

SUSTAINABLE FOODSERVICE BASELINE ASSESSMENT AND ACTION PLAN

“Healthy Environment, Sustainable Future.”

University of California, San Francisco

May 2010

Prepared by
Sustainable Food Work Group
Chancellor’s Advisory Committee on Sustainability

UCSF Medical Center
Nutrition & Food Services

CampusLifeServices
RETAIL

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INTRODUCTION AND OVERVIEW

UCSF is the second largest employer in the city of San Francisco employing a staff of 17,000 at 5 campuses spread throughout the city. UCSF Medical Center is a substantial portion of the University with approximately 8500 employees at two of the five campuses. US News and World Report have consistently listed UCSF Medical Center in the top ten best hospitals in the country. UCSF has no undergraduate students, minimal university housing, and no dining services but has a variety of retail food outlets to serve faculty, staff, students, and guests.

Within the University of California system, UCSF is a unique entity and differs substantially from the other campuses and medical centers. Firstly, the campus is entirely dedicated to health and biomedical sciences with vast majority of students being at least at a post-graduate level. As a result of the nature of the campus, the normal food-related activities seen at other campuses, such as student dining programs are absent. Instead, there is a variety of food outlets. These outlets are operated by either the UCSF Campus Life Services – Retail Services (CLS) or UCSF Medical Center Department of Nutrition and Food Services (NFS). All of the CLS outlets are leased to independent or franchise food operators.

The medical centers at the other campuses tend to function separately but at UCSF, the medical center is very closely aligned both physically and operationally with the campus and both occupy the main site on Parnassus Avenue. This closeness enables the campus and medical center food service functions to work cooperatively in their efforts to reach the prescribed sustainability goals. Some of the fruits of this cooperation can be seen in the successful Smart Choice Program and the high level of composting and recycling in the food service areas.

The Sustainable Foods Work Group was formed in September 2009, and as with the other UCSF work groups, is co-chaired jointly by representatives from the campus and the medical center. Campus representatives come from Campus Life Services and select vendors. The medical center is represented by members of the Nutrition and Food Services Department.

NUTRITION AND FOOD SERVICES

Mission Statement

The mission of the Department of Nutrition & Food Services at UCSF Medical Center is **Nourishment, Service, Teaching, and Discovery.**

Our vision is: **To be the best provider of nutrition and food services for our customers and to be the best place to train future dietetic professionals.**

Our core values that guide all of our activities include and build upon the Medical Center's values represented by the acronym STAR PRIDE:

Safety
Teamwork
Awareness
Responsiveness

Professionalism
Respect
Integrity
Diversity
Excellence

Commitment to Sustainability

Food Services at all UCSF campus and medical center locations are committed to meeting the mission and goals of the University of California Policy on Sustainable Practices. The Department of Nutrition and Food Services has adopted the following commitment to sustainability:

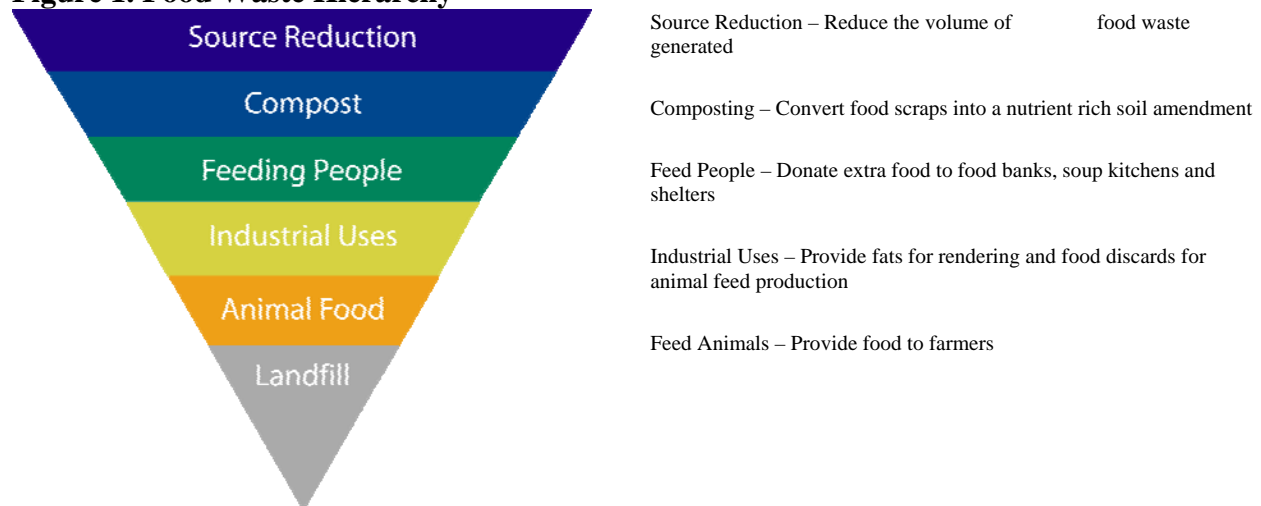
The Department of Nutrition and Food Services at the University of California, San Francisco (UCSF) Medical Center is committed to designing facilities and systems and corresponding practices that conserve natural resources, minimize the waste generated, support the ecological sustainability of the food system and other natural resources.

We will strive to provide faculty, staff, patients and visitors with local and sustainably-produced foods wherever possible. We vow to reduce our impact on the environment by

- reducing long distance transportation of foods,
- increasing support for local and organic farms,
- reducing waste,
- increasing composting and recycling,
- increasing support for local businesses
- reducing pollution from pesticides and other harmful chemicals

This chart is a variation on that published by the United States Environmental Protection Agency and is a better representation of the hierarchy we employ at UCSFMC.

Figure 1. Food Waste Hierarchy¹



NFS at a Glance

The Department of Nutrition and Food Services at UCSF Medical Center is responsible for patient meal services, several retail food outlets, and catering at two of the five UCSF campuses.

Patient Food Services

NFS provides an average of 1500 patients daily. A majority of these meals are sent to patients in the Moffitt and Long hospitals which includes the UCSF Children's Hospital. Meals are also sent to the UCSF Medical Center at Mount Zion and the Langley Porter Psychiatric Institute. In addition to patient meals, snacks, tube feedings, and oral nutrition supplements are provided to patients. Approximately 80 custom tube feedings are mixed daily. These meals are produced with a conventional foodservice system and a standard trayline for the adult and critical care units. A room service meal concept is used in the Children's Hospital starting April 2010.

