

The Good Food Purchasing Pledge

A Case Study Evaluation & Year One Progress
Update

June 2014

This short report provides an overview of the formation of the Los Angeles Food Policy Council's Good Food Purchasing Pledge (GFPP), summarizes progress made to date, identifies future priorities, and briefly examines how the GFPP reflects the unique capacity of the LA FPC to convene diverse stakeholders and initiate innovative policies and programs to promote a healthy, affordable, fair and sustainable food system for the Los Angeles Region.



The Good Food Purchasing Pledge

Background

Since the Los Angeles Food Policy Council (LAFPC) was founded in 2011, it has worked to build a vibrant, prosperous, and equitable food system for all of Los Angeles. Toward this end, the LAFPC has focused on providing three critical functions: connecting diverse leaders and experts; coordinating across existing efforts; and catalyzing new initiatives to foster systemic change. The story of the Good Food Purchasing Pledge (GFPP) illustrates how the LAFPC was able to leverage its unique relationship with city government and engage a wide range of stakeholders to develop, implement, and evaluate a tiered, multi-attribute institutional food purchasing policy with the potential to significantly increase Los Angeles' demand for more socially, environmentally, and economically sustainable food.

The GFPP was created to show that by implementing sustainable food purchasing practices, institutions can leverage their purchasing power to create a demand for food that is healthy, ecologically sound, economically viable, and socially responsible. Consider, for example, that the college and university food industry alone is estimated to generate approximately \$18 billion in revenue each year, and accounts for roughly \$5 billion worth of food purchasing annually, according to Real Food Challenge. As of 2004, the leading US health care purchasing organizations purchased \$2.75 billion of food annually, and the total health care food and beverage market was worth approximately \$12 billion.

The mission-driven nature and significant buying power of institutions such as universities, hospitals, school districts, and public agencies can advance a range of social, environmental, and economic goals through their food purchasing practices. Research on sustainable food purchasing policies suggests that there are three key components to a successful sustainable institutional food purchasing

The LA Food Policy Council



The Los Angeles Food Policy Council (LAFPC) is a collective impact initiative, working to make Southern California a Good Food region for everyone—where food is healthy, affordable, fair and sustainable. It was created in 2011 to convene leaders and experts across sectors, geographies, and socio-economic backgrounds to strengthen connections across the food system, and to facilitate and coordinate systemic change.

LAFPC is an independent multi-stakeholder initiative located in the Mayor's Office. It leverages its unique position to advance innovative food policies and programs through coalition-building, leadership development, and issue and policy advocacy. LAFPC promotes local growers, sustainable agriculture, fair working conditions, and the availability of healthy food.

The Good Food Purchasing Policy



policy: (1) a multi-attribute structure encompassing objectives such as nutritional, environmental, and labor; (2) input and buy-in from stakeholders inside and outside of the purchasing organization; and (3) a means to document and verify compliance with the policy's guidelines.

The Good Food Purchasing Pledge harnesses the purchasing power of major institutions to encourage greater production of sustainably produced food, healthy eating, respect for workers' rights, humane treatment of animals and support for the local small business economy. Structured similarly to the LEED Green Building Certification System, the GFPP's Guidelines emphasize five fundamental values:

- A Strong Local Food Economy
- Environmental Sustainability
- A Valued Food Industry Workforce
- The Humane Treatment of Animals
- High Nutritional Quality

A tiered, points-based scoring system allows participants to choose which level of commitment in each value category best suits the Good Food goals of their organization. The guidelines require that a baseline be met for each value category. Participants are awarded one to five stars based on their total score. An institution can receive additional points by increasing its level of commitment beyond the baseline in each value category. To maintain their star rating, participating institutions are expected to increase the amount of Good Food they purchase each year, even at the baseline level.

On Food Day, October 24, 2012, the City of Los Angeles became the first institution in the country to sign the Good Food Purchasing Pledge. A few weeks later, the Los Angeles Unified School District—which serves 650,000 meals each day and is the largest food purchaser in Los Angeles—became the second institution to sign on. Because of the equal embrace of its five foundational values, the GFPP is recognized nationally as a “visionary model that is holistic, pioneering, and transformative.” It has been endorsed by over two-dozen prominent state and national organizations, including the American Diabetes and Heart Associations, California Food Policy Advocates, Change to Win, Environmental Working Group, the Food Chain Workers Alliance, the Natural Resources Defense Council, Physicians for Social Responsibility, Roots of Change, and UNITE HERE.



