



*Quarterly Webinar Series*

# **Institutional Procurement: A Path Toward Food System Resilience**

January 15th, 2025 | 3 PM - 4 PM PST





# Webinar Logistics



- All webinar materials, including the recording and presentation, will be available on the Center's website ([www.swfoodbiz.org](http://www.swfoodbiz.org)) and shared with all registered.
- We encourage participants to turn their cameras on and use the chat to ask questions, share resources, and connect with other participants.
- There is time for Q/A at the end of the webinar





# The Center's Three Pillars



## CAPACITY BUILDING

- We provide financial assistance through business builder subawards to support projects focused on regional needs and businesses that are looking to expand
- We ensure these sub-awards support staff time, business planning activities, software implementations the purchase of special purpose equipment, and other related expenses



## TECHNICAL ASSISTANCE

- We provide technical assistance directly to small- and mid-sized food and farm businesses, as well as food value and supply chain coordination
- We will identify priority areas for technical assistance through the Center's Business Builder workgroup



## COORDINATION

- We coordinate across geographic areas with USDA, other federal, state, colonias, and tribal agencies
- We act as a regional hub for sharing best practices and relevant resources
- We conduct outreach to underserved communities and businesses

# Molly Riordan

Director of

Institutional Impact



Molly Riordan is the Director of Institutional Impact at the Center for Good Food Purchasing, supporting institutions and their vendors to align their food purchases with the Center's values. Molly has worked in institutional procurement and value chain coordination for over a decade, and has a deep understanding of the complexities and potential for values adoption by public institutions, vendors, and suppliers.





# Maxie Blasini

## California Regional Program Manager



Maxie brings 7+ years of experience in human health, research, policy advocacy and organizing for environmental justice and climate action. At HCWH, she holds a network of 150+ institutions and oversees pilot projects that support the implementation of values-based procurement, food waste reduction, and other initiatives at the intersection of sustainability, food systems, and health.





# Tim Galarneau

Food Systems Program

Manager



Tim Galarneau (he/they) serves as the Food Systems Program Manager with the UCSC Center for Agroecology. At the UC Santa Cruz Center for Agroecology he oversees a team of staff and students working from the field to the plate in re-envisioning access to delicious and nourishing food for all. Tim's work engages with students, producers, chefs, policy makers, and supply chains across California and beyond to advance regional, seasonal, and small to mid scale under invested producer and enterprise relationships across the food system.



UCSC  
Center for  
Agroecology





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# THE CENTER FOR GOOD FOOD PURCHASING

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WHO WE ARE

# THE CENTER FOR GOOD FOOD PURCHASING

uses the **power of procurement** to create a  
**transparent** and **equitable** food system  
that prioritizes the health and well-being  
of people, animals and the environment.







EQUITY, ACCOUNTABILITY, AND TRANSPARENCY



LOCAL AND COMMUNITY-BASED ECONOMIES



ENVIRONMENTAL SUSTAINABILITY

# GOOD FOOD PURCHASING VALUES



ANIMAL WELFARE



VALUED WORKFORCE



COMMUNITY HEALTH AND NUTRITION



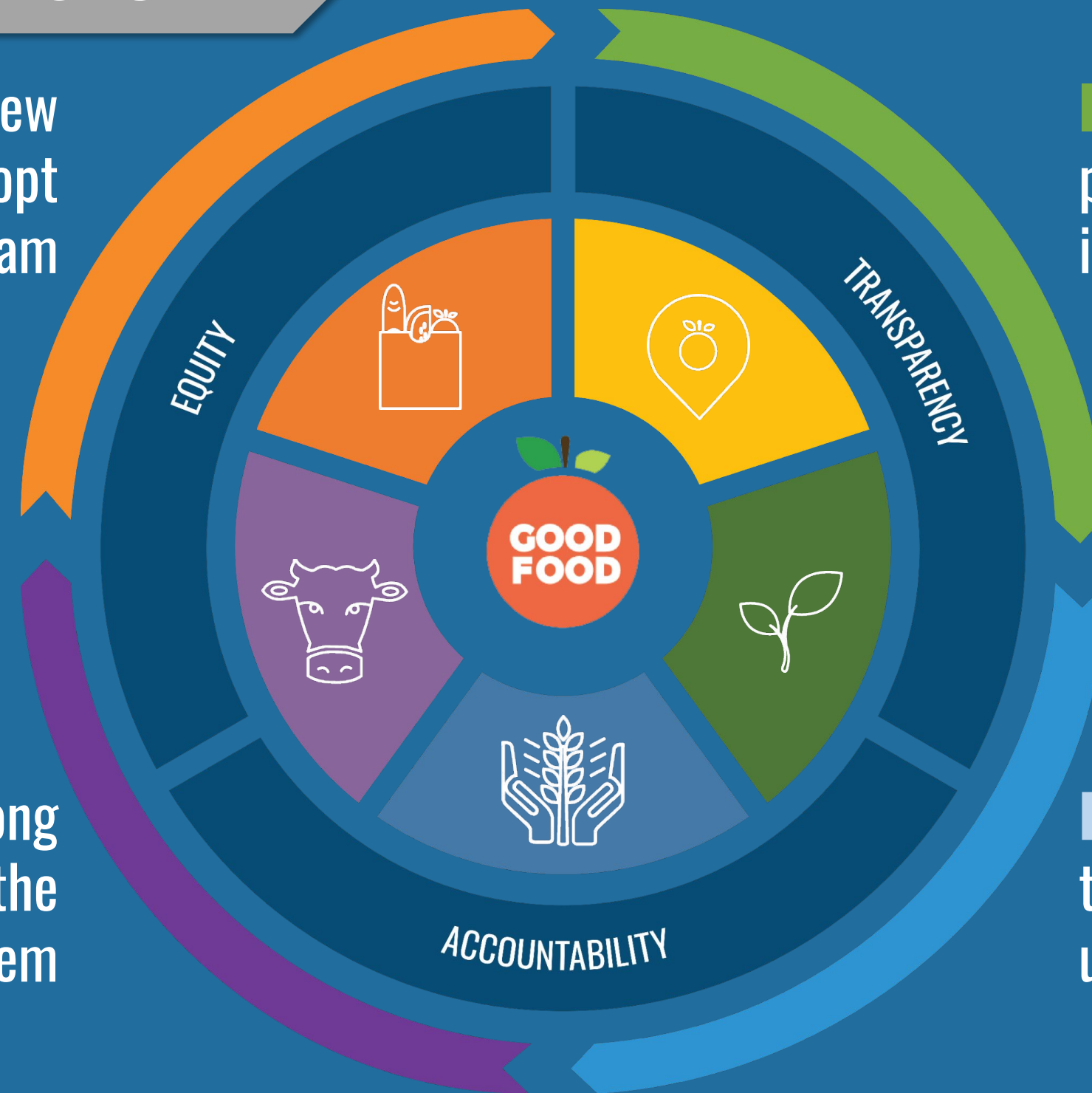
# OUR GOALS & VALUES

**Inspire** new institutions to adopt the Program

**Increase** good food purchases within and across institutions

**Build** a movement strong enough to change the food system

**Drive** market change through the aggregate demand and unified good food framework



Local Economies



Environmental Sustainability



Valued Workforce



Animal Welfare



Nutrition





## HOW THE PROGRAM WORKS

# TRANSPARENCY + ACCOUNTABILITY = MARKET SHIFTS TO SUPPORT EQUITY

- 1 Assess Baseline
- 2 Set Goals + Make Shifts
- 3 Track Progress
- 4 Celebrate Success





# HISTORY

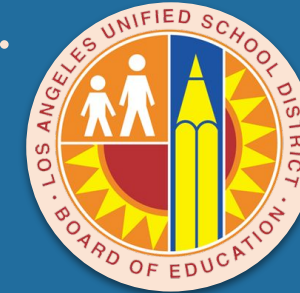


**2011**

Los Angeles Food Policy Council develops Good Food Purchasing Policy

**2012**

The City of Los Angeles & Los Angeles Unified School District adopt policies



**2015**

The Center for Good Food Purchasing is founded



**TODAY**

Participation by more than **25** cities and counties





## OUR REACH

>75 INSTITUTIONS

25 CITIES

19 POLICIES

> \$1.2 BILLION  
ANNUAL FOOD SPEND

>600 M MEALS  
SERVED ANNUALLY



Enrolled Institution



Plus Policy Adopted





# ENGAGED INSTITUTIONS

## 35 CA-BASED PUBLIC INSTITUTIONS ENGAGED

\$242 M ANNUAL FOOD SPEND



### Alachua County, FL

- Alachua County Public Schools
- Sheriff's Department

### Alameda County, CA

- Sheriff's Department
- Probation Department

### Atlanta, GA

- Georgia Institute of Technology

### Austin, TX

- Austin Convention Center
- Austin Independent School District
- Lake Travis Independent School District
- University of Texas at Austin

### Baltimore, MD

- Baltimore City Public Schools

### Berkeley, CA

- Berkeley Unified School District

### Boston, MA

- Boston Public Schools

### Boulder, CO

- Boulder Valley School District

### Buffalo, NY

- Buffalo Public Schools

### Chicago, IL

- Chicago Parks District
- Chicago Public Schools
- Dept of Family and Support Services

### Cincinnati, OH

- Cincinnati Public Schools

### Cook County, IL

- Juvenile Temporary Detention Center
- Department of Corrections
- Health and Hospitals System

### Contra Costa County, CA

- West Contra Costa Unified School District

### Denver City & County, CO

- Denver Jails
- Denver Museum of Nature and Sciences
- Denver Public Schools
- Office of Children's Affairs
- Red Rocks Amphitheatre

### Fresno, CA

- Fresno Unified School District

### Hawai'i

- Kamehameha Schools
- Punahou School

### Los Angeles City & County, CA

- Department of Aging
- Greek Theatre
- Los Angeles Unified School District
- Los Angeles World Airports
- Parks & Recreation Summer Food Service (County)
- Recreation & Parks Summer Lunch Program (City)

### Minneapolis, MN

- Minneapolis Public Schools

### Montgomery County, MD

- Department of Corrections & Rehab'n

### New Haven, CT

- New Haven Public Schools

### New York City, NY

- Health + Hospitals Corporation
- Office of Food and Nutrition Services
- Administration for Children's Services
- Department for the Aging
- Department of Corrections
- Department of Homeless Services
- Human Resources Administration

### Oakland, CA

- Oakland Unified School District

### Philadelphia, PA

- Juvenile Justice Center
- Office of Homeless Services
- Parks & Recreation Department
- Prison Department

### San Diego, CA

- Escondido Union School District
- Oceanside Unified School District
- Sheriffs
- Aging & Independence Services
- Edgemoor
- Probation
- Public Health Services
- Polinsky Children's Hospital and San Pasqual Academy
- Psychiatric Hospital
- County Cafeterias and vending

### San Francisco, CA

- Laguna Honda Hospital
- San Francisco Sheriff's Department
- San Francisco Unified School District
- Zuckerberg San Francisco General Hospital

### County of Santa Clara, CA

- O'Connor Hospital
- Santa Clara Valley Medical Center
- St. Louise Regional Hospital

### Ventura County, CA

- Hueneme Elementary School District
- Oceanview Unified School District
- Ojai Unified School District
- Oxnard Elementary
- Rio Unified School District
- Ventura Unified School District