Retail Food Services

NFS retail food outlets are located at the Parnassus campus in the Moffitt hospital. These outlets serve faculty, staff and visitors and operate 365 days a year from 6am to 11pm every day. We do an average of 4,500 transactions a day utilizing 8 cashiers at peak times and have annual sales of \$4.5MM. Retail is made up of three outlets: the main Moffitt Café, the Moffitt Café Express (a convenience store/coffee shop), and the 920 Express, a mini convenience store located on the 9th floor of the main hospital. NFS also has administrative oversight of 2 retail food outlets at the Mount Zion campus: the Mount Zion Café and The Daily Grind, a coffee kiosk, both of which are operated by a franchisee.

¹ United States Environmental Protection Agency

Catering Services

NFS also operates Moffitt Catering, a very busy and successful catering department with gross income of around \$2MM per year. The majority of the catering business comes from the campus, with the remainder coming from the medical center and a few private, off-campus events. Moffitt Catering does events throughout the Bay Area upon request.

Sustainability Best Practices

Medical Center Nutrition & Food Services has implemented many sustainable practices in the areas of Procurement, Operations, Waste Reduction, Education and External Outreach.

Green Procurement Practices

1. **Green Wednesdays** - In 2009, procurement reduced the number of delivery days from the prime vendor from 6/week down to 4/week including no deliveries on Wednesdays. This removed 10,400 miles of heavy trucking off the road each year.
2. **rBST-free yogurt** - In 2009, the yogurt being purchased under the Novation contract was made using milk from cows treated with rBST. This product line was changed to a local manufacturer that uses milk from cows from central California that have not been treated with rBST. There was also a significant reduction in cost.
3. **rBST free milk** - All fluid milk purchased for the department is from central California cows not treated with rBST.
4. **Natural beef patties** - In March 2010, the department switched over from a traditional beef burger to an all-natural patty that is made locally from beef that has not been treated with antibiotics or hormones.
5. **Sustainably roasted coffee** - In 2009, the Moffitt café Express and the catering unit changed their coffee brands to Peet's coffee. This is roasted locally in a LEED-certified building and they provide both organic and fair-trade coffees.
6. **Locally grown produce** - In 2008, most produce purchases came from a local company that focuses on locally grown fruits and vegetables. In the summer of 2009, they reported that 47% of our produce purchases came from the 17-county area around San Francisco. See Appendix A for additional information on local growing zones.

Green Operations Practices

1. **Implement Balanced Menus** - The department has been an active member of Health Care Without Harm (HCWH), a subsidiary of Physicians for Social Responsibility. As a member of HCHW, the department has taken an active role in implementing the nationwide "Balanced Menus Project" which seeks to reduce greenhouse gas by including more plant-based items on the menus and by modifying purchasing choices.
2. **Elimination of Styrene products** - In 2008, the department stopped using Styrofoam service plates, cups and bowls and substituted them with compostable paper products.

Waste Reduction Initiatives

1. **Retail food composting** - In 2008, the retail unit started composting all waste food, paper plates, cups and bowls. All rigid plastics, packaging and waste paper are recycled. This resulted was an 84% reduction in landfill waste from that unit.

2. **Bulk condiments** - In 2009, retail stopped using most condiments coming in PC packages and moved to bulk dispensers and compostable waxed cups.
3. **Patient food composting** - In 2009, composting and recycling was extended to Patient Food Services (PFS). This resulted in an 87% reduction in landfill waste in that unit.

Education and External Outreach Initiatives

1. **Education table tents** - In conjunction with CLS, table tents were developed to promote sustainable practices in current use in both areas. Tents were designed specifically for the sites at Parnassus, Mission Bay and in the Moffitt Café.
2. **Nutrition information postings** - Starting in March 2010, nutrition facts are now posted in the Moffitt Café so that patrons can make informed choices about their food purchases.
3. **Monthly health and wellness communication** - There is a monthly newsletter, Moffitt Café Bites, given out for free in the cafe

Metrics

The UC sustainable food policy has a goal of procuring 20% sustainable food products by the year 2020. Though the policy is focused on campus dining operations, NFS is striving to meet this goal as a Medical Center department.

Sustainable Food Procurement

As of April 2010, the identification and tracking of sustainable food purchases is a work in progress. US Foodservice is the main vendor to NFS. They are the prime vendor for the Novation Group Purchasing Organization of which UCSF Medical Center participates. Based out of Livermore CA, they are approximately 50 miles from the main UCSF campus. They are working on supplying us with data of food items that fall into the various definitions of sustainability including those listed in the UC sustainable food policy . Table 1 lists the total annual food purchases while Table 2 is a list of vendors that supply sustainable food to NFS for calendar year 2009.

Table 1. Total NFS Food Purchases, 2009

Category	Amount
Meat, Poultry & Fish	\$2,420,751
Fresh Produce	\$691,203
Portion Packs	\$120,033
Staples/Dry Goods	\$553,461
Frozen Foods	\$793,381
Dairy(including cheese)	\$282,084
Total Food (incl. other categories and suppliers)	\$6,371,409

Table 2. NFS Sustainable Purchases, 2009

Vendor Name	Sustainable Products	Amount
Berkeley Farms	Local, r-BST-free fluid milk	\$185,000
Odwalla Juice	Fresh local juice	\$86,000
Slippery Fish	Local, sushi	\$57,000

Bay Cities Produce	Local fresh produce	\$115,000
Peet's Coffee	Premium coffees and teas	\$150,000
US Foods	Local or organic yogurt	\$14,000
TOTAL		\$607,000

The identification and tracking of sustainable food purchases is currently very difficult and time-consuming. The department is working with vendors to set up systems so that data can be collected and filtered to facilitate the determination of the sustainable percentage purchased. Based on the available data and our estimates of sustainable food purchases as above, NFS is currently at 9.5% sustainable food purchases.

Compostable Products Procurement

Though the UC food policy does not explicitly address sustainable food products (e.g. cups, bowls, etc.), NFS does purchase a considerable amount of disposables, chemicals, and other supplies. These items are addressed in other parts of the UC sustainability policy. The total annual purchases are listed below.

