized ambient lighting to reduce usage from 168 hours/week to roughly 35 hours/week. 278,560 kWh/year saved and $21,310 saved annually. Project cost offset in 2.7 years, allowing future energy and cost savings to offset cost for the foreseeable future. Educational signage contributed to a seamless transition and kept customer complaints at zero.

ENERGY EFFICIENCY OFFSETS—HIGHER COST OF ENTRY, continued		
SUSTAINABILITY PRACTICE	**COMPANY**	**DESCRIPTION**
Efficient appliances	Revolution Foods	Updated old restaurant equipment by purchasing Energy Star-rated equipment—dish washers, washing machines, bathroom hand driers.
Efficient door freezers	Delaware North: Grand Canyon National Park	Replaced the 24-door freezer with a new 25-door freezer designed to increase energy efficiency.
Wind power	Xanterra: ▪ Mount Rushmore National Monument, Crater Lake, and Zion National Parks ▪ Bryce Canyon ▪ Yellowstone and Grand Canyon National Parks	▪ More than 45% of the entire operations' electricity usage is derived from wind power. ▪ More than 36% of electricity is from wind power ▪ More than 6% and 7% respectively, is derived from wind power.
Solar power	Xanterra: Zion and Death Valley National Parks	Installed a 15,000-watt photovoltaic solar array, generating 21,000 kWh/year. In Death Valley, installed the largest renewable energy system in the tourism industry—a 1.23 megawatt (DC) solar PV system generating 2.3 million kWh/year.
Solar thermal	Denali National Park Wilderness Centers	Solar hot water installation preheats the water which flows through hot water pipes in the kitchen and bathrooms of the main dining hall.
Certified green building	Revolution Foods	Underwent a $10,000 San Francisco Bay Area certified green building lighting-retrofit that paid itself off within a few months.
WATER SAVING OFFSETS—LOWER COST OF ENTRY		
Xeriscaping	Xanterra: Zion National Park	Employed xeriscaping—native plants adapted to dry environments—to reduce irrigation costs. Resulted in water savings of more than 9 million gallons/season, decreasing usage and costs by 40%.
Employee training on conservation	Delaware North: Grand Canyon and Yosemite National Parks	Staff trained on water-friendly procedures for thawing food. Staff also trained to understand the importance of water conservation.
Visual aids for guests	Delaware North: Yellowstone National Park	As a water conservation initiative, dining halls only serve water upon request.

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WATER SAVING OFFSETS—LOWER COST OF ENTRY, continued		
SUSTAINABILITY PRACTICE	**COMPANY**	**DESCRIPTION**
Improve water heater efficiency	*Universal*	Insulate pipes, set to 140 degrees Fahrenheit, program or install a recirculation pump timer, and ensure flue damper works. Fix hot water leaks quickly and train staff to only run a full dishwasher.
WATER SAVING OFFSETS—HIGHER COST OF ENTRY		
Zero or low-flow urinals	Xanterra	Installing water saving urinals where possible.
Dual flush toilets	Xanterra	Installing dual flush toilets, which save approximately 26% on water use.
Eco-friendly kitchen products	Delaware North	Sources Water Sense products for their kitchens.
Rainwater Collection	Xanterra: Mount Rushmore National Memorial	Created a rainwater collection system in order to irrigate their garden and crops.
Water saving certification	Revolution Foods	Northern California culinary center is a certified Water Smart Business. Certification standards vary by region and state.
Micro-hydroelectric system	Denali National Park Wilderness Centers	Generated electricity from an enhanced hydro-electric system on free-flowing spring water. Regulated the generator to an on-demand backup status.
Geothermal energy with water saving features	Guest Services, Inc.: Lincoln Memorial	Utilized a closed loop geothermal system for heating, air conditioning, freezers, refrigerators, and ice machines, reducing energy usage by 40% and saving 2.1 million gallons of water per year.
FUEL SAVING OFFSETS—LOWER COST OF ENTRY		
No idling policy	Delaware North: Yosemite National Park	In 2009, initiated measures to reduce petroleum fuel use by Yosemite Transportation System– a fleet of 275 vehicles including tour buses, shuttle buses, tractors, tow trucks, work trucks, cars, and specialty vehicles. Adopted a no-idling policy and implemented outreach program to inform associates about new policy and demonstrated a public commitment to reduce greenhouse gas emissions.
Employee transportation incentives	Delaware North: Yosemite National Park	Created a ride share program for employees who commute and started an ongoing bike refurbishment program.
Team up to share delivery costs	Denali National Park Wilderness Centers	Partnered with local restaurants to provide a market and reduced transportation delivery costs from local farms/ranchers.