### Washington, D.C.

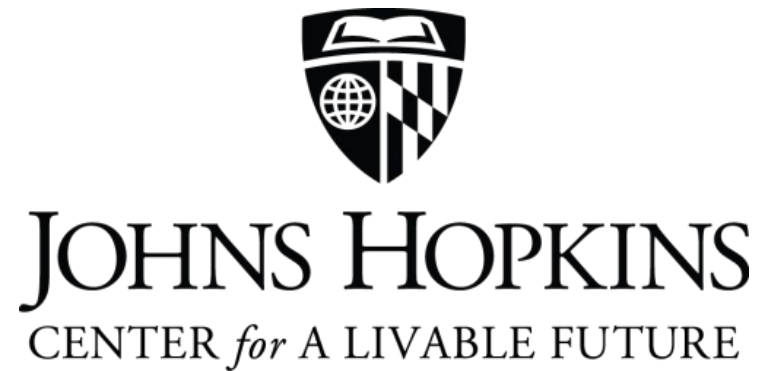
- District of Columbia Public Schools



# OUR NATIONAL PARTNERS

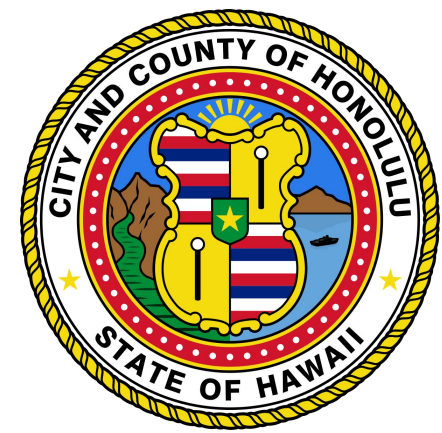


ChangeLab  
Solutions





# OUR LOCAL PARTNERS



Fullwell





# GOOD FOOD PURCHASING PROGRAM

The Good Food Purchasing Program is the standard for “Good Food” in the public foodservice sector.

- ✓ The Good Food Purchasing Standards define the five values and set targets in each value category, encouraging institutions to progress toward improved performance over time while offering flexibility on the strategies and pathways to do so.
- ✓ Over 300 leading food systems experts contributed to Standards 3.0.





# SUMMARY OF GOOD FOOD PURCHASING STANDARDS

## TARGETS

## QUALIFYING CRITERIA

**Meets** percentage target for local sourcing and local sourcing from producers who have been systemically socially or economically impacted by the food system



**Item comes from within** 250 miles (500 for beef/poultry)

**AND**

**Is grown or processed by** a family owned, family operated or cooperatively owned business

**Sources** no "Avoid" seafood

**AND**

**Meets** purchasing target

**AND/OR**

**Reduces** carbon and water footprint per meal



**Item is third-party certified.** Examples:



**Meets** purchasing target

**AND/OR**

**Reduces** weight of animal products sourced

**AND**

**Offers and promotes** plant-based entrees at every meal



**Item is third-party certified.** Examples:



**Meets** purchasing target

**AND**

**Ensure vendors and suppliers** respect workers rights and comply with labor laws through contractual requirements and enforcement



**Item carries one of the following labels or programs:**



**OR**

**Supplier is/has a** Union Contract with employees or is a worker-owned co-op

**Meets** 51% or more of applicable items on the Nutrition Checklist

**AND**

**Increases** the purchase of whole or minimally processed foods

**AND**

**Meets** targets for purchasing animal products RWRAU<sup>1</sup>



**Institution completes Nutrition Checklist** evaluating practices that demonstrate commitment to healthy food procurement, healthy food service environment, health equity, and healthy food preparation

<sup>1</sup> Raised without routine antibiotic use (RWRAU)





# MEASURING AN INSTITUTION'S BASELINE

## WITH AGENCY, COLLECT INTERNAL DOCUMENTATION:

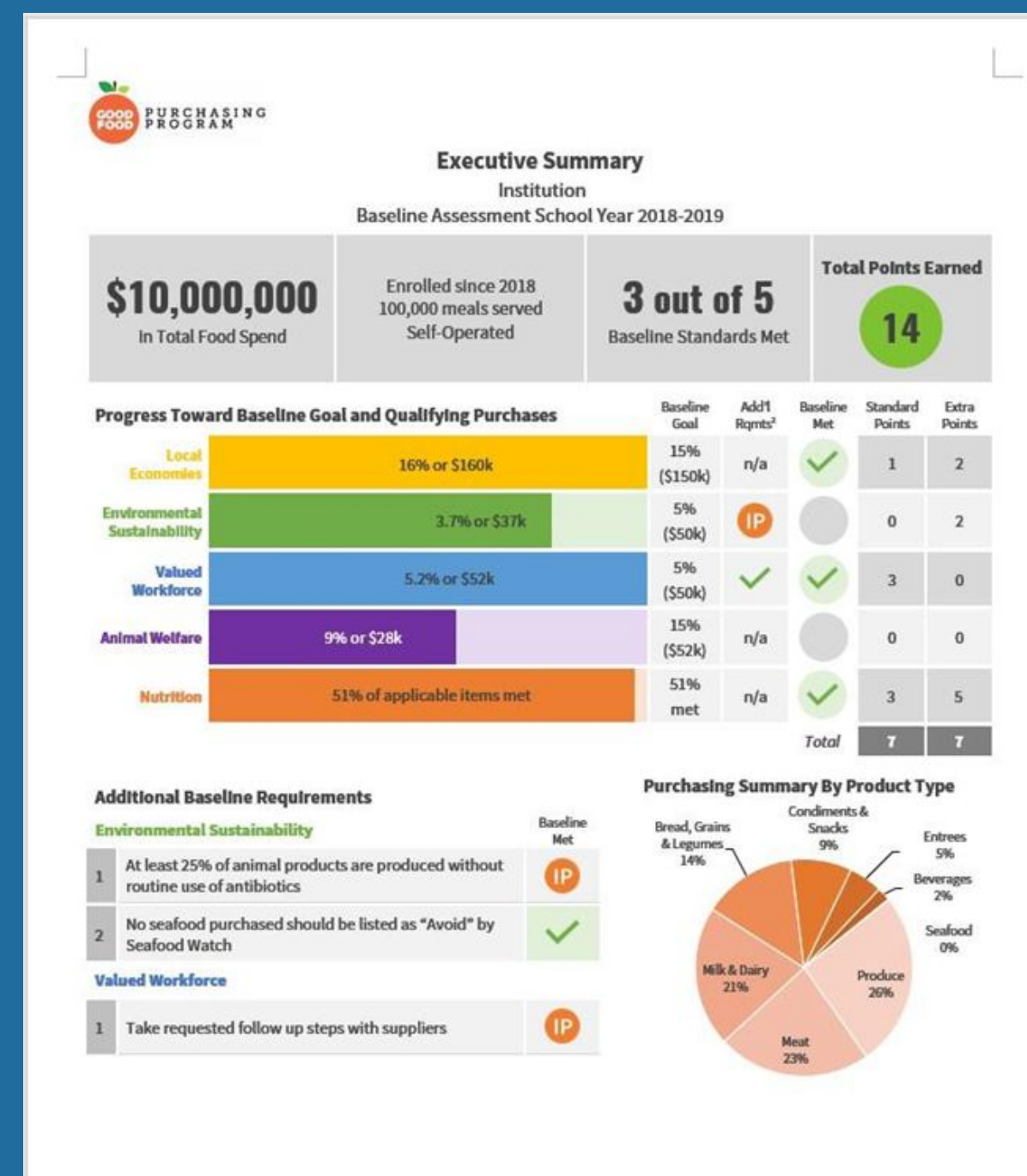
- Food service operations questionnaire
- Nutrition checklist
- Extra points checklist

## WITH AGENCY'S VENDORS, COLLECT PURCHASING RECORDS:

System generated report of all line item records of actual purchases made during reporting period for each vendor and include for each item:

- Product description
- Vendor/supplier (farm, manufacturer)/brand name
- True manufacturer (if available)
- Pack size
- Quantity
- Price per quantity
- Total spend on item
- Production location
- Weight (in pounds)

## CENTER PRODUCES BASELINE SUMMARY:





# GOOD FOOD PURCHASING PROGRAM SCORING SYSTEM



## GOOD FOOD LEADER: GOLD

- Complete a Good Food Purchasing Program assessment
- Commit to the reporting requirements and commit to improvement over time
- Implement an action plan aimed at maintaining Good Food Leader: Gold status
- Meet Equity, Accountability, and Transparency requirements
- Meet all five value category minimum requirements, including percentage purchasing targets
- Implement at least ten additional strategies, including at least one in each value category



## GOOD FOOD LEADER: SILVER

- Complete a Good Food Purchasing Program assessment
- Commit to the reporting requirements and commit to improvement over time
- Implement an action plan aimed at achieving Good Food Leader: Gold status
- Meet Equity, Accountability, and Transparency requirements
- Demonstrate progress toward minimum targets in each of the five value categories, including percentage purchasing or reduction targets
- Implement at least five additional strategies, including at least one in each value category



## GOOD FOOD LEADER: BRONZE

*Bronze status will expire after 36 months if an institution has not conducted another assessment and an updated action plan within that time period, as institutions are encouraged to make progress toward Good Food Leader: Gold status.*

- Complete a Good Food Purchasing Program assessment
- Commit to the reporting requirements and improvement over time
- Develop an action plan aimed at achieving Good Food Leader: Gold status





# SUPPORT, TOOLS, & RESOURCES

## ASSESSMENT & ANALYTICS

- Data normalization
- Supply chain research
- Baseline Reports
- Annual reports with trend analysis

## TRAINING & TECHNICAL ASSISTANCE

- Multi-year action plans based on institutions' priorities
- Guidance on solicitations, supply chain development, and procurement process improvements
- Vendor engagement + training

## ONLINE TOOLS & RESOURCES

- Supplier and product search tool (Purchase Browser)
- Resource library
- Impact modeling and decision support tool (Good Food Impact Hub)

## COMMUNITIES OF PURPOSE

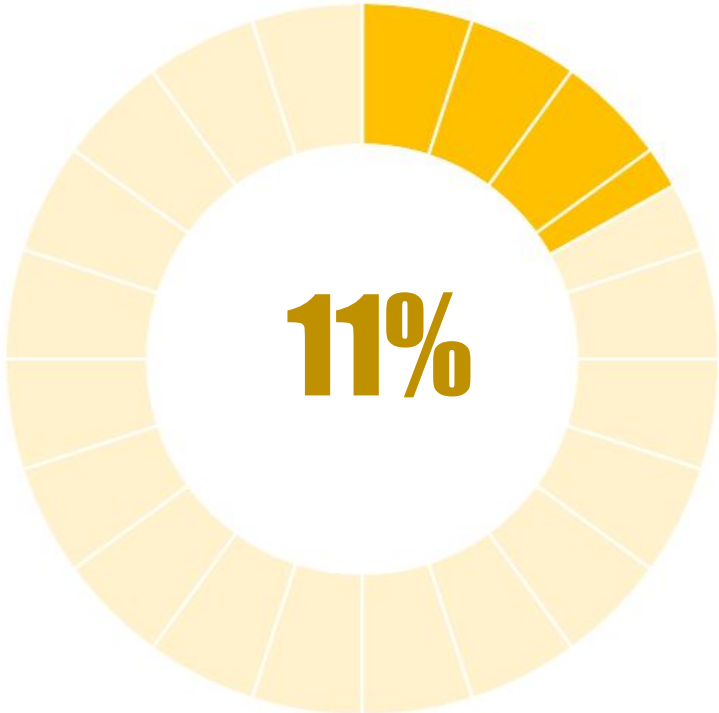
- Access to peer-learning and strategy networks within and across cities for institutions, coalitions, and policymakers