A Collaborative Approach to Policy Development

In April 2011, the LAFPC's "Build a Market for Good Food" Working Group started developing a model Good Food purchasing protocol for institutions across Los Angeles. Good Food procurement was a key recommendation of the Good Food for All Agenda created by Mayor Antonio Villaraigosa's Food Policy Task Force in July 2010. The LAFPC, itself a product of the Task Force's recommendations, saw procurement policy as pivotal to achieving the rest of the Agenda's recommendations.

Like the LAFPC, those who created the GFPP represented a range of organizations committed to a new approach to institutional food purchasing that took into account both food quality and the process by which food is produced. The Working Group's members represented the Food Chain Workers Alliance, the San Diego Unified School District's Farm to School program, the Los Angeles County Department of Public Health, the Natural Resources Defense Council, and Compassion Over Killing, an animal welfare organization. Other participants included local farmers, processors and distributors. The Working Group's members succeeded in creating the GFPP, a holistic food purchasing policy, in a context where few food procurement policies supported strong environmental sustainability, worker equity and small farmers simultaneously. By the end of the two-year process, those who participated developed an understanding of issues beyond their individual areas of expertise.

After extensive discussion and negotiation over competing priorities, the Working Group came to a consensus on the five fundamental values underlying the GFPP and a tiered approach that scored performance relative to each of the values. LAFPC staff shared their draft document with over 80 local and national experts in various fields. The document received enthusiastic feedback, with several reviewers commenting that it was the most comprehensive, far-reaching sustainable food procurement document they had seen. Robert Gottlieb, of Occidental College's Urban and Environmental Policy Institute, stated, "The breakthrough of this document is that it moves beyond local and embraces a much deeper value system. This focus reflects the work and mission of LAFPC and can change the discourse nationally."

The Working Group presented its work to the LAFPC Leadership Board in July 2012, where the draft document and a strategy to advance the policy within city government were enthusiastically endorsed. The Council's Los Angeles Unified School District representative later championed the policy within LAUSD as a model for school districts nationwide, an important endorsement of the GFPP and its objectives. A few months later, on October 24, 2012, Mayor Villaraigosa issued Executive Directive Number 24, the Good Food Purchasing Policy, directing all city departments making annual food purchases greater than \$10,000 to adopt the policy. On the same day, the City Council adopted a motion in support of the GFPP and directed the Chief Administrative Office to report annually on its implementation. Working Group members and other supporters attended and testified before Council



members. A few weeks later, LAUSD also adopted the GFPP, soon followed by Google LA and Roll Global. Altogether, these institutions serve over 750,000 meals daily.

GFPP Year One: Implementation Achievements

In 2013, LAFPC staff worked directly with food procurement officers to collect baseline data on purchasing practices and food service environments at each participating institution. Analysis of this data is now being used to assist these institutions in developing action plans to achieve compliance with the Good Food Purchasing Guidelines and set goals for further progress.

The GFPP has had an immediate impact in its first year. The following foundational milestones reflect the accomplishments of LAFPC staff responsible for GFPP implementation during the inaugural year of the policy:

- Supply chain transparency was developed for seven participating institutions, tracing their food purchases back to original sources. This transparency was achieved through close collaboration and data sharing between LAFPC staff, the institution and its food service provider, and other distributors and processors.
- LAFPC staff analyzed the food sourcing and purchasing practices of the seven institutions and prepared detailed reports on how their baseline food purchases aligned with GFPP guidelines.
- A master supplier database was created with over 1,000 suppliers ranked by their GFPP attributes. Eventually this database will include all California producers, and will be used as a resource for purchasing institutions and their vendors to identify suppliers with products that complement their purchasing goals under the GFPP.
- A Good Food Purchasers' network of participating institutions, food service providers and distributors was established to discuss their experiences with the GFPP and their reporting expectations, and to facilitate peer learning and networking.
- A Technical Advisory Committee was created to guide and monitor GFPP's implementation. Members include issue experts from the LA County Department of Public Health, the Food Chain Workers Alliance, California Food Policy Advocates, and two private industry experts in the affordable sourcing of healthy, sustainably-grown food products.

GFPP performance profiles of four first-year participants (LAUSD, the LA Convention Center, the Department of Aging, and the Department of Water and Power) can be found in Appendix B.