FUEL SAVING OFFSETS—LOWER COST OF ENTRY, continued		
SUSTAINABILITY PRACTICE	**COMPANY**	**DESCRIPTION**
Fuel reduction	Revolution Foods	Tracked and reduced "food (fuel) miles" by sourcing locally and using truck routing software to cut fuel costs, resulting in more efficient routes.
FUEL SAVING OFFSETS—HIGHER COST OF ENTRY		
Reuse grease from dishwasher	Delaware North: Canyon Village Deli	Installed a new dishwasher and grease trap where grease is collected and recycled with kitchen waste oil.
Waste oil heats buildings	Xanterra: Yellowstone National Park	In 2008, Xanterra's engineering department designed, tested, and implemented equipment using 10,000 gallons of cooking oil generated from food service for fuel in the boiler system. The project reduced annual carbon dioxide emissions by 223,800 pounds from the replacement of 10,000 gallons of diesel fuel with cooking oil and eliminated the associated 12,729 pounds of CO_2 emissions from transporting waste offsite for recycling.
Vigorous transportation strategy	Stanford University	Upgraded one third of 1,049 fleet vehicles to electric vehicles and incorporated more hybrid vehicles each year (with one experimental solar vehicle). The free Marguerite shuttle fleet (comprised of 2 diesel-electric hybrid buses and 39 biodiesel buses) heavily offsets single use passenger vehicles.
Hybrid fleets	Delaware North: Yosemite National Park	Purchased and began use of four diesel-electric hybrid trams, eliminating sound and air pollution.
Bio-diesel	Grand Canyon Railway: Grand Canyon National Park	Substituted fuel with food waste vegetable oil (WVO), lowering carbon emissions by 26,856 pounds per round trip.
Replaced outdated boiler	Grand Teton Lodge Company	Installed fuel efficient boiler for lodge and kitchen use, resulting in a 42% reduction in fuel consumption.

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APPENDIX E

LIST OF CONTRIBUTORS TO THIS REPORT

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APPENDIX F
RESOURCES AND LINKS

Food Related Certifications/Labels

Fair Trade Label: Fair Trade Certified products include coffee, hot chocolate, tea, candy, chocolate, sweeteners, fruit, rice, and grains. www.transfairusa.org

The Certified Humane Raised & Handled Label. www.certifiedhumane.com

Food Alliance Certification: A third-party certification program for socially and environmentally responsible agricultural practices. www.foodalliance.org

The Marine Stewardship Council: Promotes responsible fishing practices. www.msc.org

Monterey Bay Aquarium Seafood Watch Guide: A guide that raises consumer awareness about the importance of buying seafood from sustainable sources. www.mbayaq.org/cr/seafoodwatch.asp

USDA "Certified-Organic" seal: In order to be labeled "organic" products must meet the federal organic standards as determined by a USDA-approved certifying agency. www.ams.usda.gov/NOP/indexNet.htm

Protected Harvest Certified: Independently certifies farmers for ecologically based practices. www.protectedharvest.org

Rainforest Alliance Certified: Certified tropical food products that conserve biodiversity and ensure sustainable livelihoods by transforming land-use practices, business practices, and consumer behavior. www.rainforest-alliance.org

Additional Information on Labeling Claims:

Consumers Union Guide to Environmental Claims. www.eco-labels.org
Sustainable Table. www.sustainabletable.org/shop/understanding

Facility Related Certifications/Labels

Water Use

Water Smart Certification (utilities across the country)

Landscape

Audubon Cooperative Sanctuary Certification for Golf Courses. www.acspgolf.audubooninternational.org

National Wildlife Federation's Certified Wildlife Habitat.™
www.nwf.org/Get-Outside/Outdoor-Activities/Garden-for-Wildlife.aspx

Green Building/ Energy Efficiency

LEED Certification (Leadership in Energy and Environmental Design). www.usgbc.org

Green Globes building rating system. www.greenglobes.com

Products

Energy Star. www.energystar.gov

Water Sense. www.epa.gov/WaterSense

Green Seal. www.greenseal.org (cleaning chemicals, paper, hotels, etc.)

Additional Resources

Center for Ecoliteracy: A thorough resource articulating the need to improve the quality and curriculum surrounding school food. www.ecoliteracy.org/programs/index.html

Food Routes: The Food Routes' food map can help connect with local farmers and producers throughout the country. www.foodroutes.org

Healthcare Without Harm: Works with hospitals to adopt food procurement policies and practices that provide nutritionally improved food for patients, staff, visitors, and public. www.noharm.org/us/food/issue

Local Harvest Directory: A directory of small farms directory of small farms, farmers markets, and other local food sources in the U.S. www.localharvest.org

Slow Food: Slow Food is a global movement that links the pleasure of food with a commitment to community and the environment. www.slowfoodusa.org