Table 3. Total NFS Non-Food Purchases, 2009

Category	Amount
Paper Supplies (service-ware etc)	\$229,011
Cleaning and dish-washing chemicals	\$60,637
Equipment & Supplies	\$16,352
Total Non-Food (incl. other categories, US Foods only)	\$840,050

Table 4. Total NFS Disposable Purchases, 2009

Category	Amount
Compostable Disposables	\$229,277
Recyclable Disposables	\$337,631
Non-compostable/non-recyclable	\$58,444
TOTAL	\$625,352

The total percentage of food-related disposables that are compostable or recyclable is 89.7%.

CAMPUS LIFE SERVICES

Retail Services provides on-campus dining, shopping, and banking services to the faculty, staff, students, and visitors at UCSF. The goal of Retail Services is to bring value, convenience, and variety to the UCSF community—at the same time enhancing the quality of life on campus. Retail Services is part of the Campus Life Services (CLS) family at UCSF. CLS also includes Fitness & Recreation Centers, Child Care, Conference Center, Transportation, Housing, Distribution & Storage, Documents, Media, and Mail, and Arts & Events, and UCSF Retail.

Mission Statement

Retail Services is a valued contributor to the quality of life at UCSF, through our institutional and vendor partnerships, collaborative efforts, professional management, and staff expertise. Retail Services offers a diverse mix of vendors to provide services to support the daily work-life needs of students, staff, faculty, patients, and visitors at UCSF. Retail Services contributes to the enrichment and development of a campus community through:

- The application of funds generated from rents and commissions to support innovative programs and facilities
- The provision of gathering spaces and facilities for social, cultural, and intellectual exchange
- Sponsorship and collaboration on arts, entertainment, and cultural events

The product and service mix provided by Retail Services is intended to evolve over time. We provide services—and spaces—that are flexible and adaptable to the changing needs and desires of UCSF customers. Customer input is critical to the Retail Services planning process. Products, services, and vendor types are customized to each location or campus to reflect the price, quality, and product type that are appropriate to that site's needs or demands, and represents the diversity of the UCSF community.

Commitment to Sustainability

Retail Services is committed to working with our vendors to establish best practices related to sustainability that are in direct alignment with the newly adopted UC Sustainable Food Service Practice Guidelines. We understand that the buying practices of our vendors are integral to becoming a zero food waste campus by 2020. We will accomplish this through demonstrating leadership in the areas of Procurement, Operations, Education and External Outreach.

Core Sustainability Goals:

- Source local and sustainable products
- Save water and energy
- Reduce Waste
- Educate our community about green living practices

CLS Retail Services at a Glance

Retail Services currently manages the leases of approximately 24 commercial tenants that provide an array of retail, including various food service operations, vending, a credit union branch, various ATMs, a hair salon, a florist, and an optical dispensary. Fifty percent of our tenants are locally owned and operated. Retail represents approximately \$7.3M in gross sales of goods and services with an annual growth rate between 3 and 6%.

Retail Services is also responsible for quality control, strategic and long-term planning, site and opportunity development, and vendor customer service standards. CLS has long been recognized as a leader in providing the highest standards for cleanliness, aesthetic appearance, and professional and friendly service.

Table 5. Restaurants by Campus Location (as of March 2010)

Vendor	Location	Type of Business
The View	LH	Local
Café 24 / Mission Bay Food Company	MB	Local
Peasant Pies	MB	Local
Subway	MB	Franchise
Caffe Terzetto	MB	Local
The Pub	MB	Aramark
Carmelina's Café	MCB	Local
Carmelina's Taqueria	P	Local
Courtyard Caffe	P	Local
Palio Paninoteca	P	Local
Panda Express	P	Chain
Café Bellini	P	Local
Subway	P	Franchise
Terzetto Express	P	Local
Farmers Market (Pacific Coast Farmers' Market Association)	P/MB	Local
Coffee Cart	H	Local
Mission Bay Conference Center	MB	Aramark
Vacant retail space	P	TBD

LH = Laurel Heights H = Harrison Street

MB = Mission Bay

MCB = Mission Center Building

P = Parnassus

Who We Serve

The average customer at UCSF is highly educated, with a somewhat sophisticated palate, and a diverse cultural background. Customers include graduate students, staff, faculty, post-doctoral fellows, researchers, medical patients, and visitors. Many of the customers are long-term employees of UCSF. More than 50% of UCSF employees have worked here for more than five years and 26% have been here at least 10 years. Our customers value quality, affordability, cleanliness, variety, and friendly customer service. We serve all of the major campus locations in San Francisco: Parnassus, Mission Bay, Mission Center Building, Laurel Heights, and Mount Zion.

Sustainability Best Practices

Retail Services' Vendors have implemented sustainable practices in the areas of Procurement, Operations, Waste Reduction, Education and External Outreach as follows:

Procurement and Operations

- **Peasant Pies**
 - Most of the furniture is made from salvaged lumber.
 - A 15% discount is given to customers who bring their own cups.
 - Soup and salad utensils and containers are made of 100% compostable material
- Food & non food distributor is researching additional sustainable & local products
- **The Pub**
 - Frying oil is recycled and turned into alternative fuel.
 - A 15% discount is given to customers who bring their own cups
 - Meat, Produce, Seafood & Milk suppliers are local vendors
 - Local bakeries used for bread and pastries
 - Organic and fair-trade coffee; milk from Berkeley Farms (CA)
 - Serve organic and sustainable foods when ever possible
 - Coffee cup & some to go containers are made from renewable resources, napkins are unbleached & made from post-consumer content
 - Environmentally friendly cleaning products
- **Subway**
 - Owner an active member of the Food Service Work Group
 - Working with suppliers to reduce carbon footprint of all deliveries
 - Working with suppliers to find locally grown products for franchises
 - To date, sustainable packaging changes have saved 450,000 trees (nationwide).
 - Since 2006, low-flow faucets have saved over 41 million gallons of water (nationwide)
- **UCSF Farmers' Market**
 - Now at Parnassus (year round) and Mission Bay (seasonal—April to November).
 - Sells locally-grown, organic fruit and vegetables right here on campus.
- **Carmelina's Taqueria**
 - All food wrappers are either recyclable or compostable.
 - The kitchen produces 80% less garbage then in previous years; cooks compost and recycle in the kitchen.
 - Chicken and beef come from California
 - Tortillas come from a local vendor (San Mateo, CA).
 - One delivery from distributor per week
- **Courtyard Caffe**
 - Increasing purchase of organically grown and produced food products and recycled non food products
- **The View**
 - Conserving water and energy; switched out regular bulbs to energy saving ones
- **Café Terzetto**
 - Purchasing locally and using less packaging for to go items
- **Palio**

- Using compostable paper products/tableware
- Switched to some vendors that are doing more in terms of being green

Summary of Waste Reduction Initiatives

Campus Life Services, Retail introduced the “Going Greener” campaign in the Millberry Union food court in January 2008, in direct alignment with UCSF’s broad environmental sustainability goals.