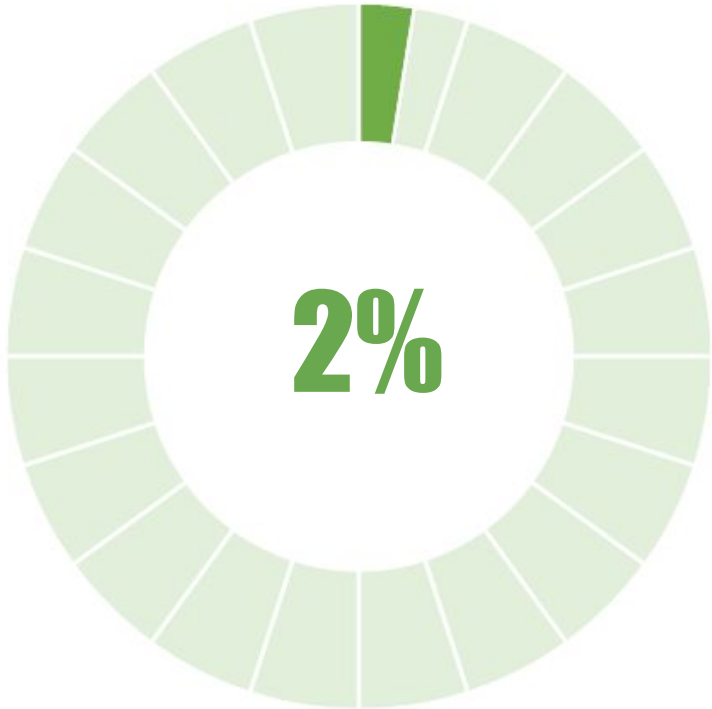
# CALIFORNIA GFPP PERFORMANCE



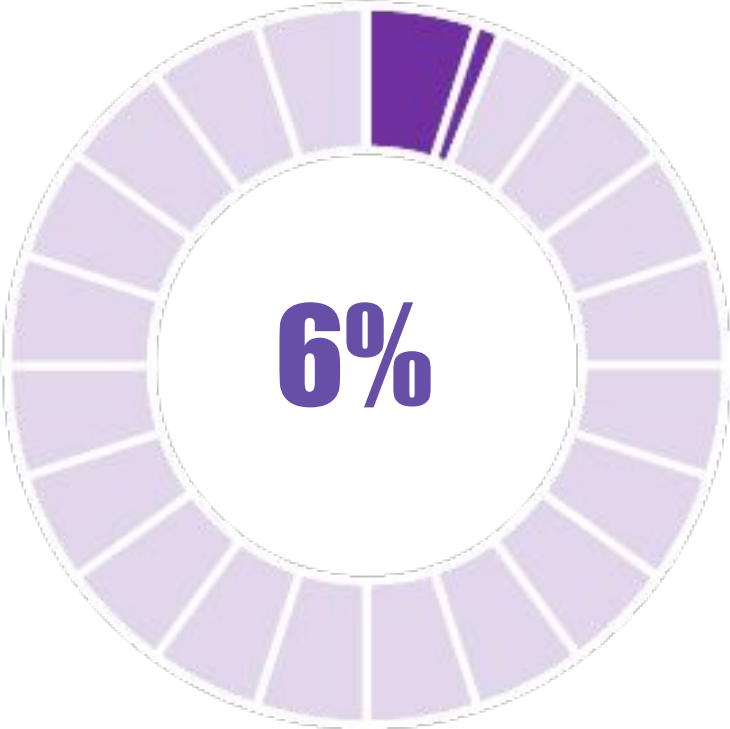
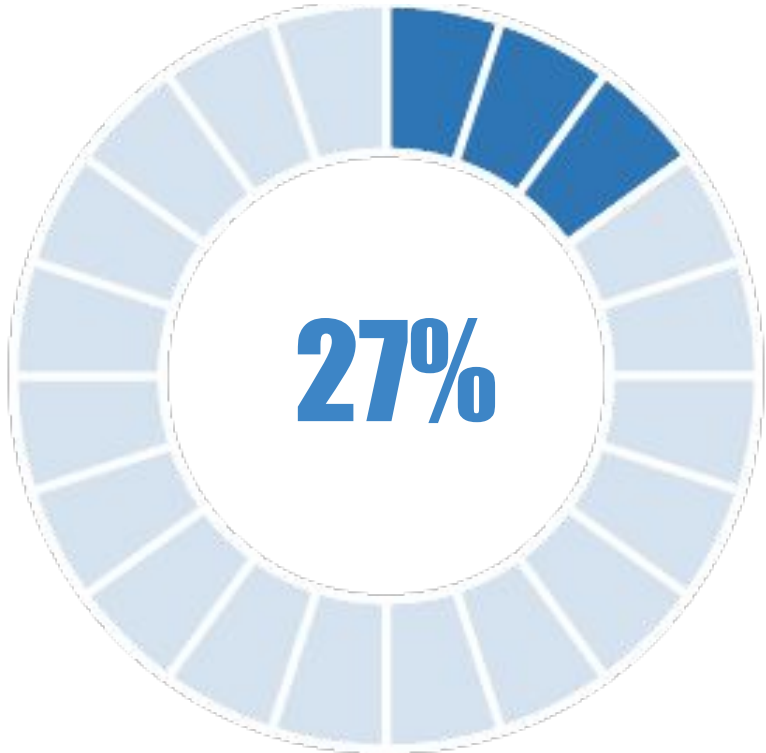
Local & Community-Based Economies



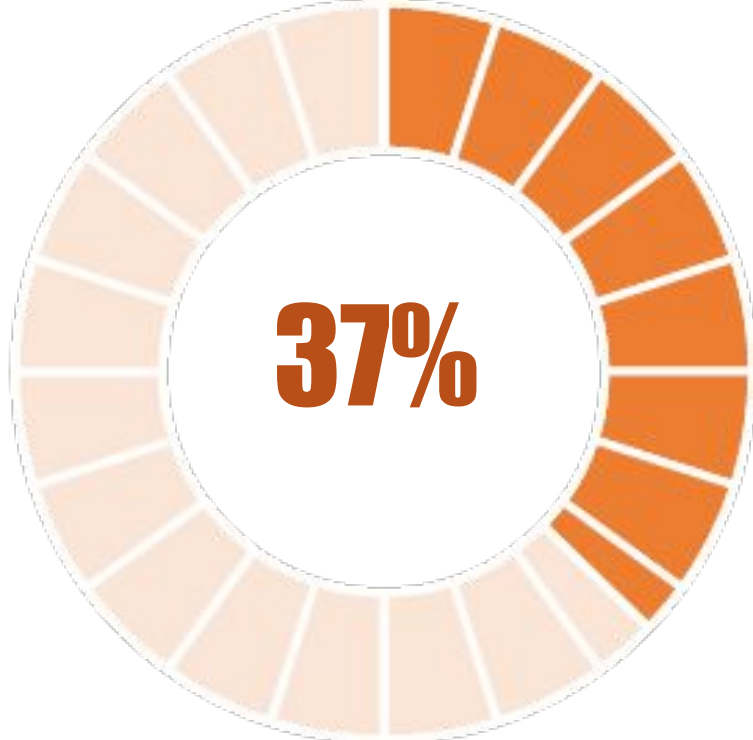
Environmental Sustainability



Valued Workforce



Animal Welfare



Community Health & Nutrition\*

\*average percentage of whole/minimally processed food



Data based on CA public institutions currently active in the Good Food Purchasing Program that have completed an Assessment.



# CALIFORNIA SCHOOL FOOD BEST PRACTICES FUND



- \$100 million for the CA Best Practices Fund added to the 2023 state budget; combined with Healthy School Meals for All (universal school meals).
- 12 GFPP School Districts received funds
- With CDFA, surveying CA school districts across the state to learn how districts are using the fund, what they'd keep, and what they'd improve.
- Using our regular assessment process with GFPP School Districts to measure the impact of incentive funds on values-aligned purchasing progress.





## California Pilot

12 GFPP SCHOOL  
DISTRICTS

1 M K-12  
STUDENTS

67% FRPL

\$184 M ANNUAL  
FOOD SPEND

# The CA School Food Best Practices Fund:

The School Food Best Practices Fund is providing \$100 million to CA school districts to support their ability to serve students locally grown, sustainably grown, and/or minimally processed food.

### Connects Schools with Local Farmers:

“These funds enabled us to **purchase from more local, BIPOC, organic farmers.**”  
- *West Contra Costa Unified School District*

### Promotes Food Equity:

“This fund is helping us reach students that are the most in need. Allergen meals are very nuanced, and **this fund allows us to serve a struggling population.**”  
- *San Francisco Unified School District*

### Creates Opportunity to BUY GOOD FOOD:

“We are using most this money to **shift from USDA commodity proteins to our local, small, farmer-owned businesses so we can produce a better quality, healthier product,** such as organic chicken. This allows us to get back to innovating and return to the integrity of the food ingredients themselves in a way that better allows us to support kids”  
- *Berkeley Unified School District*

### Increases Variety & Consumption of Attractive Options

“School Food Best Practices Fund **helps us get a variety of products on salad bars that we wouldn't normally be able to afford because of the price point.**”  
- *Los Angeles Unified School District*



# Healthy Food in Health Care

*A movement for a better food system*

**Maxie Blasini Román, MS**

Place-based Initiatives Regional Manager, U.S. Climate Program

Health Care Without Harm





As the only sector with healing as its mission, health care has an opportunity to use its ethical, economic, and political influence to create ecologically sustainable, equitable, and healthy communities.





# Healthy Food in Health Care



A Pledge for Fresh, Local, Sustainable Food

Nutrition-related chronic diseases are placing new demands on an already overburdened health care system, a man productivity and quality scale, industrial food system highly-refined, preservative rather than fresh fruits and other high fiber foods imported misaligned with dietary guidelines food is produced and distributed the environment in which we

ported an average of 1,500 miles to reach its destination. Through the use of diesel and other fossil fuels, vehicles

## Healthy Food in Health Care 2019-2020

Health care institutions are adopting practices to support a food system that is environmentally sustainable, improves nutritional quality, and supports human dignity and justice.

LESS MEAT	BETTER MEAT	SUSTAINABLE	LOCAL	HOSPITAL FOOD HUB	HEALTH BEYOND HOSPITAL WALLS
<b>76%</b> reduced meat served	<b>66%</b> are choosing to purchase meat products raised without routine antibiotics	<b>75%</b> purchased sustainable foods, averaging 12% of food budget	<b>82%</b> purchased local foods, averaging 6% of food budget	<b>49%</b> hosted a farmers market and 32% conducted food insecurity screening	<b>20%</b> of nonprofit hospitals created food-based interventions as part of community benefit program

1/3 OF U.S. HOSPITALS ARE PART OF OUR NETWORK

As places of healing, hospitals have a natural incentive to provide food that's healthy for people and the environment in which we live.

[www.noharm.org](http://www.noharm.org)



# Healthy Food in Health Care Standard



[practicegreenhealth.org/topics/food](https://practicegreenhealth.org/topics/food)



# Within Hospitals

Encouraging local, equitable, sustainable procurement through a **Values-based purchasing** framework.

**Transforming menus and food environments** through Plant Forward Future and Coolfood Pledge.

Adapting food service operations and implementing **Food Waste Solutions**.