The Eat Well Guide: An online directory for anyone in search of fresh, locally grown, and sustainably produced food in the United States and Canada. www.eatwellguide.org/localguide

The Omnivore's Dilemma: A Natural History of Four Meals by Michael Pollan—a social, economic, environmental and delicious look at the food choices we make to eat and the impact they have. http://michaelpollan.com/books/the-omnivores-dilemma

The Sustainable Table's Introduction to Sustainability Food Dictionary: This dictionary clarifies common sustainability terms and references. www.sustainabletable.org/intro/dictionary

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Developing a sustainable food purchasing program: www.aashe.org/documents/resources/pdf/food_policy_guide.pdf

Menu of Change, Healthy Food in Healthcare—A 2008 Survey of Healthy Food in Health Care Pledge Hospitals. Health Care without Harm, 2008: www.premierinc.com/quality-safety/tools-services/safety/green-link/green-corner/Healhty-food-survey-2008.pdf

Seasonal Foods: A New Menu for Public Health. Healthcare Without Harm: www.foodhub.org/files/resources/Seasonal%20Foods%20A%20New%20Menu%20for%20Public%20health.pdf

Emerging Local Food Purchasing Initiatives in Northern California Hospitals, E.Sachs & G. Feenstra, UC Davis: www.sarep.ucdavis.edu/CDPP/fti/Farm_To_Hospital_WebFinal.pdf

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Delaware North 2011 Sustainability Report: www.delawarenorth.com/files/DelawareNorth-CSR.pdf

Sodexo 2010 Sustainability Report: www.bettertomorrow.sodexousa.com/home

Stanford 2010 Sustainability Report—Stanford Dining and Stanford Hospitality & Auxilaries: www.stanford.edu/dept/rde/dining/pdfs/2010_SustainabilityReport.pdf

The National Association of College & University Food Services (NACUFS) Sustainability Guide—The Resource for Campus Dining Professionals. www.nacufs.org/resources-sustainability/nacufs-sustainability-guide

Walmart 2011 Global Responsibility Report: www.Walmartstores.com/sites/ResponsibilityReport/2011

Xanterra's 2011 Sustainability Report: www.xanterra.com/2011-sustainability-report-8404.html

Yale's Sustainable Food Purchasing Guide, Yale Sustainable Food Project: www.yale.edu/sustainablefood/purchasing_guide_002.pdf

Yale's Sustainability Strategic Plan—Recommendations of the Yale University Sustainability Task Force, 2010: www.sustainability.yale.edu/sites/default/files/StragtegicPlan/StrategicPlanUpdateJune2011.pdf

ABOUT US

The Institute at the Golden Gate

Sausalito, California | (415) 561-3560 | www.instituteatgoldengate.org

The Institute at the Golden Gate advances environmental preservation and global sustainability by facilitating cross-sector dialogue and collaboration, encouraging new partnerships, and promoting action. The Institute is a program of the Golden Gate National Parks Conservancy in partnership with the National Park Service. Working alongside Cavallo Point – The Lodge at the Golden Gate, the Institute convenes and collaborates with nonprofit, for-profit, and government groups to broker long-term relationships focused on driving environmental change in an exceptional and inspirational setting at Fort Baker.

Golden Gate National Parks Conservancy

San Francisco, California | (415) 561-3000 | www.parksconservancy.org

The Golden Gate National Parks Conservancy is the nonprofit membership organization created to preserve the Golden Gate National Parks, enhance the experiences of park visitors, and build a community dedicated to conserving the parks for the future. The Conservancy is an authorized "cooperating association" of the National Park Service and is one of more than 70 such nonprofit organizations working with national parks around the country.

National Park Service

www.nps.gov

The National Park Service (NPS) is a federal agency within the U.S. Department of the Interior responsible for the preservation and public enjoyment of America's most significant natural, cultural, historic, and scenic treasures. The NPS manages the three Golden Gate National Parks and 392 other parks across the country.

About the Authors

Alison Loomis is an environmental researcher and sustainability consultant providing cross-functional guidance to organizations developing innovative sustainability strategies, programs, and initiatives. A trained environmental scientist and geographer, Alison holds a B.A. from the University of Colorado at Boulder and an MPHIL from the Cambridge University, U.K. Her work in conservation, eco-literacy, climate science, and sustainable tourism is informed by fieldwork with diverse programs in Alaska, California, Colorado, Hawai'i, Panama, and Madagascar.