The GFPP Data Analysis

To assess progress toward achieving GFPP objectives, the LAFPC staff developed a tracking and scoring system. Food service providers then collected purchasing data and submitted it to LAFPC staff, who analyzed the data according to the five core GFPP values. For a detailed explanation of the scoring protocol refer to Appendix A.

As the matrix in Figure 1 (see page 6) illustrates, participating institutions show consistently high performance in the Nutrition category. Institutions are already demonstrating leadership in promoting healthy choices for their clients, customers, and employees through implementation of federal nutrition standards, healthy product placement at sales points, worksite wellness programs, and menus that feature fresh produce, whole grains, and lean meat. Institutions have also actively pursued values-oriented purchasing practices in the Environmental Sustainability and Local Economies categories; most institutions met or exceeded the baseline for purchasing from (large) local farms. Many institutions also utilize the Monterey Bay Seafood Watch framework to ensure that the fish they purchase is from sustainable fisheries or farms, purchase organic or hormone-free milk, or have introduced “Meatless Mondays” as a way to decrease the impact of meals served on natural resources such as air, water and soil. Within each category there are opportunities to expand on existing infrastructure (e.g. purchasing relationships and contractual agreements) to increase the proportion of foods purchased that meet GFPP standards and contribute to the overall impact of the GFPP program.

Valued Workforce and Animal Welfare emerged as the categories in which most participating institutions have not yet incorporated Good Food purchasing initiatives. While many of the participating institutions are currently leaders in their own cafeterias and kitchens—employing workers represented by unions and providing living wages and benefits—it is critical to ensure that these good practices extend down the supply chain. There is a range of opportunities to address these newer areas of values-based food procurement in future GFPP. For instance, in analyzing source data, if LAFPC determined that many suppliers had labor violations within the last five years, then LAFPC could work with institutions to ensure that their vendors provide written documentation that their suppliers follow basic labor laws, develop a system to track and verify these practices, and assist purchasers in helping suppliers come into compliance.

Figure 1.

	Meals Served	Local Economies	Environmental Sustainability	Valued Workforce	Animal Welfare	Nutrition
City of LA – Department of Aging (Morrison)	4,500 meals per day	Significant percentage of dairy purchases are from within 200 miles	<ul style="list-style-type: none"> Majority of seafood purchases qualify as “Green” and “Yellow” under the Monterey Bay Aquarium’s Seafood Watch Guide Significant percentage of dairy purchases are hormone-free. 			<ul style="list-style-type: none"> Limits added sodium, sugar, and fat Does not use deep-frying as a cooking method Has established an onsite wellness program with nutrition education.
City of LA – Convention Center (Aramark)	748,000 year (average: 2,050/day)	Exceeds baseline benchmark in sourcing local food items.	<ul style="list-style-type: none"> Purchases sustainably caught and/or farmed fish through partnership with Monterey Bay Seafood Watch Donates excess food to LA Regional Food Bank, in compliance with 2010 LA City Council action 	Aramark employees at the Convention Center represented by UNITE HERE.		<ul style="list-style-type: none"> * Re-arranged retail food outlets to promote healthy options, replacing high impulse items, e.g. candy and snacks with fresh fruit baskets near cash registers. * Sales of fruit and had no impact on overall sales.
City of LA – Department of Water and Power (Sodexo)	500 meals per day	Sourcing locally grown food where possible	<ul style="list-style-type: none"> Encourages employees to participate in “Meatless Mondays” campaign Donates excess food to LA Regional Food Bank required through contract, in compliance with a 2010 LA City Council action 	Sodexo workers at DWP’s cafeteria are represented by UNITE HERE.		<ul style="list-style-type: none"> Accepts EBT as payment Provides menu labeling as part of “Your Health, Your Way” campaign Has low-fat, low-sodium, and vegetarian options available at all meals
LA Unified School District	650,000 meals per day	<ul style="list-style-type: none"> Since committing to local sourcing in 2011, at least \$13 million in healthy produce purchases has been redirected to local farmers, processors, warehouses, distributors and workers. Over 95 % of LAUSD’s dairy products are sourced locally. 	<ul style="list-style-type: none"> Purchases only hormone-free milk Implemented “Meatless Mondays” Distributor, Gold Star, established a partnership with a supplier to produce 100% sustainable, California-grown wheat flour for all buns produced in the State beginning in 2014. 	<ul style="list-style-type: none"> 3,300 cafeteria workers in school cafeterias represented by SEIU Local 99. As the District begins to prioritize scratch cooking, cafeteria workers will have the opportunity to reintroduce culinary skills into their kitchens 		<ul style="list-style-type: none"> At the forefront of the school food movement for over a decade through initiatives such as the district’s healthy beverage and obesity resolutions and elimination of sugar-flavored milk in 2010. First school district in the US to implement the 2009 Institute of Medicine’s nutritional guidelines, adopted with the introduction of a new menu in 2011.
Guckenheimer Google LA & Roll Global	Information not available	Exceeds baseline benchmark in sourcing local food items by twice the target amount listed in the GFPP guidelines	<ul style="list-style-type: none"> Majority of dairy purchases are organic and remaining dairy products are hormone-free. Over 75% of seafood ingredients are rated green, according to Monterey Bay Seafood Watch Guide 	Amount of food purchased reflecting Valued Workforce criteria at Levels 2 and 3 was three times greater than the target amount listed in GFPP Guidelines.	Met baseline in Animal Welfare category for Google LA cafeteria, with a significant percentage of meat and dairy purchases coming from Level 3 sources (Certified Humane eggs, Global Animal Partnership for meats & poultry).	<ul style="list-style-type: none"> Over 25% of food budget is spent on fruits and vegetables Healthy beverages are placed at eye level. Sugary drinks are hidden behind frosted glass on the bottom shelf Offer daily vegetarian and vegan options Google employs “Core Performance” as an onsite nutrition and wellness provider.