## HEALTHY FOOD IN HEALTH CARE FOOD PURCHASING STANDARDS

Accepted certifications and label claims by value category

ACCEPTED FOOD PRODUCT CERTIFICATION AND LABEL CLAIMS	VALUE CATEGORIES				
	ENVIRONMENTAL SUSTAINABILITY	LOCAL ECONOMIES	ANIMAL WELFARE	VALUED WORKFORCE	COMMUNITY HEALTH AND NUTRITION
American Grassfed Association	■		■		■
Animal Welfare Approved by A Greener World	■		■		■
Aquaculture Stewardship Council (farmed mollusks only)	■				
Bee Better	■				
Best Aquaculture Practices (farmed mollusks only)	■				
Bird Friendly	■				
Certified Grassfed by A Greener World	■		■		■
Certified Humane			■		■
Certified Humane - Barn Raised, Free Range & Pasture Raised			■		■
Certified Naturally Grown	■				
Certified Responsible Antibiotic Use (CRAU)					■
Demeter Certified Biodynamic	■				■
Equitable Food Initiative	■			■	
Fair Food Program					
Fair for Life					
Fairtrade International					





# With Community

Community/Anchor collaborations.

Supporting regional **food systems infrastructure**.

Delivering **community benefit** through healthy food access (farmers markets, CSA programs).

Connecting healthy food access to clinical care through **food is medicine** programs (produce prescriptions, medically tailored meals).

Clinician **policy advocacy**.





# Healthy Food in Health Care Standard



[practicegreenhealth.org/topics/food](https://practicegreenhealth.org/topics/food)





ENVIRONMENTAL SUSTAINABILITY



LOCAL ECONOMIES



VALUED WORKFORCE



ANIMAL WELFARE

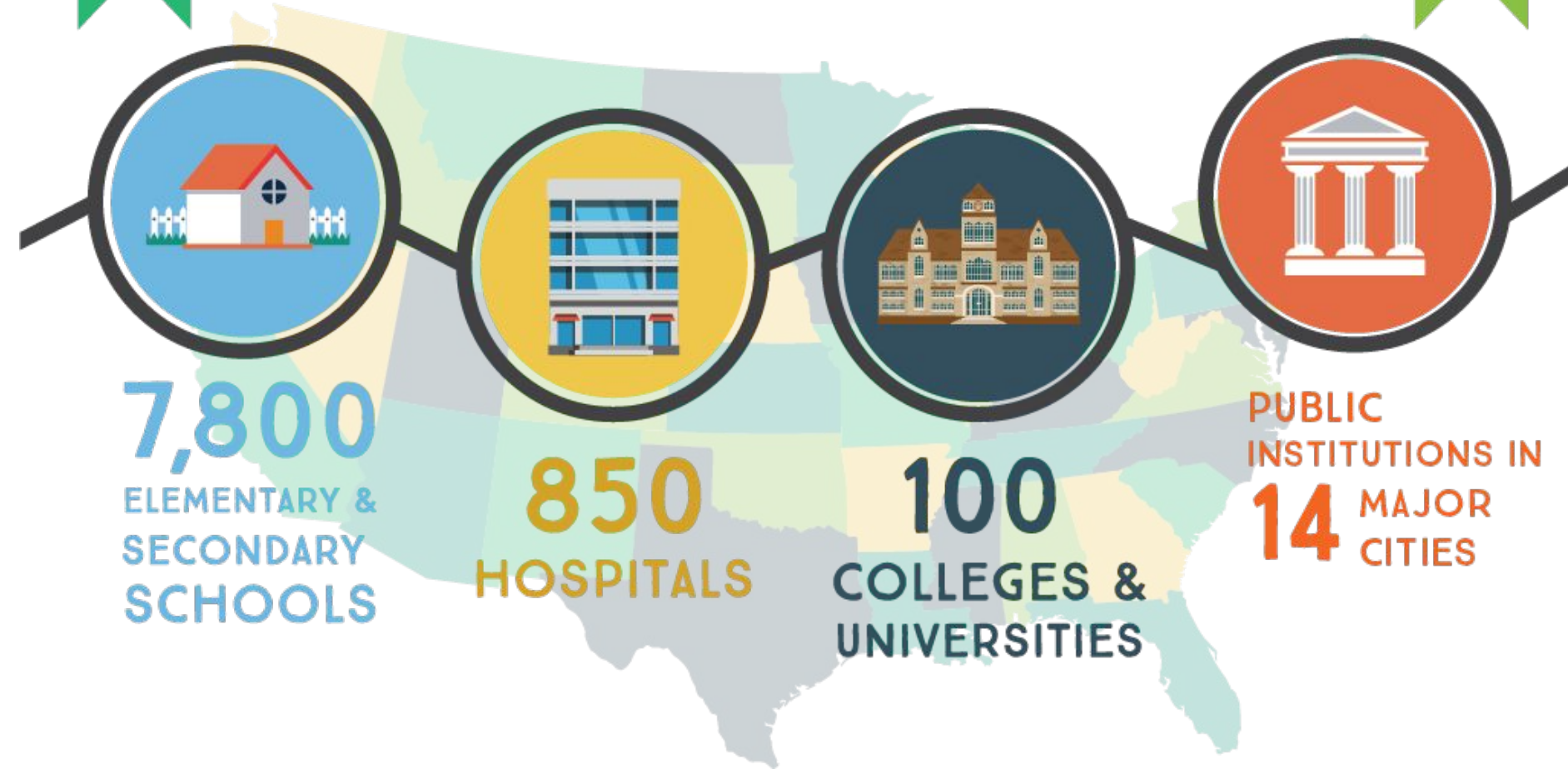


NUTRITION



# ANCHORS IN ACTION

CONNECTING FOOD WORK ACROSS SECTORS



**CENTER**  
FOR  
GOOD FOOD PURCHASING

Health Care  
Without Harm

real food  
generation

[www.anchorsinaction.org](http://www.anchorsinaction.org)

Aligned food purchasing standards support cross-sector collaboration around values-based food procurement that addresses health, worker justice, ecological systems, animal welfare, and local economies while centering on racial equity, food sovereignty, and climate justice.





# Food Purchasing Criteria

## HEALTHY FOOD IN HEALTH CARE FOOD PURCHASING STANDARDS

Accepted certifications and label claims by value category

### About

This document contains Health Care Without Harm and Practice Greenhealth's Healthy Food Purchasing Standards.

The information contained in this document is a common set of criteria, definitions, measures, and strategies to support procurement efforts across institutions in the Anchors in Action alliance.

### Included in this guide:

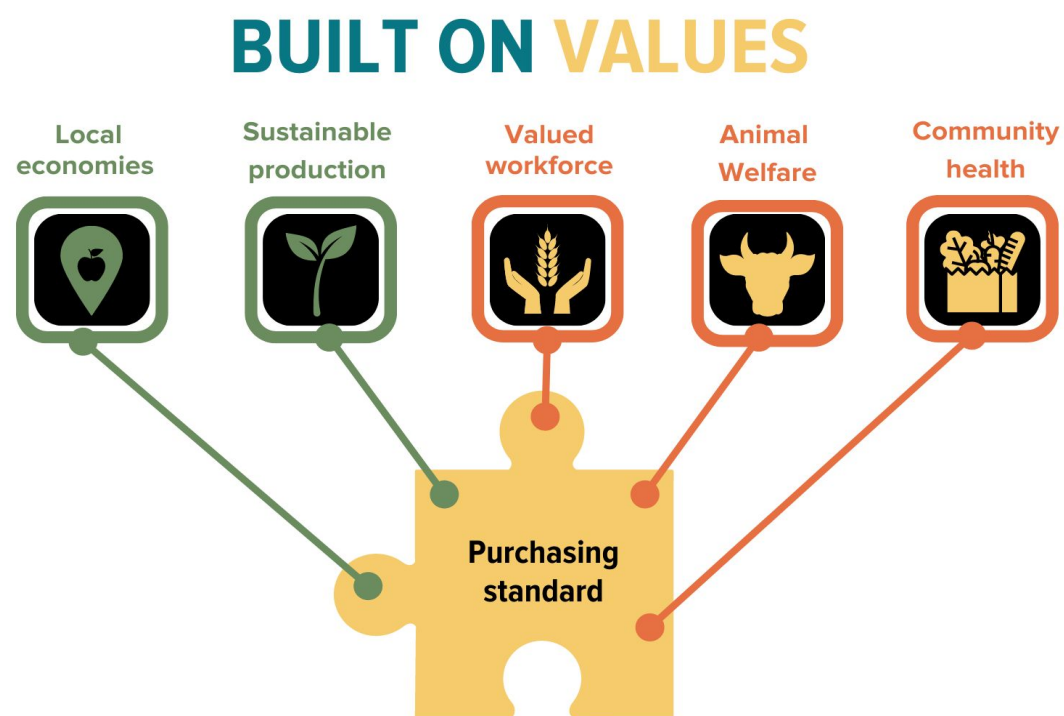
#### Certifications and supplier/product labels

The third-party certifications or labels (where certifications do not exist) are the criteria established for the value categories.

To see the evaluation criteria that are used to assess these certifications and supplier/product labels, see the Anchors in Action Framework.

Learn more about our [Healthy Food Purchasing Standards](#) and the [Anchors in Action Framework](#).

ACCEPTED FOOD PRODUCT CERTIFICATION AND LABEL CLAIMS	VALUE CATEGORIES				
	ENVIRONMENTAL SUSTAINABILITY	LOCAL ECONOMIES	ANIMAL WELFARE	VALUED WORKFORCE	COMMUNITY HEALTH AND NUTRITION
American Grassfed Association	■		■		■
Animal Welfare Approved by A Greener World	■		■		■
Aquaculture Stewardship Council (farmed mollusks only)	■				
Bee Better	■				
Best Aquaculture Practices (farmed mollusks only)	■				
Bird Friendly	■				
Certified Grassfed by A Greener World	■		■		■
Certified Humane			■		■
Certified Humane - Barn Raised, Free Range & Pasture Raised			■		■
Certified Naturally Grown	■				
Certified Responsible Antibiotic Use (CRAU)					■
Demeter Certified Biodynamic	■				■
Equitable Food Initiative	■			■	
Fair Food Program				■	
Fair for Life		■			
Fairtrade International		■		■	
Food Alliance	■				■
Food Justice Certified	■			■	■
Global Animal Partnership, Step 1			■		■
Global Animal Partnership, Step 2			■		■
Global Animal Partnership, Step 3			■		■
Global Animal Partnership, Step 4			■		■
Global Animal Partnership, Step 5, 5+			■		■
Global G.A.P. (farmed mollusks and seaweed/kelp)	■				
Grasslands Alliance	■				■
Land to Market Verified (previously Ecological Outcome Verified)	■				
Linking Environment and Farming (LEAF)	■				
Marine Stewardship Council (wild caught seafood)	■				
Milk With Dignity				■	
100% Grassfed by Pennsylvania Certified Organic (PCO)			■		
Rainforest Alliance	■				
Real Organic Project	■				■
Regenerative Organic Certified	■		■		■
Responsible Fisheries Management Certified Sustainable (wild caught seafood)	■				
Salmon Safe	■				
Small Producers Symbol		■			
Sustainably Grown	■				
USDA Organic	■		■		■
USDA Transitional Organic	■				■
INAC Never Ever 3					■
USDA Process Verified label claims for antibiotic usage in animal agriculture:					
• No Antibiotics Ever (NAE)					
• No Antibiotics Important to Human Health (NAIHH)					
• No Antibiotics Important to Human Medicine (NAIHM)					
• No Antibiotics Used Important to Human Medicine (as defined by WHO)					■
• Raised With No Antibiotics Ever (RWNAE)					
• Raised Without Antibiotics (RWA or RWOA)					
<b>ADDITIONAL PRODUCT ATTRIBUTES</b>					
<b>Local:</b> Privately, cooperatively, or non-profit owned and operated, or B Corp certified, businesses within 250 miles of the institution (500 miles for meat, poultry, and seafood)		■			