The following bins are available in all three locations: Millberry Union, the Courtyard Cafe, and the Pub at UCSF Mission Bay:

- Composting for food, paper, paper plates, napkins, milk and juice cartons, paper cups, tea bags, and coffee grounds
- Commingled recycling for plastic bottles and containers, soda cans, aluminum cans, foil, glass bottles, jars, all-rigid plastic, and CDs
- Garbage for Styrofoam, straws, chip and snack bags, plastic bags, condiment packages, and plastic wrap

Education and External Outreach Initiatives

In May 2008, Parnassus held the first weekly Farmers’ Market of Pacific Coast Farmers’ Market Association, and in April 2009 Mission Bay did the same. Local vendors sell seasonal organic and nonorganic fruits, vegetables, nuts, and flowers. Both locations offer a great service to the campus community and surrounding neighborhoods while promoting sustainability and wellness.

Figure 2. UCSF Farmers Market Partners



Metrics

Sustainable Food Procurement

The following represents the total amount of food and non-food purchases as reported by the CLS food vendors. Not all vendors were able to provide data for the purposes of this analysis.

As of April 2010, the identification and tracking of sustainable food purchases is a work in progress. Since each vendor purchases products independently, there is no main supplier. Each vendor will need to work with their suppliers on providing the relevant data of food items that fall into the various definitions of sustainability. Retail Services will need to set up a tracking system so that data can be collected and filtered to facilitate the determination of the sustainable percentage purchased.

Retail Services completed a Tenant Feasibility Study, both on our own and in conjunction with UC campus' Riverside, Berkeley, San Diego, and Santa Barbara (see Appendix). The purpose of the report is to evaluate the feasibility of our leased tenants achieving UCOP's policy of 20% sustainable food purchasing by 2020.

Table 6. CLS Vendor Food Purchases, 2008-2009

Category	Purchases
Meat, Poultry & Fish	\$442,418
Fresh Produce	\$255,504
Prepackaged Foods	\$312,521
Staples/Dry Goods	\$281,783
Frozen Foods	\$59,350
Dairy(including cheese)	\$243,366
Total Food (incl. other categories and suppliers)	\$1,594,942

Table 7. CLS Vendor Non-Food Purchases, 2008-2009

Category	Purchases
Paper Supplies (service-ware etc)	\$180,916
Cleaning and dish-washing chemicals	\$18,938
Equipment & Supplies	\$42,096
Total Non-Food	\$241,950

**Detail by vendor in Appendix A (excludes Panda Express)*

Waste Management

Table 8. CLS Food Locations Post Consumer Waste, October 2008-May 2009

Location	Campus	Number of vendors	Post Consumer Waste lbs (monthly average)	Tons
Millberry Union	Parnassus	5	4,200	2.1
Courtyard Caffé	Parnassus	1	700	0.35
The View	Laurel Heights	1	350	0.18

A standardized waste management program is in place to allow campus retail food customers to sort landfill, recyclable, and compostable food waste. Metrics need to be determined for the overall waste diversion rates. CLS is working with the CACS Natural Resources work group to

determine these rates for food areas.

CURRENT JOINT EFFORTS BETWEEN NFS AND CLS

NFS and CLS have developed a strong working relationship due to the proximity to each other and the fact they serve similar customers. Several sustainability initiatives have been jointly done.

Smart Choice

In March 2009, Smart Choice, a healthier eating campaign, was introduced to retail food vendors and vending customers at Parnassus. The campaign is a collaboration between NFS and CLS designed to promote healthy eating among all UCSF retail food customers. NFS dietitians identified Smart Choice items after reviewing menu and vending items. Currently, at eateries, only entrees have been singled out, but the program may expand to include items such as side dishes and snacks in the future.



The program has two main objectives:

1. Increase consumers' awareness of nutrient content of foods by providing nutrition facts, labeling, and icons.
2. Increase consumers' likelihood of buying healthy items via promotion of healthy items (i.e. incentives).

How to identify Smart Choice items:

- Entrees/meals meeting the following criteria will be identified with a Smart Choice icon on a menu sign or "cling" at the serving areas. If the item is packaged, the icon may also be placed directly on the package.
- Smart Choice criteria are summarized in an easy-to-read format and posted in café area.
- Specific nutrition facts for Smart Choice items are available to customers, posted in café and are available in writing.

Sustainable Waste Management Education

In January 2009, sustainability informational tabletops were created for the Parnassus and Mission Bay campuses. All restaurants displayed these tabletops.

Figure 3. Sustainability information tabletop for Parnassus campus



Figure 2. Sustainability information tabletop for Moffitt Café at Parnassus campus



Figure 3. Sustainability information tabletop for Mission Bay campus



UCSF SUSTAINABILITY GOALS

Sustainability Definitions

The following terms are used for identifying sustainability.

- Local food (LEED) – food grown and harvested within 100 miles
- Local food (STARS) – food grown and harvested within 150 miles
- Local food (UCSF) – food grown and harvested within 200 miles
- Sustainable food (UC System wide) – food that meets one or more of the following criteria per UC Policy:
 - Locally Grown
 - Fair Trade Certified
 - Domestic Fair Trade Certified
 - Shade-Grown or Bird Friendly Coffee
 - Rainforest Alliance Certified
 - Food Alliance Certified
 - USDA Organic
 - AGA Grass-fed
 - Pasture Raised
 - Grass-finished/100% Grass-fed
 - Certified Humane Raised & Handled
 - Cage-free
 - Protected Harvest Certified
 - Marine Stewardship Council
 - Seafood Watch Guide “Best Choices” or “Good Alternatives”
 - Farm/business is a cooperative or has profit sharing with all employees
 - Farm/business social responsibility policy includes (1) union or prevailing wages, (2) transportation and/or housing support, and (3) health care benefits
 - Other practices or certified processes as determined by the campus and brought to the Sustainable Foodservices Working Group for review and possible addition in future policy updates.
- Compostable product – a product that will degrade in a commercial composting facility in 180 days or less according to American Society for Testing and Materials (ASTM) International Standards 6400 or 6868.
- Biodegradable product – a product that will break down completely by microorganisms into carbon dioxide, water and biomass; no food service industry standard for this term exists at this time.