Next Steps and Opportunities

The LAFPC staff and partners have identified six priority actions to build on the successes of the first year of the Good Food Purchasing Pledge and its contribution to a fair, healthy, and prosperous Los Angeles regional food system.

1. Use baseline reports to develop a roadmap for progress.

LAFPC staff will assist participating GFPP institutions in developing action plans for improving the nutritional quality of meal offerings and increasing Good Food purchases over time. Now that institutions and vendors understand the tracking system and baseline analyses have been conducted, actionable goals and benchmarks for continued progress over the next five years can be established.

2. Identify opportunities to use one product to meet purchasing goals across multiple value categories.

Certain food products can help institutional purchasing departments make progress in more than one GFPP value category. For example, antibiotic-free meat and dairy purchases allow institutions to accrue points in both the Environmental Sustainability and Animal Welfare categories. Purchasing less meat is another strategy that is rewarded in multiple categories (Environmental Sustainability, Nutrition, and Animal Welfare.) Further, cost savings associated with reduced meat purchasing could be redirected to more expensive Good Food products.

3. Leverage shared purchasing power.

Vendors serving participating institutions use many of the same suppliers. Participating institutions have expressed interest in approaching common suppliers and leveraging their joint purchasing power to request better quality products, such as antibiotic-free chicken and/or milk. LAUSD's successful collaboration with other school districts could serve as a useful guide for such opportunities.

4. Encourage partnerships with Good Food-oriented vendors.

Institutions serving large numbers of low-to-moderate income children have an opportunity to incorporate GFPP language into future vendor proposal requests. This will allow vendors serving high quality, nutritious meals to competitively bid on these contracts.



5. Cultivate leadership and expand resource-sharing opportunities.

Purchasers have expressed interest in learning from institutions excelling in those categories where they would like to improve. Continued relationship-building through the GFPP network will encourage dissemination of best practices for purchasing high-quality, GFPP-compliant products at affordable prices. Presentations, field trips, regular information-sharing meetings, and mentorship arrangements could also help facilitate peer-to-peer learning.

6. Address compliance issues.

The GFPP reporting process established supply chain transparency for institutions' food purchases that will help enforce existing policies, such as the City's and LAUSD's Sweat Free Ordinances. GFPP data analysis has uncovered compliance issues that would have otherwise gone unnoticed, and GFPP is paving the way to influence the supply chain.

The Good Food Purchasing Pledge and the Culture, Capacity and Impact of the LA Food Policy Council

As one of the LAFPC's first major initiatives, what can the Good Food Purchasing Pledge tell us about the value of the LAFPC as a change agent within the Los Angeles food system? One approach is to examine how the GFPP experience reflects the LAFPC's organizational culture and approach to measuring its value.