<https://practicegreenhealth.org/topics/food/food-purchasing-criteria>



# Value Category Targets & Key Strategies

**25%**

## Local & Community Based Economies

Support vibrant and resilient regional economies with opportunities for food businesses owned by people who have experienced negative social/economic impacts

- 15% of local spend with women, veteran and minority owned businesses
- Forward contracting and multi-year commitments

**15%**

## Environmental Sustainability

Build healthy ecosystems by improving soil health, increasing biodiversity, and reducing the carbon and water footprint of food production

- Reduce animal products for GHG and water use
- Seafood purchases meet MBA Seafood Watch "good" or "best"
- Reduce Food waste

**5%**

## Valued Workforce

Ensure right to freedom of association and to bargain collectively, as well as the right to livable wages and healthy and safe working conditions

- Vendor compliance with international and domestic labor laws
- Union contract with food service workers

**10%**

## Animal Welfare

High animal welfare is achieved when animals' physical, mental, and behavioral needs are met throughout their lives

- Reduce animal products for lives saved
- Cost sharing for third party certifications

**30-70%**

## Community Health & Nutrition

Food environments with culturally relevant, nourishing foods, improves health and wellbeing, ensures food sovereignty, and builds resilience

- Animal products raised w/o routine use of antibiotics (75% poultry, 30% all other)
- Elevate local, seasonal, culturally relevant foods
- Whole foods plant-based



# Understanding the Health Care Foodservice Landscape

## Hospital Food Environments:

- Cafeterias and cafes
- Contracted food/beverage stands or kiosks
- Vending machines
- Gift shops and c-stores
- Catering and special events





# Understanding the Health Care Foodservice Landscape

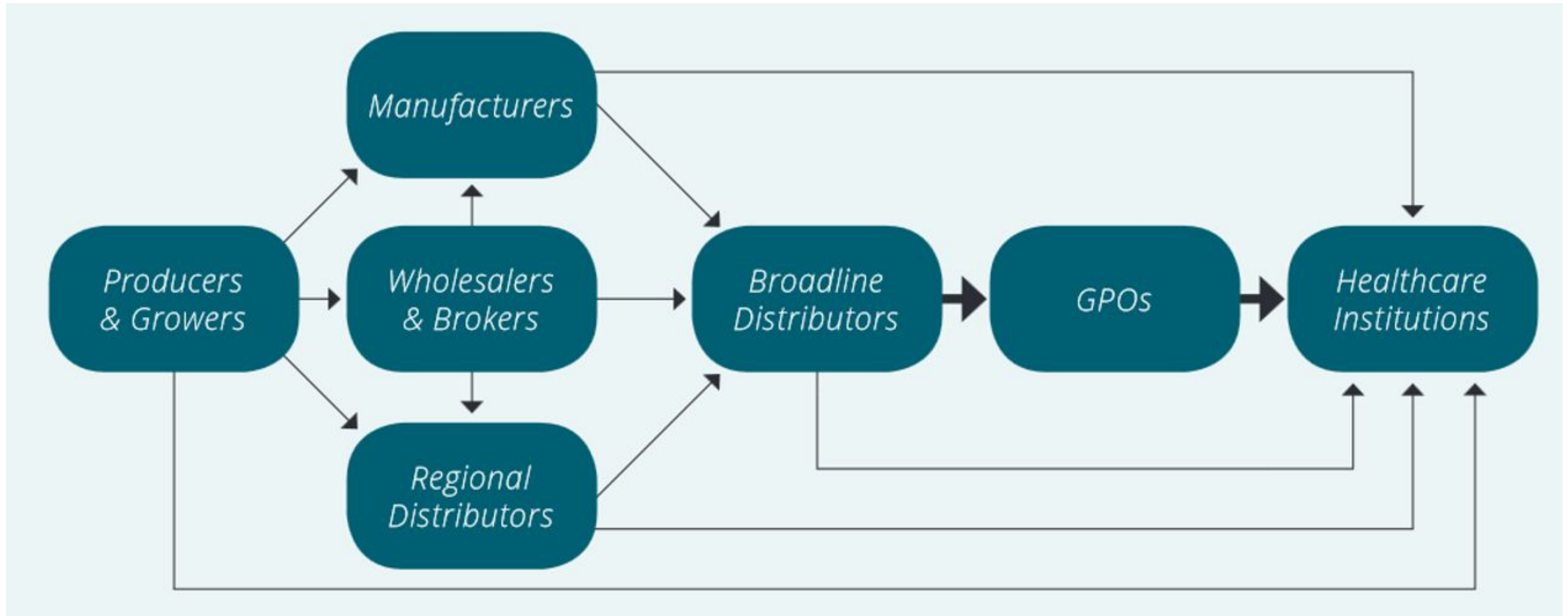
## Patrons served:

- **Patients**-more strict dietary requirements.
- **Staff**- purchase approximately half of all meals served in cafeteria, thus more price sensitive.
- **Visitors**- less price sensitive compared to staff.





# Understanding the Health Care Food Procurement Landscape





# Health Care Sector Challenges

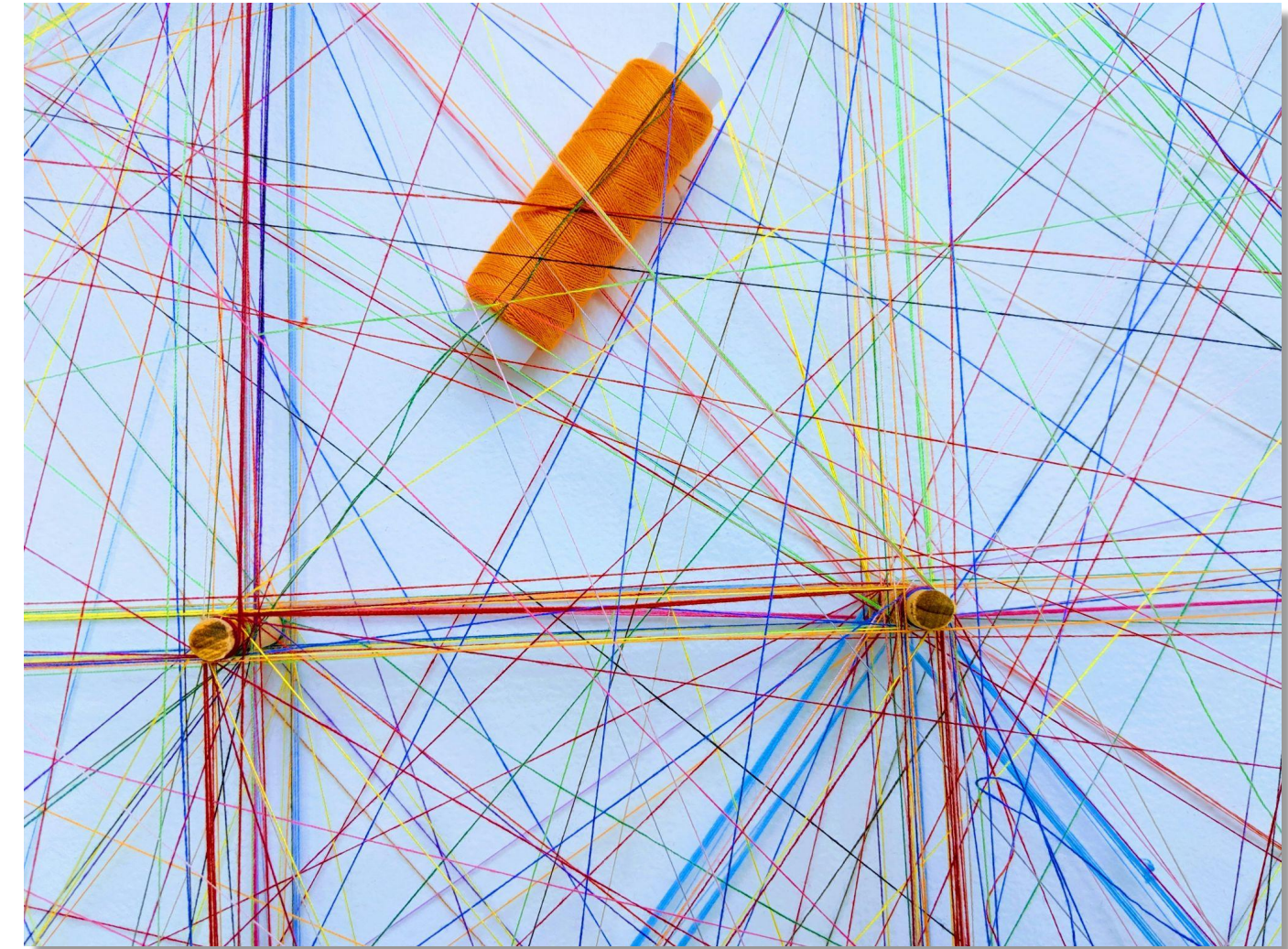
Often need to purchase **large volumes**.

**Storage, staffing, space limitations.** Specific requirements for **invoicing, delivery**.

Need for **pre-cuts/pre-processed foods**, and specific products to meet patient **dietary requirements**.

## Cost and budget.

Connecting the **needs of hospitals and small businesses** requires a certain level of expertise, support, and infrastructure.





# Successful Values-Based Food Purchasing Initiatives in Health Care: *Beef2Institution*

A 5 year long collaborative pilot project to connect large institutional buyers with small California ranchers producing regenerative beef.

**More than 6 hospitals and 21 school districts, \$1M+ sales.**

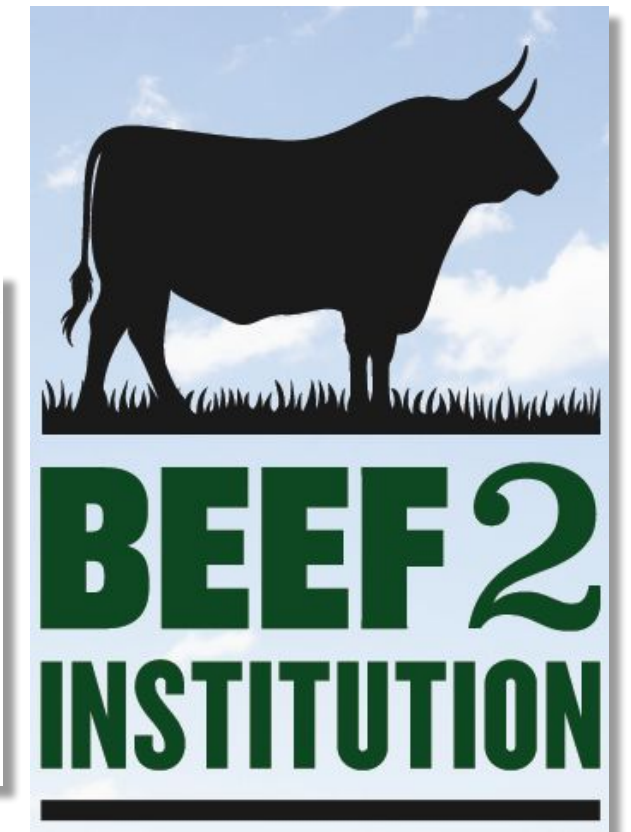




# Successful Values-Based Food Purchasing Initiatives in Health Care: *Beef2Institution*

## Case Study: Stanford Health Care

- Both self-op and Sodexo. Most vendors are Sodexo contracted but are unrestricted for contracts.
- Small group of K-12 and healthcare folks bounced off ideas and recognized sustainable beef procurement was challenging. Feedback given to Sodexo.
- Cream Co meats was identified as having safety compliance and volume capacity. Became a vendor through Sodexo.
- Opened opportunities for other institutions to purchase, too!