Sustainability Action Plan

GOAL	CATEGORY	GROUP*	GOAL TYPE**
<i>Food Procurement Practices</i>			
Begin populating food procurement metrics.	Procurement	UCSF	Short Term
Create seasonal menus that increase the use of local and/or sustainable foods.	Procurement	NFS	Short Term
Identify and establish a tracking system for both sustainable and non--sustainable food purchases.	Procurement	UCSF	Short Term
Procure sustainable foods for 5 percent of total food purchases	Procurement	UCSF	Short Term
Procure sustainable foods for 10 percent of total food purchases.	Procurement	NFS	Intermediate
Procure sustainable foods for 15 percent of total food purchases.	Procurement	CLS	Intermediate
Reduce use of foods with a large carbon footprint	Procurement	NFS	Intermediate
Request vendors create a seasonal menu that uses local and sustainable foods	Procurement	CLS	Intermediate
Request vendors reduce use of food product with a large carbon footprint	Procurement	CLS	Intermediate
Investigate the economic feasibility of purchasing sustainable food for 30 percent of total food purchases.	Procurement	UCSF	Intermediate
Incorporate social justice guidelines in food procurement decisions.	Procurement	NFS	Long Term
Procure sustainable foods for 20 percent of total food purchases.	Procurement	UCSF	Long Term
Request Vendors incorporate social justice guidelines in food procurement decisions.	Procurement	CLS	Long Term
<i>Operations</i>			
Continue the implementation of the food waste diversion program and educational campaign.	Operations	UCSF	Short Term
Develop sustainability guidelines for kitchen equipment.	Operations	NFS	Short Term
Divert 50 percent of food waste.	Operations	CLS	Short Term
Divert a minimum of 50 percent of solid waste from the department.	Operations	NFS	Short Term
Expand the use of sustainable cleaning chemicals, ware-washing products, and hand soaps in all dining operations.	Operations	NFS	Short Term
Explore the use of third-party “green business” certifications for sustainable dining	Operations	UCSF	Short Term

GOAL	CATEGORY	GROUP*	GOAL TYPE**
operations.			
Perform a feasibility study on implementing the Sustainable Foodservice Practices Goals.	Operations	NFS	Short Term
Perform feasibility study on implementing the Sustainable Foodservice Practices Goals for franchised food operations.	Operations	CLS	Short Term
Request vendors expand the use of sustainable cleaning chemicals, ware washing products, and hand soaps in all dining operations.	Operations	CLS	Short Term
With vendors develop sustainability guidelines for kitchen equipment.	Operations	CLS	Short Term
Work with the Campus Real Estate Office to build sustainability language in tenant lease agreements.	Operations	CLS	Short Term
Divert 75 percent of food waste.	Operations	UCSF	Intermediate
Partner with any current or future corporate entities that provide food on campus.	Operations	NFS	Intermediate
Partner with campus vendors to green their operations.	Operations	UCSF	Intermediate
Where and when possible, replace aging kitchen equipment with Energy Star appliances.	Operations	UCSF	Intermediate
Achieve zero solid waste by 2020.	Operations	UCSF	Long Term
<i>Education and External Outreach</i>			
Implement a food waste diversion program and educational campaign.	Education	UCSF	Short Term
Increase participation in the UC Sustainable Foods Working Group	Education	UCSF	Short Term
Support any campus community garden efforts.	Education	UCSF	Short Term
Create a labeling system to highlight sustainable food choices for diners.	Education	UCSF	Intermediate
Expand the Smart Choice menus to all retail restaurants.	Education	UCSF	Intermediate
Use the community garden to establish an agroecology program.	Education	UCSF	Intermediate
Join the Real Food Challenge	Education	NFS	Long Term

* - UCSF = all food outlets at UCSF; NFS = Medical Center Nutrition and Food Services; CLS = Campus Life Services – Retail Services

** - Short Term = 0-2 years; Intermediate = 2-5 years; Long Term = 5-10 years

WORK GROUP ORGANIZATIONAL STRUCTURE

The Sustainable Foods Work Group was formed in September 2009, and as with the other work groups, is co-chaired jointly by representatives from the campus and the medical center. Campus representatives come from Campus Life Services and select vendors. The medical center is represented by members of the Nutrition and Food Services Department.

Work Group Commitment

Food Services at all UCSF Campus and Medical Center locations are committed to meeting the mission and goals of the Presidents Policy on Sustainable Practices. We will strive to provide faculty, staff, patients and visitors with local and sustainably-produced foods wherever possible.

We vow to reduce our impact on the environment by

- reducing long distance transportation of foods,
- increasing support for local and organic farms,
- reducing waste,
- increasing composting and recycling,
- increasing support for local businesses
- reducing pollution from pesticides and other harmful chemicals

Work Group Membership

The work group membership is comprised as follows:

Jack Henderson, Co-Chair, Associate Director, Operations

Jen Dowd, Co-Chair, Manager, CLS Retail Services

UCSF Staff

Retail Services

Peggy Baker

Rennie Nastor

Tamara Villarina

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Vendors

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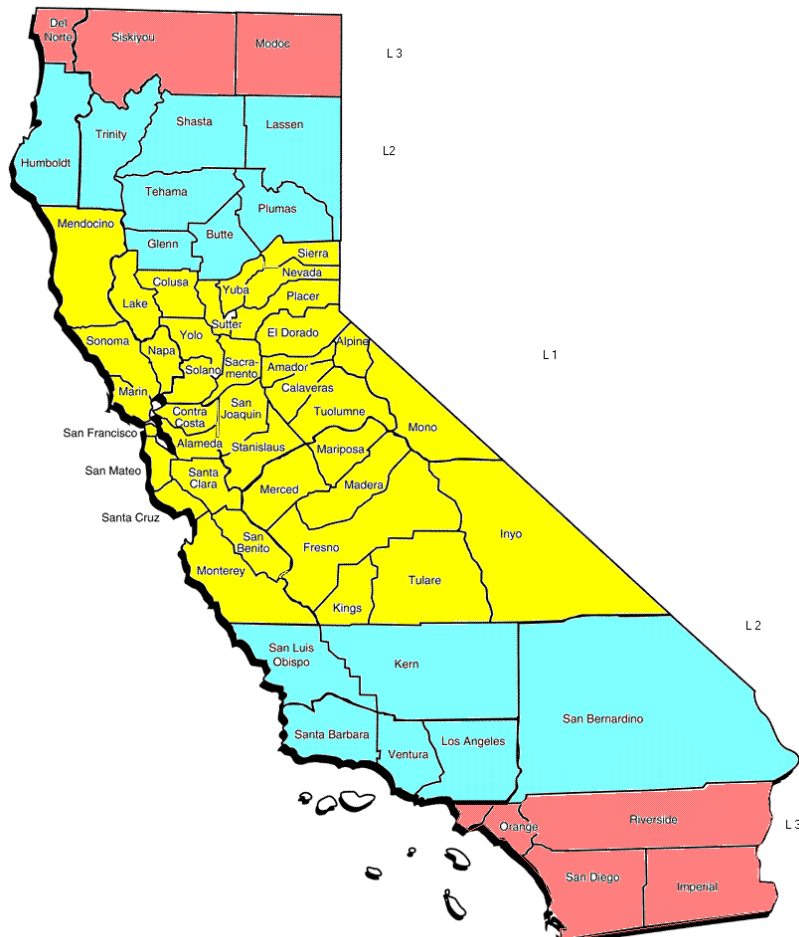
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APPENDICES

Appendix A. Produce Food Zones



Hello
This Report shows where the Fruit and Vegetables are being harvest. The Map was set up with L1, L2, L3 zones. Soon we will be able to pin point the farms in the zones

The following local tiers have been established with Bay Cities Produce to evaluate local food purchases year round:

- Local 1 = 100 miles
- Local 2 = 250 miles
- Local 3 = state of California

Appendix B. CLS Food Vendor Purchases

Table 9. Total Food Purchases, 2009

Category	Pub	Café 24	Carmelina's Café	Carmelina's Taqueria	Courtyard Caffe	Palio Paninioteca	The View	Peasant Pies	Terzetto	Bellini	Subway	Total
Meat, Poultry & Fish	\$44,444	\$43,700	\$33,050	\$58,234.00	\$56,800	\$20,400	\$57,000	\$2,570		\$10,000	\$116,220	\$442,418
Fresh Produce	\$33,992	\$54,000	\$7,000	\$19,000.00	\$41,900	\$3,200	\$28,000	\$11,200			\$57,212	\$255,504
Prepackaged Food			\$5,500		\$204,741	\$21,000	\$15,000	\$2,000	\$18,000		\$46,280	\$312,521
Staples/Dry Goods	\$26,834	\$37,000	\$18,000	\$33,552.00	\$46,400	\$4,500	\$38,000	\$17,853			\$59,644	\$281,783
Frozen Foods	in above #	-	\$9,000		\$-	\$7,800	\$4,800	\$3,326			\$34,424	\$59,350
Dairy	\$12,650	\$8,900	\$5,280		\$62,400	\$53,000	\$19,500	\$9,600	\$1,500	\$15,000	\$55,536	\$243,366
Total	\$117,920	\$143,600	\$77,830	\$110,786.00	\$412,241	\$109,900	\$162,300	\$46,549	\$19,500	\$25,000	\$369,316	\$1,594,942

Table 10. Total Non-Food Purchases, 2009

Category	Pub	Café 24	Carmelina's Café	Carmelina's Taqueria	Courtyard Caffe	Palio Paninioteca	The View	Peasant Pies	Terzetto	Bellini	Subway	Total
Paper Supplies	\$2,618	\$24,900	\$6,380	\$12,315.00	\$103,203	\$19,500	\$1,500	\$2,500.00	\$3,500	4,500	\$	\$180,916
Cleaning and dish- washing chemicals	\$75	\$3,421	\$5,500		\$3,742	\$2,400	\$1,800	1,500.00	\$500			\$18,938
Equipment & Supplies	\$11,096	\$9,200	\$2,600		\$8,800	\$5,000	\$1,600	\$3,500.00	\$300			\$42,096
Total	\$13,789	\$37,521	\$14,480	\$12,315.00	\$115,745	\$26,900	\$4,900	\$7,500.00	\$4,300	4,500	0	\$241,950

Appendix C. Feasibility Study

Feasibility Study for Leased Tenant Sustainability University of California San Francisco *Information as of March 31, 2010*

I. Purpose of Leased Tenant Sustainability Feasibility Study

The purpose of this feasibility study is to measure and benchmark where UCSF leased and contracted food service vendors are in relation to the newly adopted UCOP Sustainable Foodservices Practices Policy Guidelines –in particular the goal of achieving 20% sustainable food purchases by 2020.

II. Executive Summary

The University of California sustainability practices policy was updated in 2008 to include guidelines related to sustainable food service practices. Part of the guidelines called for campuses to conduct a feasibility study on implementing the goals with leased/contracted food service operations.

On the UCSF campus there are 17 leased/contracted providers of food services. The goal of this study is to benchmark the vendors annual spending on food & beverage products, determine metrics for tracking this annual spending, create milestones toward the 20% sustainable foods by 2020 and share the result with UCOP and our vendors. All of these goals need to be weighed against practical business needs and best practices, especially in the current economic climate and the systemwide budget cuts.