In its early months the LAFPC identified three initial ways of communicating its operating method as an informal working framework. These were the "3 Cs" – *Catalyze* (sparking local food system actions identified in the Good Food Agenda), *Coordinate* (managing interactions between the work of its members and others to better advance the Agenda) and *Connect* (bringing Los Angeles food system actors together to build a local Good Food movement). This framework allowed the LAFPC to articulate a coordinating and connecting role apart from the individual activities of its members. It also became valuable in communicating to partners and stakeholders LAFPC's place in the development of a sustainable and equitable local food system. The intended flexibility of both the framework and the Council's initial structure allowed for ongoing learning and transformation by all parties.

By avoiding narrowly defined goals and a rigid operating framework, LAFPC members and staff created a space to critically reflect on how the Council's role and function should adapt through experience, evolve in response to stakeholder needs, and react to emerging political and program



opportunities. The LAFPC's culture and core operating dynamic thus became the interplay of shared leadership between committed members volunteering their time and effort, supportive political officials, and highly-capable staff members. More specifically, a structure of issue-defined working groups, acting as subcommittees to the larger Leadership Board, was created and was consistently backed by staff expertise and support. As described in this report, the GFPP's creation and implementation display the effectiveness of this core dynamic.

After one year of implementation, management and monitoring, the LAFPC's experience in implementing the GFPP resulted in a richer vision of itself – still reflecting the 3Cs, but now also “3 Is” Incubation, Implementation and Impact. This reflects the GFPP developmental story; the program was incubated through an interactive process involving LAFPC staff, one of its working groups, its Leadership Board, and its relationship to public officials. It was then implemented through a coordinated effort by LAFPC staff, and its impact is now being systematically evaluated by LAFPC staff and their collaborators in the Community and Regional Food System (CRFS) Project at the University of Wisconsin-Madison. The “3I” perspective – with its emphasis on measurable change actions resulting from individual collaborative initiatives – expands the “3C” perspective focused on how the LAFPC creates an organizational foundation for separate food system change actions.

This one-year snapshot review of the GFPP confirms that the LAFPC's value to the LA food system is one of both convening and implementation. As of Spring 2014, the full impact of the GFPP cannot be determined, as it has been operational for just over a year and many of the intended outcomes and impacts of the policy require more time to be realized. However, in the first year alone, GFPP has prompted supply chain shifts that made an immediate impact on the local food system. Through its GFPP participation LAUSD and its produce distributor increased the overall amount of produce purchased and served to students, redirected at least \$12 million in healthy produce purchases to local businesses, generated over 150 new well-paying food chain jobs, and compelled production shifts toward sustainable, California-grown ingredients. These impacts were featured in a 2013 *Los Angeles Times* article. A recent follow-up article in the *Times* profiled how LAUSD's GFPP commitment has assisted an alliance of 31 small growers in San Bernardino County as they transition towards new crops after their orange groves were threatened by invasive pests.

As part of the collaborative evaluation process with the CRFS Project, the theory of change behind the GFPP has been articulated, the intended outcomes and impacts have been identified, and the link between the potential long-term impacts and the more immediate intended outcomes have been established. In January 2013, a CRFS project team conducted a logic model workshop with LAFPC staff and members of the GFPP Working Group that identified short-, middle- and long-term GFPP outcomes and impacts. The short- and middle-term outcomes developed in the workshop did not solely refer to the time it took to achieve them, but focused on the changes in knowledge and behavior the GFPP was trying to realize. Once those intended outcomes were determined the group then linked

The Good Food Purchasing Policy



them to the anticipated larger impacts of the GFPP. The theory of change articulated by these expected outcomes and impacts acts as a guide to determine what to track over the next GFPP year and longer. This includes not just changes in knowledge, such as how aware vendors and suppliers are of the GFPP, but also changes in behavior, such as an increased demand for Good Food within GFPP participating institutions, and changes in larger systemic and societal conditions, such as improving the affordability of Good Food to Los Angeles County consumers, improving the working conditions of workers, and ensuring ecological sustainability. Thus, the value of the LAFPC to the regional food system is one of outcomes and impacts occurring at different times and different levels of the system. The LAFPC is now well-prepared to communicate the types of changes the GFPP is trying to achieve, and monitor and measure the progress in realizing those changes.