# Addressing Challenges: *Bay Area Anchors in Resilient Communities (ARC)*



**Multi-sector community-based partnership** to maximize the purchasing power and collective investment of the region's anchor institutions.

**Leverages the assets of Bay Area institutional anchors** to target the social determinants of health, with a focus on improving jobs, health outcomes, and community climate resilience.

**ARC's Regional Food System Initiative** works to **aggregate institutional demand** for local and sustainable food products, increase **community-owned food business opportunities**, increase **opportunities for local BIPOC producers** who have been historically excluded from institutional markets.





# ***ARC's Regional Food System Partnership Project: Catalyzing a Local Food Processing Network in the Capital Corridor***

Planning grant to help **catalyze a processing and distribution food hub** that delivers processed local food to institutions in Northern California: the **Yolo Food Network**

**Coordinating production, matching with demand, and streamlining distribution.**





# For Producers: First Steps to Enter Health Care Market

- **Background research** on hospitals.
  - Hospital size, buyer preferences, purchasing policies/guidelines, structure of food service department.
- **Third-party certifications**, food safety compliance.
- Working with hospital food service staff on **creative solutions**.
  - On-site farmers markets and local product markets.
  - Setting up stand in cafeteria to elevate products purchased by institution.
- Using local distributors and broadliners that they already work with **if possible**, or become a **preferred vendor** with the hospital if you want to self distribute.
- Collaborate on **shared demand**.







Questions?

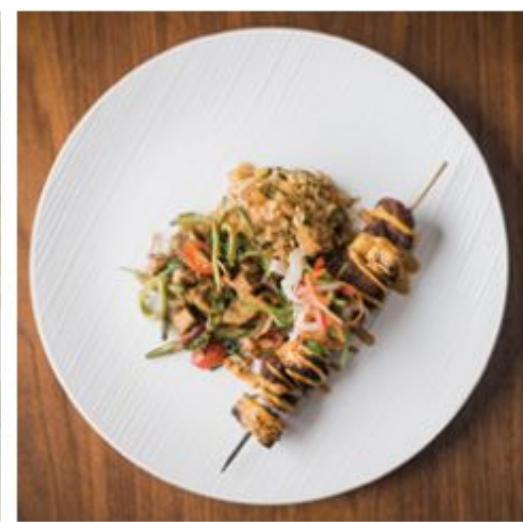




# Overcoming Supply Chain Challenges to Increase Sustainable & Small Producer/Enterprises on UC Campuses and Health Centers







- Overview of UC Sustainable Food Goals and Challenges
- Project Overview
- Sustainable Food Sourcing and Data Improvement Findings
- Sustainable Food and Agriculture Fellowship
- Next Steps





# The University of California

**10 Campuses**  
**5 Health Systems**  
**3 National Labs**



## Education

- Undergraduate 233,272
- Graduate 62,229

## Employment

- Faculty 25,800
- Other academic 47,600
- Staff 191,700





## Sustainable Practices

<b>Responsible Officer:</b>	EVP – Chief Financial Officer
<b>Responsible Office:</b>	ES – Energy & Sustainability
<b>Issuance Date:</b>	7/13/2023
<b>Effective Date:</b>	7/13/2023
<b>Last Review Date:</b>	5/23/2023
<b>Scope:</b>	All Campuses, Health Locations, and the Lawrence Berkeley National Laboratory

**Contact:** Matthew St. Clair  
**Title:** Chief Sustainability Officer, UCOP  
**Email:** [Matthew.StClair@ucop.edu](mailto:Matthew.StClair@ucop.edu)  
**Phone:** (510) 287-3897

### TABLE OF CONTENTS

I. POLICY SUMMARY .....	2
II. DEFINITIONS .....	2
III. POLICY TEXT .....	9
A. Green Building Design .....	9
B. Clean Energy .....	11
C. Climate Action .....	11
D. Sustainable Transportation .....	14
E. Sustainable Building and Laboratory Operations for Campuses .....	15
F. Zero Waste .....	15
G. Sustainable Procurement .....	17
H. Sustainable Foodservices .....	19
I. Sustainable Water Systems .....	19
J. Sustainability at UC Health .....	20
K. General Sustainability Performance Assessment .....	21
L. Health and Well-Being .....	21
M. Anti-Racism, Diversity, Equity and Inclusion .....	23

## [Annual Sustainability Report](#)



## [Sustainable Practices Policy](#)



## UC SUSTAINABLE FOOD GOALS

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**Campuses:** procure 25% sustainable food products by the year 2030 as defined by AASHE STARS

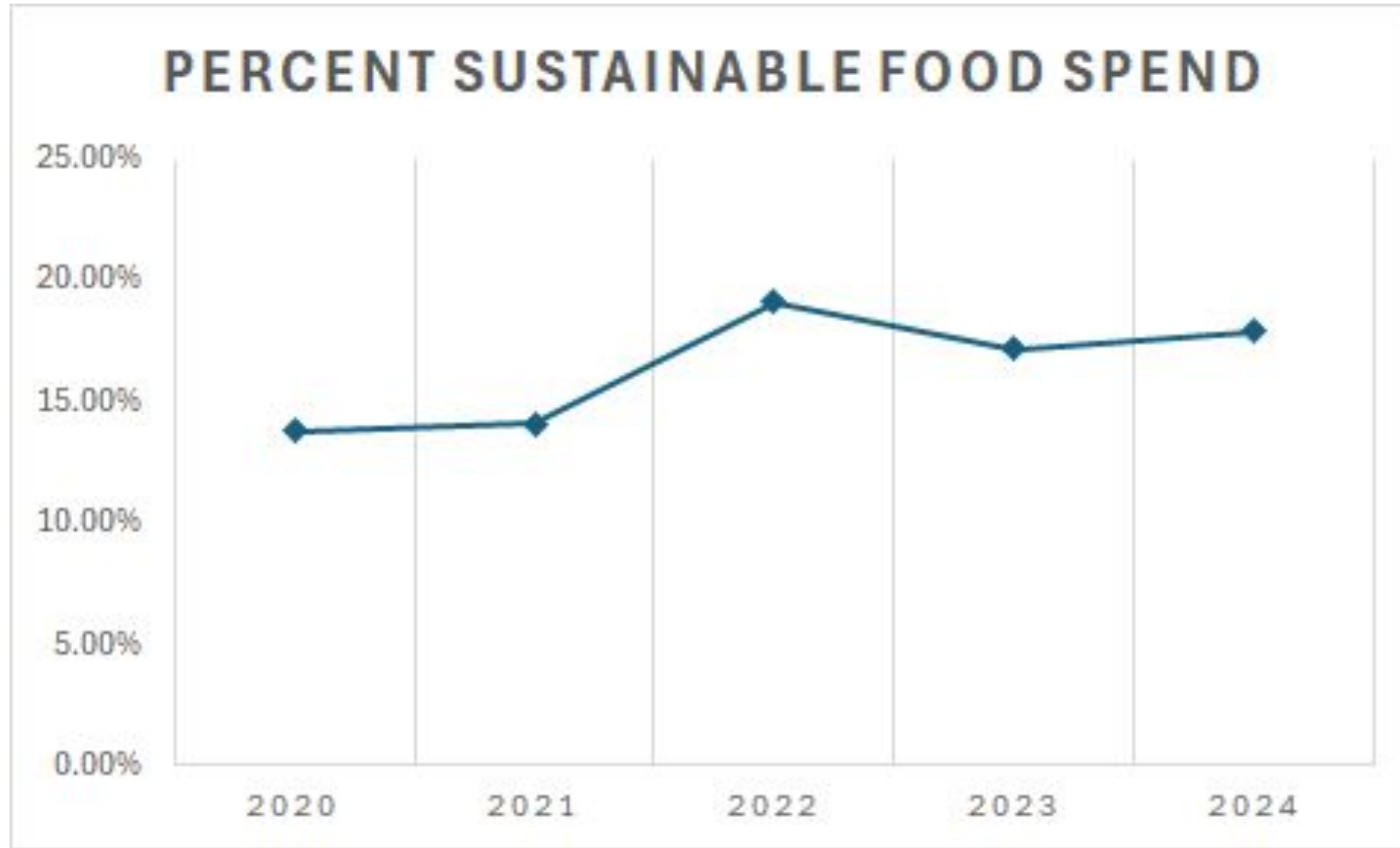
**UC Health:** procure 30% sustainable food products by the year 2030 as defined by Practice Greenhealth (PGH)

**Systemwide:** 25% plant-based food by 2030 and strive to procure 30%





# CURRENT PROCUREMENT TRENDS





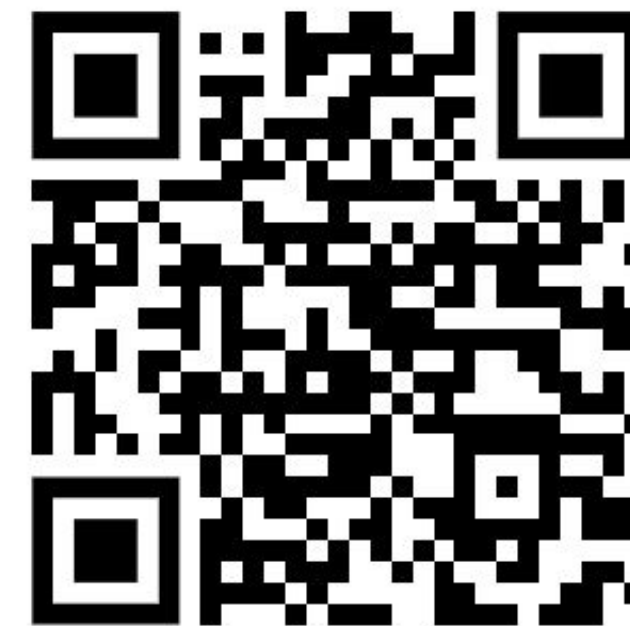
# SUSTAINABLE FOOD TECHNICAL ASSISTANCE PROJECT OVERVIEW

## Phase I Goals

- Improve data collection across the system
- Identify barriers to sustainable food procurement
- Develop case studies on sustainable food procurement success stories
- ID opportunities to increase sustainable food spend