III. Background Information

A. Summary of Food Service Retail – all leased/contracted units

Vendor Name	Type of Business
The View	Local
Café 24 / Mission Bay Food Company	Local
Peasant Pies	Local
Subway	Franchised locally
Caffe Terzetto	Local
The Pub	Aramark/Contracted
Carmelina's Café	Local
Carmelina's Taqueria	Local
Courtyard Caffe	Local
Palio Paninoteca	Local
Panda Express	Chain
Café Bellini	Local
Subway	Franchised locally

Terzetto Express	Local
Farmers Market (Pacific Coast Farmers' Market Association) x 2 locations	Local
TBD	TBD

Total Food Service operations = 17

B. Number of meals served/day = 5,000

C. Annual Gross Sales (2002-2008)

Year	Gross Sales
2002	\$3,067,093.98
2003	\$4,183,981.20
2004	\$5,871,582.71
2005*	\$6,957,984.89
2006**	\$7,450,335.36
2007***	\$7,606,958.91
2008	\$8,278,718.36

-Sales do not account Farmers' Markets

*** = Peasant Pies, Subway@MB, & Caffè Terzetto opens

* = Café 24 opens

** = Pub opens

A. Annual Retail Rent/Commission

Fiscal Year	Annual Rent/Commission
2006/2007	\$1,093,793
2007/2008	\$1,210,612
2008/2009	\$1,340,070

B. Total Annual Purchases (Food & Non Food items)

See Attachment 1: Annual Spend by Category by Vendor

IV. Mission of Retail Services

Retail Services is a valued contributor to the quality of life at UCSF, through our institutional and vendor partnerships, collaborative efforts, professional management, and staff expertise. Retail Services offers a diverse mix of vendors to provide services to support the daily work-life needs of students, staff, faculty, patients, and visitors at UCSF. Retail Services contributes to the enrichment and development of a campus community through:

- The application of funds generated from rents and commissions to support innovative programs and facilities
- The provision of gathering spaces and facilities for social, cultural, and intellectual exchange

- Sponsorship and collaboration on arts, entertainment, and cultural events

The product and service mix provided by Retail Services is intended to evolve over time. We provide services—and spaces—that are flexible and adaptable to the changing needs and desires of UCSF customers. Customer input is critical to the Retail Services planning process. Products, services, and vendor types are customized to each location or campus to reflect the price, quality, and product type that are appropriate to that site's needs or demands, and represents the diversity of the UCSF community.

V. FINANCIAL NEEDS BY CAMPUS

A next step of this feasibility study will be for Retail Services to evaluate the financial impact of the guidelines to our operation, to our vendor's operations and ultimately to our customers. In particular, the cost of tracking the annual food & beverage spend plus the added requirement to separately track food & beverage purchases that meet the sustainable food definition as outlined in the guidelines. In addition, auditing the validity of sustainable foods & beverages will need to be considered. Then as we work with our vendors toward the 20% goal, take into consideration the effect this may have on their cost of goods sold and how it might impact sales prices.

VI. Proposed Leased Tenant Sustainability

Description of UCOP's goal of 20 by 2020

With the goal of achieving 20% sustainable food purchases, all Food Service Operations should track and report the percentage of total food budget spent on sustainable food yearly beginning with the August 15, 2010 report. At least annually, the goal of 20% sustainable food purchases, and other metrics and guidelines included in this policy will be reviewed, and suggestions for updates provided to the UC Sustainability Steering Committee.

Advantages and Disadvantages of Proposed System

Advantages:

- The tracking of additional information will provide us with additional statistical data about the food procurement practices by the vendors on campus.
- Sustainable food is a socially relevant and responsible thing to track.
- Purchasing local and sustainable food has positive societal effects beyond the University and helps stimulate the economy, especially in Northern California.

Disadvantages:

- As vendors begin to procure more sustainable foods, their cost of goods sold will likely increase. This could lead to increased prices to the customer.

Cost to Provide Tenant Oversight in meeting goals

The estimated cost of implementing then maintaining this system to Retail Services would be equal to 25% to 50% of an FTE - \$20,000 to \$35,000. Additional cost would be borne by each vendor to account for the additional time to track sustainable procurement.

VII. Final Recommendation –

TBD based on combined Feasibility Study with UC campus' - Riverside, Berkeley, San Diego, and Santa Barbara.

Leased Tenant Feasibility Study

Office of the President, University of California

I. Purpose of Leased Tenant Feasibility Study

This is a collaborative feasibility study from the campuses of UC Riverside, UC San Diego, UC San Francisco, and UC Santa Barbara. The purpose of the report is to evaluate the feasibility of UCOP's policy of achieving a 20% sustainable purchasing goal by year 2020 in regard to leased foodservice tenants on the campuses. The study also serves to create a benchmark for each campus and serve as a planning tool for the future.

II. Executive Summary

The Policy on for Sustainable Practices released by the Office of the President in 2009 evolved from earlier attempts to adopt sustainable practices on the UC campuses. The latest policy, which this document addresses, has been expanded and revised. This document will study the challenges that UCR, UCSD, UCSF, and UCSB foodservice administrators, leased tenants, and franchise operators face in adopting sustainable practices. Retail dining on all 4 campuses is managed similarly but each campus is unique in terms of numbers of leased tenants. UCSD and UCSF foodservices are 100% leased tenant driven. UCR and UCSB have split retail foodservice with 50% of UC Santa Barbara's retail provided from leased tenants and 10% of UC Riverside's retail provided from leased tenants. Information on each campus, a description of retail, annual sales, and the identification of local and regional or national leased tenant presence is found in Appendix I.

III Mission of Retail Dining

Retail dining is a valued contributor to the quality of life on all four UC campuses. Each campus, through their partnerships with leased tenants provides a diverse mix of vendors and food choices to support the daily work-life needs of students, staff, faculty, and university guests. Retail dining also provides jobs to upwards of 250 students and is flexible in working around the student classroom schedule.² Several campuses have student employment training programs in retail dining that provide opportunities for students to learn how to manage a business. Students gain knowledge in supervisory and management skills and learn to work as a team member, participate in budget preparation, and manage costs and expenditures. The campus dining units provide students with more than just a job; we provide training and mentoring to students for future careers independent of their course of study. The ability for a student to gain work experience on-site that expands their education is an important element in supporting the mission of the campus. Providing employment in retail dining has the added benefit of keeping students on campus and participating in campus life. Retail dining also provides a place for staff, faculty, and students to gather for social, cultural, and intellectual exchange.

² UCSF does not use student labor.

To provide the diversity and variety of campus foodservice, each campus seeks leased tenants through a Request for Proposal (RFP) process or a Business Opportunity Notice. Following the process the campus engages in contracts with leased tenants for 7-10 years. In selecting the best tenant for campus several factors are weighed. Campuses take in consideration the cultural make-up of their campus and provide choices that appeal to their constituents. Quality of food and pricing of menu items is important, dining administrators need to ensure that leased tenants can provide a variety of food choices that are also affordable to our population. The financial contribution that a leased tenant proposes is also critical factor in the decision making process. The Student Union or Administration that oversees retail dining receives no State funding and depends upon the dining income to support building operating costs, student programming in student unions, capital improvements, and funding for renovations and facility repair. It is important to note that tenant selection is ever-evolving due to the changing desires of the campus population, changes in demographics, and changes in food trends.