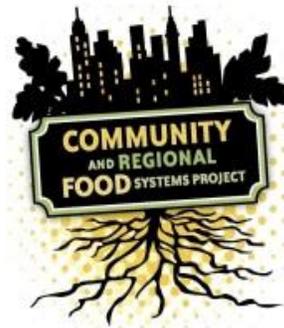
The Good Food Purchasing Policy



THIS REPORT WAS CO-AUTHORED BY ALEXA DELWICHE AND COLLEEN MCKINNEY OF THE LAFPC STAFF, AND LINDSEY DAY FARNSWORTH, SAMUEL PRATSCH AND MARTIN BAILKEY OF THE COMMUNITY AND REGIONAL FOOD SYSTEM PROJECT, BASED AT THE UNIVERSITY OF WISCONSIN-MADISON. THE PROJECT'S MISSION IS TO INTEGRATE RESEARCH, OUTREACH, EDUCATION AND ADVOCACY TO BETTER UNDERSTAND, DEVELOP AND SUSTAIN COMMUNITY AND REGIONAL FOOD SYSTEMS ADDRESSING FOOD INSECURITY AND RELATED GOALS IN AMERICAN CITIES.

PROJECT PARTNERS INCLUDE THE UNIVERSITY OF WISCONSIN-MADISON, UNIVERSITY OF WISCONSIN-EXTENSION, GROWING POWER, INC. AND THE MICHAEL FIELDS AGRICULTURAL INSTITUTE, ALONG WITH COMMUNITY-BASED ORGANIZATIONS IN MILWAUKEE, CHICAGO, DETROIT, BOSTON, LOS ANGELES, MINNEAPOLIS, CEDAR RAPIDS, IA AND MADISON, WI. THE LAFPC IS ONE OF THREE LOS ANGELES PARTNERS, ALONG WITH UNIVERSITY OF CALIFORNIA COOPERATIVE EXTENSION, LOS ANGELES COUNTY, AND COMMUNITY SERVICES UNLIMITED.

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Appendix A - Good Food Scoring Protocol

Food items fulfilling certain criteria at Levels 1, 2, and 3 were aggregated and divided by the *total* budget spent on all items. The percentages for every food category at each Level were combined and food service providers were awarded 1 point at Level 1 Baseline, 2 points at Level 2, and 3 points at the Level 3 if at least 15% of their total food budget was spent on Level 1, 2, or 3 food purchases in the categories of Local Economies, Environmental Sustainability, or Animal Welfare. In the Valued Workforce category, institutions received 1 point at the Level 1 Baseline if vendors signed in writing that their company and their suppliers’ comply with domestic labor law (including state and local), as well as the core standards of the International Labor Organization (ILO). Institutions received additional points if at least 5% of food purchases qualified as “Fair” at Levels 2 or 3. The final category, Nutrition, was scored based on a self-assessment of 25 nutritional goals pursued by the institution. The table above displays the points awarded based on the number of targets fulfilled. Components of the purchasing policy based on practices that could not be captured by purchasing records, such as participation in the “Meatless Monday” campaign, were awarded as bonus points under the appropriate value category. LAFPC staff combined Level 1, Level 2, and Level 3 points and bonus points awarded in each of the five value categories to find the total points and stars awarded to the institution, as shown above.

Good Food Purchasing Commitment Levels		
Stars Awarded	Good Food Purchaser Status Level	Number of Points Needed
★	Good Food Purchaser – One Star	5 - 9
★★	Good Food Purchaser – Two Stars	10 - 14
★★★	Good Food Purchaser – Three Stars	15 - 19
★★★★	Good Food Purchaser – Four Stars	20 - 24
★★★★★	Good Food Purchaser – Five Stars	25+

Notes on Scoring System	
Baseline requirement	All Good Food Purchasers must score at least one point in <u>each</u> value category (excluding extra credit points).
Mixing levels and values	Points may be earned by mixing various commitment levels and value categories. <i>Example:</i> 2 points from Level 2 of Valued Workforce + 1 point from Level 1 of Animal Welfare = 3 points total
Accumulation of points	Cumulative points may be earned if purchasers comply simultaneously with different commitment levels within a particular value category. <i>Example:</i> From the Environmental Sustainability category, participants can earn 6 points by fulfilling all the different requirements for Levels 1, 2 <u>and</u> 3.
Expectations for increased commitment	After one year of participation in the program, purchasers will be expected to gradually increase the amount of Good Food that they purchase in order to maintain the same number of points. See Good Food Purchasing Guidelines for more details.