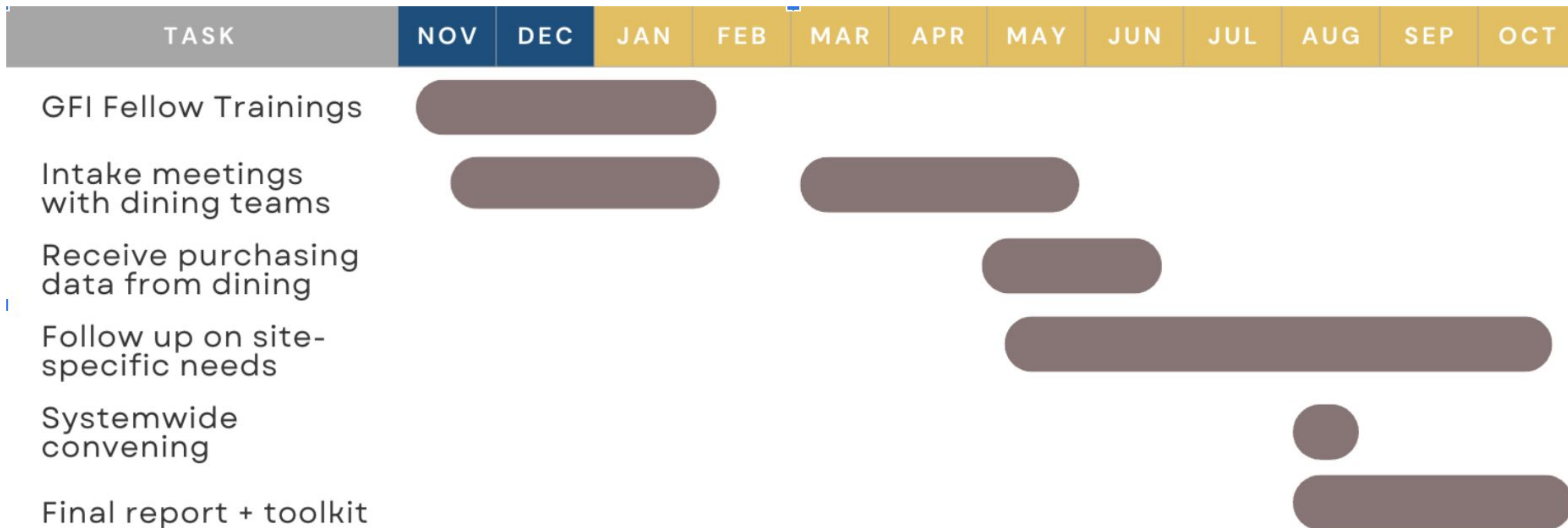
## TA Team

- SWRFBC/Center for Agroecology
- SupplyChange LLC
- Community Alliance with Family Farmers (CAFF)
- Shared Plate Strategies
- Real Food Challenge (RFC)





# Phase I PROJECT TIMELINE





# CHALLENGES

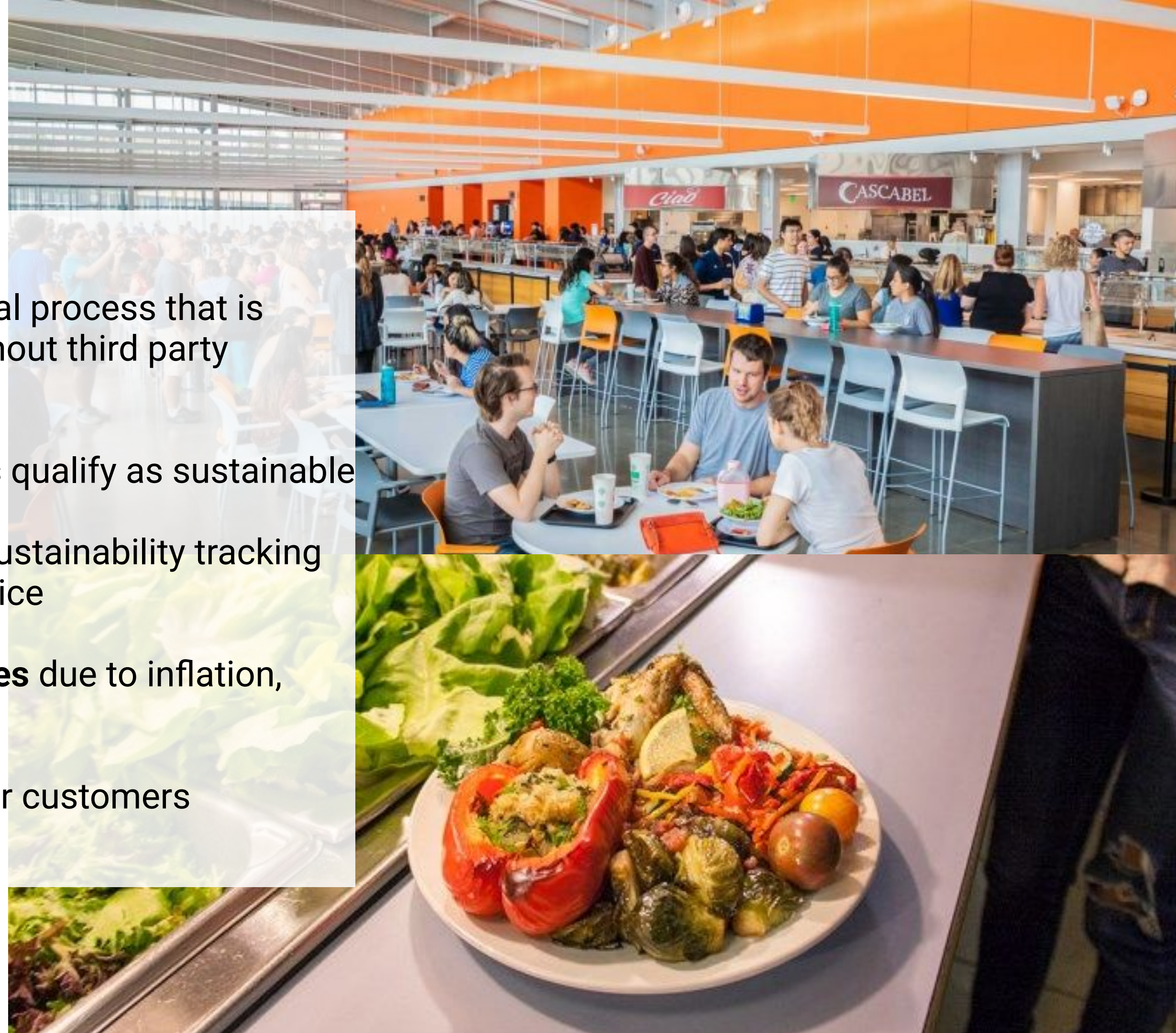
**Data tracking + reporting** is a manual process that is time-consuming for dining staff without third party support

Confusion about what **certifications** qualify as sustainable

**Primary distributors** struggle with sustainability tracking and reporting, and inconsistent service

Dining operations face **cost increases** due to inflation, labor cost increases

Need to maintain **affordable food** for customers





## KEY RECOMMENDATIONS

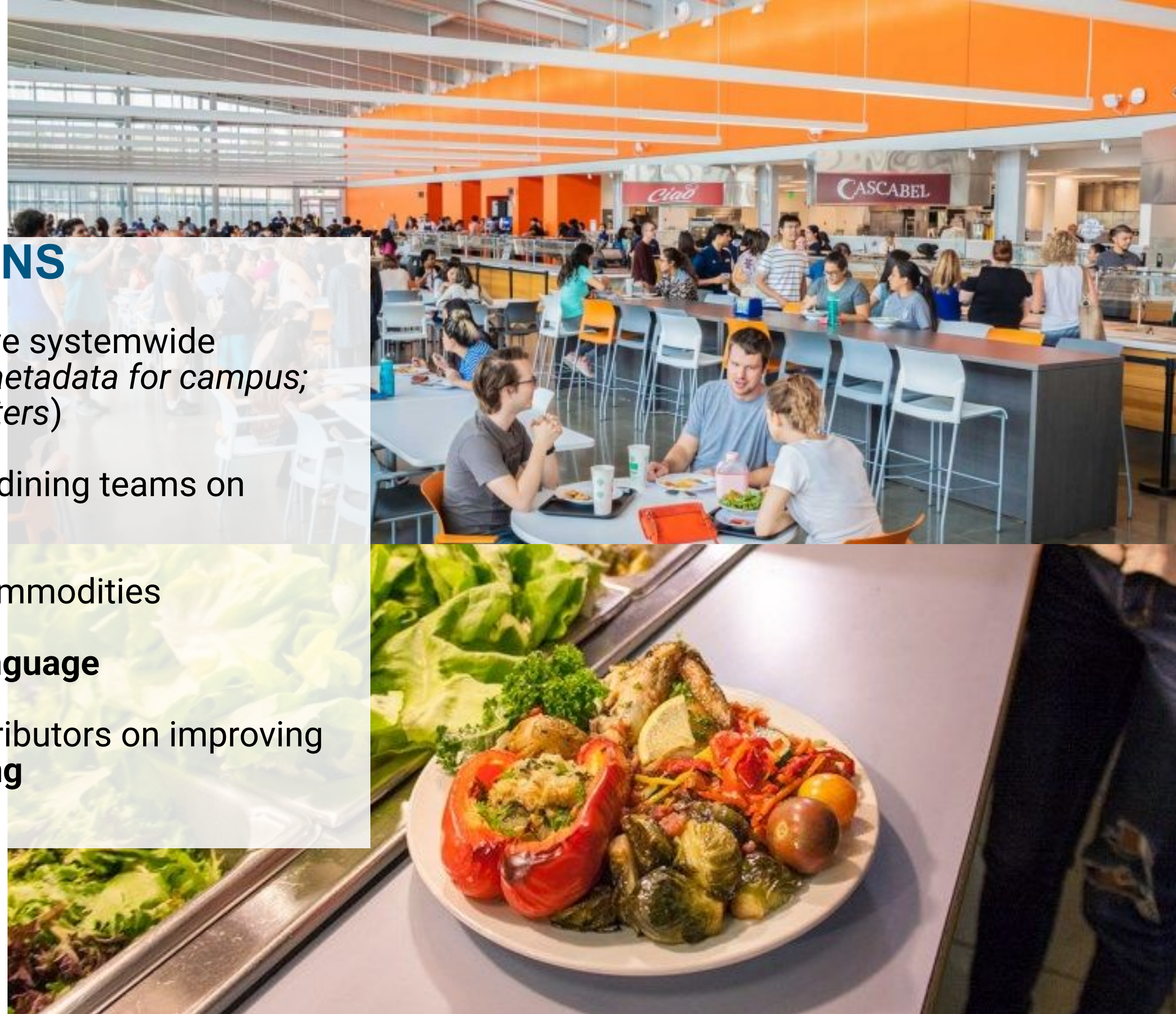
**Software enhancements** to improve systemwide sustainable food data tracking (*Maetadata for campus; Key Green Solutions for Health Centers*)

More **training and engagement** of dining teams on sustainability standards

**Secondary vendors** for specific commodities

Systemwide **RFP and Contract Language**

Strengthening engagement of distributors on improving **sustainability reporting and tagging**





# MAKING THE SHIFT

## 3 / 15 sites have reached the goal

- The TA team has identified priority strategies: **local pre-cuts, sustainable beef expansion, and value-added**
- Extensive support and product research is needed to determine the **true cost impact**
- **Innovation and infrastructure** catalyzation can play a role
- Improving **data tracking systems** will be key

Site Name	Total sustainable spend 2024	Sustainable purchasing %	\$ shift needed to achieve 25% (campus) or 30% (health)
UCB	\$3,629,275	19.6%	\$1mil
UCD (campus)	\$2,048,507	9.3%	\$3.5mil
UCI (campus)	\$3,300,060	31.0%	
UCM	\$1,504,559	19.6%	
UCR	\$169,036	2.5%	\$1.5mil
UCSB	\$1,430,026	10.8%	\$1.8mil
UCSC	\$1,934,457	13.0%	\$1.8mil
UCSD (campus)	\$7,027,113	27.3%	
UCLA (campus)	\$5,202,944	18.5%	\$1.8mil
UCSF (campus)	\$335,191	50.7% (incomplete data)	
UCD Health	\$3,532,546	36.8%	
UCSD Health	\$1,548,876	16.9%	\$1.2mil
UCLA Health	\$3,555,905	27.1%	\$400k
UCSF Health	\$918,669	7.3%	\$2.9mil
UCI Health	\$689,714	11.3%	\$1.2mil
<b>Systemwide</b>	<b>\$36,826,878</b>	<b>18.5%</b>	<b>\$15.5mil</b>
Campus (all)	\$26,581,168	17.9%	\$10.5mil
Health (all)	\$10,245,710	20.2%	\$5mil



## PROMISING PROCUREMENT PRACTICES

- **UC San Diego** has an extensive review and approval process for product vetting and post-purchase reporting
- **UC Merced** is using the Small Business First policy to bring on **Permanent** directly and write hyperlocal menus around local/sustainable produce
- **UC Irvine (contracted)** uses secondary vendor **The FruitGuys** for their **Farm Fit** program - local, BIPOC, sustainable, and has an extensive marketing calendar and assets supporting this





# SPOTLIGHT: UC SAN DIEGO VENDOR MANAGEMENT

- Clear communication of sustainability goals and requirements
- Weekly meetings with prime vendor, monthly meetings with all other vendors to review any concerns.
- New item review and commodity tracking



**Chicken**  
Wings have started to loosen up on the open market. Tenders continue to be mostly steady. Jumbo and medium breasts are mostly balanced. Small breasts are seeing some excess supply. Dark meat demand remains very good. Whole birds are mostly balanced.