IV Proposed Lease Tenant Sustainability

The UC Working Group on Sustainability has created a list of foods that meet their criteria for best purchases. The group's current criteria on sustainable food purchasing follows:

- Locally Grown (within 500 miles)
- Fair Trade Certified
- Domestic Fair Trade Certified
- Shade-Grown or Bird Friendly Coffee
- Rainforest Alliance Certified
- Food Alliance Certified
- USDA Organic
- AGA Grass Fed
- Pasture Raised
- Grass –Finished/100% Grass Fed
- Certified Humane Raised and Handled
- Cage-Free
- Protected Harvest Certified
- Marine Stewardship Council
- Seafood Watch Guide “Best Choices” or “Good Alternatives”
- Farm/Business is a cooperative or has profit sharing with all employees
- Farm/Business social responsibility includes (1) union or prevailing wages, (2) transportation and/or housing support, and (3) health care benefits
- Other practices or certified processes as determined by the campus and brought to the Sustainable Foodservices Working Group for review and possible addition in future policy updates.

There are several advantages to incorporating sustainability into the leased tenants units:

Socially Responsible

Sustainable food is socially responsible and purchasing foods from the approved list will help to affect change and improve agriculture systems.

Increasing Campus Sustainability

For campuses with a mix of self-op dining and leased tenant, encouraging leased tenants to become sustainable will bring consistency to the overall retail program. Self-op campus units are already participating in sustainable purchasing and could become mentors to leased vendors looking to get started. Purchasing with sustainability as a goal also assists each school to reach campus-wide sustainability goals.

Contributing to the Educational Mission

By purchasing responsibly, and sharing that information with customer via marketing, leased tenants can add to the educational mission of each campus.

Some of the challenges to sustainable purchasing by leased tenants are as follows:

Purchasing Locally:

There are several obstacles from a leased tenant's perspective in meeting the 20% goal by 2020 with local foods. For our national and regional chain tenants with multiple restaurants across a region or the nation, their purchasing is contracted with large foodservice distributors. Distributors provide one-stop or single source shopping. This method of purchasing not only saves the parent company money through volume, it also ensures food quality and consistency for each restaurant in their chain. Typically this type of purchasing is negotiated in multiple-year contracts. National chains would have a difficult time sourcing local foods for each restaurant and undoubtedly would pass the additional administrative cost on to the customer. While it might be too costly and complex for a chain operator to purchase locally, it might be possible for them to implement other options in sustainable purchasing.

Administrative Duties:

As leased tenants adopt sustainable purchasing the UC campuses will need to track and monitor their purchases for reporting. Many of us don't have the staffing resources available to monitor tenant's purchases and in our current budget climate hiring additional staff is not an option. The estimate on staffing costs associated with tracking tenant procurement is \$20,000-\$35,000 per year and equivalent to a 50% FTE. This is only the increased costs on the university's side; each leased tenant would bear administrative costs on their end that would be passed on to the customer in the form of higher retail prices.

Financial Considerations

Each campus depends upon the financial contributions from leased tenants as mentioned in

Section III. A leased tenant can invest \$275,000 or more in improvements in order to build-out their campus restaurant space. Tenants' factor those build-out costs into their 7-10 year contracts to ensure adequate return on investment. On top of the tenant improvement costs are the daily operating costs of food, labor and general expenses, CAM fees, and rent/commission to the campus. All of these expenses are factored into the prices the tenant charges for menu items. Increasing the price of food could mean that students, staff, and faculty take money to off-campus locations. All four of the UC campuses in this report have restaurant competition within walking distance of campus. If our customers choose to take their business off-campus this could negatively affect our bottom line.

Current Leaseholders

Our current leaseholders do not have language in their agreements that address sustainability issues. Additionally there is not a UCOP-approved RFP or Lease Agreement for leased tenants with sustainability language included.

Appendix I

The following charts describe leased foodservice space by campus. Included is the name of each business and whether the business is locally owned, contracted, a regional chain, or national chain. Following the table for each campus is information on annual sales from leased tenants and their financial contribution to each campus in the form of rent or commissions.

UC San Francisco

Meals Served Per Day-	5,000
Annual Purchases-	\$1.7M
Annual Sales-	\$8.3M
Annual Rent/Commission	\$1.3M

Leased Tenant	Type of Business
Café 24 / Mission Bay Food Company	Local
Peasant Pies	Local
Subway (2 locations)	National
Caffe Terzetto	Local
The Pub	Aramark/Contracted
Carmelina's Café	Local
Carmelina's Taqueria	Local
Courtyard Caffe	Local
Palio Paninoteca	Local
Panda Express	National
Café Bellini	Local
The View	Local
Terzetto Express	Local
Farmer's Market (2 locations)	Local

UC San Diego

Meals Served Per Day-
Annual Purchases
Annual Sales **\$11M**
Annual Rent/Commission

Leased Tenant	Type of Business
Bombay Coast	Local
Burger King	National
Che Café	Local
Croutons	Local
Espresso Roma	Regional
Food Coop	Local
Hi Thai	Local
Jamba Juice	National
Panda Express	National
Porter's Pub	Local
Round Table Pizza	National
Rubio's	Regional
Santorini Island Grill	Local
Shogun of La Jolla	Local
Subway	National
Taccone	National
Tapioca Express	Local
Yogurt World	Local
Zanzibar	Local

UC Riverside

Meals Served Per Day- **7,387**
Annual Purchases- **\$3.8M**
Annual Sales **\$7.1M**
Annual Rent/Commission **\$137,000**

Leased Tenant	Type of Business
Panda Express	National

UC Santa Barbara

Meals Served Per Day-	8,492
Annual Purchases-	\$2.8M
Annual Sales	\$9.7M
Annual Rent/Commission	\$327,068

Leased Tenant	Type of Business
Dominos	National
Gaucha Deli & Café	Local
Subway	National
Panda Express	National
Chilitos	Local
Jamba Juice	National
Die Bretzel	Local
Woodstocks	Regional
Rice Garden	Regional