The Good Food Purchasing Policy



Example – ABC City Hospital ★★★ (Good Food Purchaser - Three Stars)

ABC City Hospital is a busy healthcare facility that has 200 beds and admits 14,000 people per year. Since ABC is a health-related organization, nutrition is a top priority for them. The hospital also places a lot of emphasis on fair labor practices with its own workers, and tries to support the local community as much as possible.

Points earned by ABC City Hospital:

Points Earned	Value Category	How points were earned	Examples
4	Value 1: Local Economies	<p>2 points from Level 2</p> <ul style="list-style-type: none"> 10% annual average of total cost of food purchases comes from outside of the local 200 mile range, but within California AND small scale operations (<180 acre farms). 5% annual average of total cost of food purchases comes from within 200 mile range AND medium scale operations (180-499 acre farms). <p>2 extra points</p> <ul style="list-style-type: none"> 5% of annual average of total cost of food purchases comes from microenterprise farms (<100 acres) and located within 200 miles. 1% of annual average of total cost of food purchases is grown/raised and processed in Los Angeles County. 	<p>- Level 2: 15% annual total cost of food purchases (ATC) comes from small scale CA producers (Swanton Berry, Lakeside Organics, T&D Wiley Farms)</p> <p>- 5% comes from medium scale SoCal producers (Weiser Family Farms, Cuyama Orchards)</p> <p>- 5% ATC comes from local microenterprise farms (McGrath Family Farms, Coleman Family Farms)</p> <p>- 1% ATC comes from LA County operations (Thorne Family Farm, Yasotumi Farms)</p>
1	Value 2: Enviro. Sustainability	<p>1 point from Level 1</p> <ul style="list-style-type: none"> 15% annual average of total cost of food purchases comes from combination of rBGH/rBST free and antibiotic free milk; produce from suppliers that participate in Stewardship Index for Specialty Crops; cage-free eggs; and pasture-raised beef. No seafood purchased is listed as “avoid.” 	<p>- Level 1: 15% ATC comes from Alta Dena Dairy (rBST free), Marin Sun Farms (pasture-raised beef), Eggland’s Best (cage-free eggs)</p>
5	Value 3: Valued Workforce	<p>2 points from Level 2</p> <ul style="list-style-type: none"> All suppliers sign in writing that they follow the law AND 5% annual average of total cost of food purchases comes from combination of Fair Trade certified products; and farms with social responsibility policies. <p>3 points from Level 3</p> <ul style="list-style-type: none"> 5% annual average of total cost of food purchases comes from a combination of farms with union contracts and worker-owned cooperatives. 	<p>- All suppliers abide by domestic labor laws.</p> <p>- Level 2: 5% ATC come from Fair-Trade products (coffee, tea, sugar, tropical fruit juices)</p> <p>- Level 3: 5% ATC come from farms with union contracts (D’Arrigo - Andy)</p>

The Good Food Purchasing Policy



			Boy Romaine lettuce, Dole vegetables, and Monterey Mushrooms) and a worker-owned cooperative (South Central Farmers).
1	Value 4: Animal Welfare	<p>1 point from Level 1</p> <ul style="list-style-type: none"> • 100% of eggs are cage-free. • Vendor does not have current capacity to meet animal welfare purchasing goals, so vendor submits a plan to achieve full compliance at baseline by end of Year One. 	<p>- <i>Level 1:</i> All eggs are purchased from Chino Valley Ranchers (cage-free)</p> <p>- Pork vendor submitted animal welfare compliance plan</p>
4	Value 5: Nutrition	<p>3 points from Level 3 + 1 extra point</p> <ul style="list-style-type: none"> • Meets all 25 items on healthy food checklist. 	- <i>Level 3:</i> Institution has satisfied all items on healthy food checklist
TOTAL: 15 points			



Appendix B - Profiles of Participating Institutions

At a baseline level, LAFPC staff determined that during the GFPP's first year its participating institutions are supporting a variety of initiatives promoting healthy food services and supporting local, sustainable food production. The actions and achievements of four first-year GFPP institutions are highlighted below. These reflect both the direct impact of the GFPP and other non-GFPP actions demonstrating the institution's commitment to Good Food practices in general.