**Pork**  
Butts market continue to decline. Boneless Loins are steady, but softer for bone in as there is increased supply. Ribs overall continue to dive downward as supply has increased. The belly market is still being called as unsettled. The bottom has fallen out of trimmings, supply is getting tighter and 72's & 42's continued to increase significantly on the week.

**Beef**  
With limited harvest, thin meats increased in price; continued demand for chucks and rounds are still bolstering those cuts, as need for lean trimmings continue to be top of mind. Grinds are leveling off and having to compete w/ other proteins. Upper 2/3 grade and PRIME product is limited, and prices are starting to firm.

**Dairy**  
Shell egg markets are up this week. California and Northwest markets are up. The Block & Barrel are increasing. Butter is down.

**Grains / Oil**  
Soybean oil was lower last week as funds are selling contracts. The US crop looks excellent, the

**Seafood**  
Wild salmon season is in

**Market Headlines**

**Soy Bean Oil**

**Poultry**

Poultry supply has improved across the complex. Wings are seeing excess supply. Now may be the time to put some inventory in the freezer in anticipation of peak wing season.

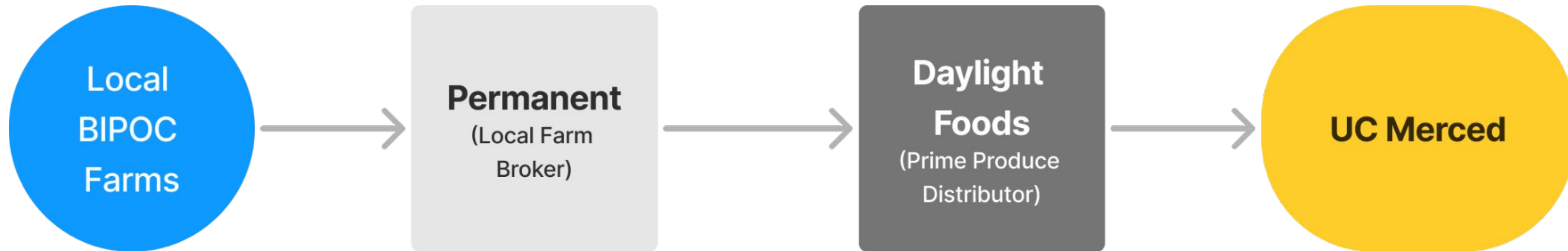
New Item Tracking

Search for tools, help, and more (Alt + Q)

Development				Purchasing											
Date & Initials	Reason for Request	Item	Notes	Vendor	VON	Pack Size	Cost	Sample Requested	Sample Received	Sample Tested	Notes	Moved to New Item Tool	Responded to Vendor		
2.7.24nws	Bulk Buy/Price Saving	chicken tender FC		NFG	622778	2/5lb	\$ 26.90	1.22.24nws	1.31.24nws	2.06.24	NFG has 107cs available (about 1 pallet), gone now	N/A	2.08.24nws		
2.7.24nws	new concept	mini waffle bowl		Joy Cone Co	2858680	12/12ct	\$ 31.41	1.29.24nws	2.14.24nws	2.15.24	will go with larger bowl	N/A	2.15.242nws		
2.7.24nws	new concept	reg waffle bowl		Joy Cone Co	387498	6/10ct	\$ 19.08	1.29.24nws	2.14.24nws	2.15.24	tasting went well	yes	2.15.242nws		
2.7.24nws	better sizing than #10	#22 cake cone		Joy Cone Co	6276378	8/108ct	\$ 93.70	1.29.24nws	2.14.24nws	2.15.24	Will stick with size #10	N/A	2.15.242nws		
2.6.24dh	New menu item for Noodles	Shrimp Shumai		NFG	605042	300/.56oz	\$ 99.00	2.06.24nws	2.12.24nws	2.15.24	NFG has 30cs available, Tasting did not go well	N/A	2.15.242nws		
2.6.24dh	New menu item for Noodles	Pork Shumai		NFG	623295	4/1.69lb	\$ 69.72	2.06.24nws	2.12.24nws	2.15.24	NFG has 38cs available, Tasting did not go well	N/A	2.15.242nws		
2.6.24dh	New Spring item for specials	Crab Rangoon		NFG	621449	150/1oz	\$ 18.00	2.06.24nws	2.12.24nws	2.15.24	NFG has 322cs available, Tasting did not go well	N/A	2.15.242nws		
2.6.24dh	Tandoor menu item	Samosa		Sysco	7138631	2/4lb	\$ 50.20	2.07.24nws	2.15.24nws	2.15.24	monsoon, tasting did not go well	N/A	2.15.24r		



## SPOTLIGHT: UC MERCED LOCAL SOURCING

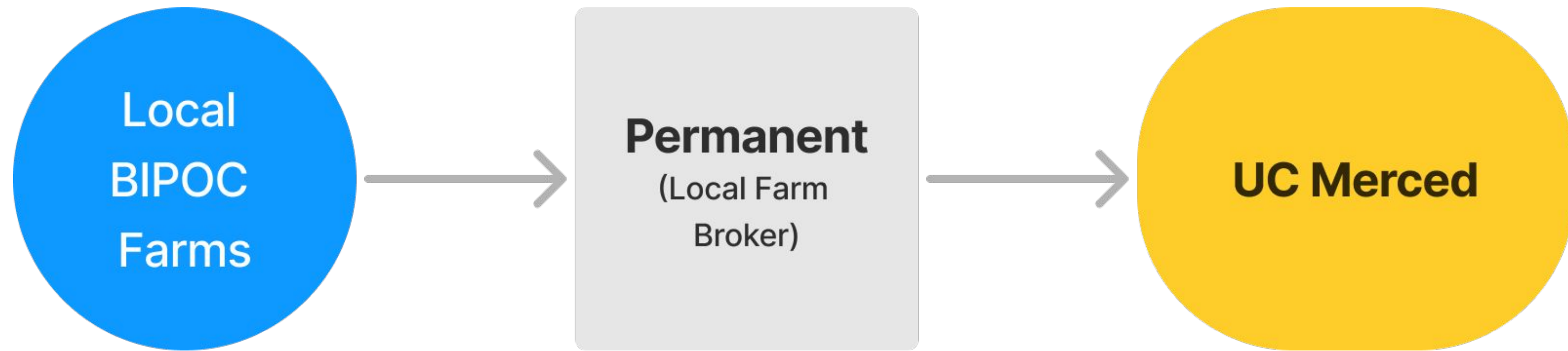


**UC Merced has been sourcing from local, BIPOC farms via a combination of Permanent + Daylight Foods since 2023**

- \$80k in direct farm income
- Inefficiencies in transportation
- Markup costs are heavy with broker + distributor



## SPOTLIGHT: UC MERCED LOCAL SOURCING



**UC Merced used UC's Small Business First Policy to onboard the broker directly**

- Saves ~\$20k in markup spend
- Saves food miles with better hyperlocal logistics
- Dining is writing menus around local products



# SYSTEMWIDE RFP RECOMMENDATIONS

- Pilot: Northern California Dairy and Produce RFPs
- Incorporate language to require data tracking and quarterly reporting
- Updated [Sustainability and food sourcing criteria and matrix for UC RFPs](#)
- More specific and explicit sustainability scoring questions (e.g.)
- Explore raising the ceiling on the Small Business Program sourcing from \$250k to \$500k

		U.S. or International	Not U.S.	U.S. & acceptable for STARS and Green				
AASHE STARS 3.0 Recognized Sustainability Standards & Certifications								
Certification Principles		Meat	Poultry	Seafood	Dairy	Produce	Frozen	Canned
<b>Animal Care Certifications</b>								
<a href="#">AGA-Certified Grassfed</a>	Animals are born, raised, and finished on open grass pastures	X					X	X
<a href="#">Animal Welfare Approved (A Greener World)</a>	Animals are raised outdoors on pasture or range for their entire lives on an independent farm using sustainable, high-welfare farming practices.	X	X		X		X	X
<a href="#">Certified Grassfed by A Greener World</a>	Grassfed requirements	X	X		X		X	X
<a href="#">Certified Humane Raised and Handled</a>	Animals are never kept in cages, crates, or tie stalls. Animals must be free to do what comes naturally. Animals must be fed a diet of quality feed, without antibiotics or growth hormones.	X	X		X		X	X
<a href="#">Global Animal Partnership Certified</a>	Animals are raised without hormones, antibiotics, or animal-by-products. Higher ratings for farming practices that more closely mimic natural environment (e.g. outdoor access, pasture raised, animal centered, etc.)	X	X		X		X	X
	The Grasslands Alliance developed the first certification standard for beef cattle and bison ranching and farming in							



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## WHAT'S NEXT

Bonny Reiss Leading on Climate Fellowship underway for FY24-25

Project Phase I Report and Toolkit + marketing collateral **available**

Phase II efforts alongside our UC SFSWG Ongoing Community of Practice



## SUSTAINABLE FOOD PROJECT PHASE II

Expand the integration of campus sites utilizing MaetaData for systemwide data tracking

Continue supply chain TA pilots for specific sites  
Support reviewing existing contracts to improve contract language for new RFPs

Deepen culinary engagement, menu cycle designs, *(a la carte site & all-u care to eat models)*

Host winter, spring, and summer 2025 convenings to keep up momentum + engagement and inform next steps→**CA Food Hub Convening on March 10** and a **CA Farm to Institution Convening on April 8**

Provide technical training and support for Bonny Reiss Leading on Climate Sustainable Food Fellows



# QUESTIONS?

Tim Galarneau

Center for Agroecology / SWRFBC

[tgalarne@ucsc.edu](mailto:tgalarne@ucsc.edu) / (831-359-8861)





# Q&A



USDA REGIONAL  
**FOOD**  
BUSINESS CENTERS  
SOUTHWEST



The next webinar in the series will take place on **April 16th** and will focus on **Agriculture & Ag technologies!**

Scan the QR code below to learn more about the Southwest Center:



# Thank you!

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