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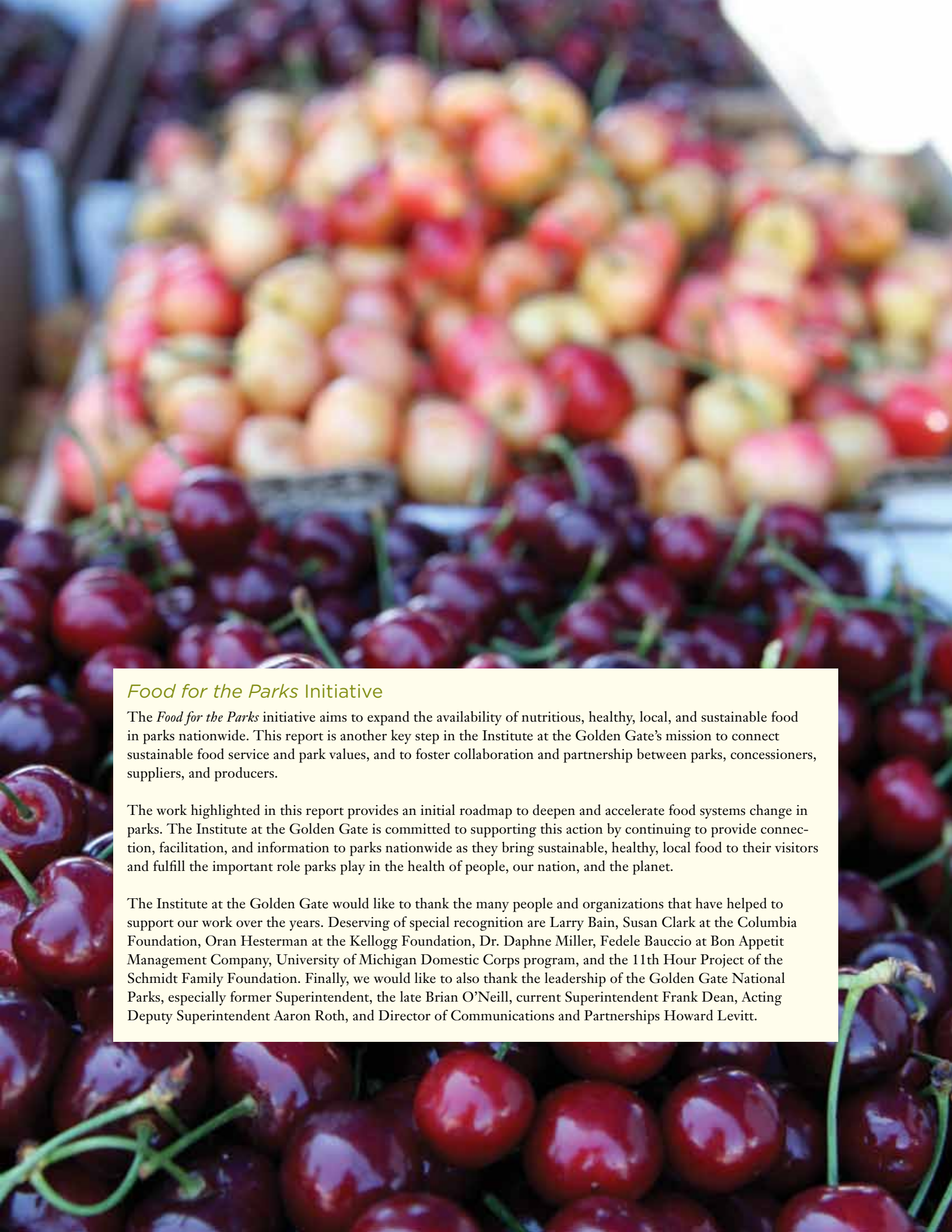

Food for the Parks Initiative

The *Food for the Parks* initiative aims to expand the availability of nutritious, healthy, local, and sustainable food in parks nationwide. This report is another key step in the Institute at the Golden Gate's mission to connect sustainable food service and park values, and to foster collaboration and partnership between parks, concessioners, suppliers, and producers.

The work highlighted in this report provides an initial roadmap to deepen and accelerate food systems change in parks. The Institute at the Golden Gate is committed to supporting this action by continuing to provide connection, facilitation, and information to parks nationwide as they bring sustainable, healthy, local food to their visitors and fulfill the important role parks play in the health of people, our nation, and the planet.

The Institute at the Golden Gate would like to thank the many people and organizations that have helped to support our work over the years. Deserving of special recognition are Larry Bain, Susan Clark at the Columbia Foundation, Oran Hesterman at the Kellogg Foundation, Dr. Daphne Miller, Fedele Bauccio at Bon Appetit Management Company, University of Michigan Domestic Corps program, and the 11th Hour Project of the Schmidt Family Foundation. Finally, we would like to also thank the leadership of the Golden Gate National Parks, especially former Superintendent, the late Brian O'Neill, current Superintendent Frank Dean, Acting Deputy Superintendent Aaron Roth, and Director of Communications and Partnerships Howard Levitt.

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