Los Angeles Unified School District (LAUSD)

LAUSD, along with a robust network of parents, school board members, teachers, students, cafeteria workers, and advocates, has been at the forefront of the school food movement for over a decade through initiatives such as the district's healthy beverage and obesity resolutions, and the 2010 elimination of sugar-flavored milk. LAUSD was the first US school district to implement the Institute of Medicine's nutritional guidelines that then directed the introduction of a new menu in 2011. LAUSD again showed leadership in November 2012 when its Board adopted the Good Food Procurement resolution, followed the next month by a resolution addressing better nutrition policies. The LAUSD Food Services Division attributes its significant changes in sourcing and menu development to the restructuring of the District's bidding process, which moved away from a goods contract model and towards a service contract model. LAUSD has also made efforts to solicit students' opinions about new menu options and to implement changes accordingly.

GFPP achievements through its LAUSD collaboration highlight both the policy's potential and the influence that large institutions can exert over supply chain practices. As the second-largest school district in the country and the biggest food provider in the City of Los Angeles, LAUSD is an influential model for large public and non-profit agencies.

LAUSD's signature GFPP initiatives and accomplishments include:

LAUSD "will commit to continuing to work with our categorical partners on the sourcing and procurement of more local products, focus on local farms and farmers. [LAUSD will] focus all of our vendors on the Goals of the Good Food Procurement Policy obtaining their commitments to meeting the objectives."

Los Angeles Unified School District Food Services Division

The Good Food Purchasing Policy



- **Buying Local:** Since LAUSD committed itself to local sourcing through its affiliation with LAFPC, at least \$12 million in healthy produce purchases has been redirected to local farmers, processors, warehouses, distributors and workers. This redirection of procurement dollars to local businesses has generated over 150 new well-paying food chain jobs in processing and manufacturing. Over 95% of LAUSD’s dairy products are now sourced locally, and all milk is hormone-free.
- **Adopting Meatless Mondays:** In compliance with the GFPP Environmental Sustainability guidelines, LAUSD implemented “Meatless Mondays” as a nutritious alternative to meat-based meals. This single change meant that 650,000 meals per week had a decreased impact on natural resources including water, soil, and air.
- **Changing Production Practices:** LAUSD’s market influence impacts both farming practices and product ingredients. For example, to meet LAUSD and other California school district mandates for more nutritious, environmentally sustainable food, the District’s distributor, Gold Star, established a partnership with its supplier to produce 100% sustainable, California-grown wheat flour for all buns produced in the State beginning in 2014. These recipes are low-sodium and contain no high-fructose corn syrup. Source farms are required to use 3rd party-certified sustainable farming practices including water conservation, habitat preservation and air quality management, and workplace and worker rights. Additionally, LAUSD’s GFPP commitment has assisted an alliance of 31 small growers in San Bernardino County as they transition towards new crops after their orange groves were threatened by invasive pests.
- **Increasing Access to High Quality Products beyond the Cafeteria:** Due to the scale of Gold Star’s request for nutritious buns prepared without high-fructose corn syrup, its supplier decided to make similar changes across its product line, which is distributed to independent grocery retailers throughout Los Angeles, often serving high-need neighborhoods. It is expected that the GFPP, and future policies like it, will similarly influence the supply chains of public and non-profit institutions throughout the region, state and nation.

“We are very proud of our work with the LA Food Policy Council and appreciate the networking and guidance.

Gold Star

Los Angeles Convention Center

The Convention Center partners with Aramark for its food service operations, and was the first City department to enthusiastically sign the Good Food Purchasing Pledge. Together with Aramark, the



Convention Center has undertaken a variety of initiatives that promote healthy food service and support local, sustainable food production.

Nutrition: To achieve higher levels of compliance with the GFPP Nutrition guidelines, the Convention Center rearranged its retail food displays to prioritize healthier options, replacing high-impulse items such as candy and snacks with fresh fruit baskets near cash registers. As a result, the Convention Center and Aramark observed a substantial increase in the sales of fresh fruit.

Other achievements in the Nutrition category include:

- Purchasing seasonal, whole fresh fruits and vegetables.
- Reorganizing beverage cooler displays so that water, diet drinks, 100% fruit juices and other healthy options are placed at eye level.
- Offering whole-grain, high fiber options for breakfast and lunch.
- Maintaining a portion control policy, mandated by their Food Management Program.
- No trans-fats or partially hydrogenated oils in available food products.
- New vegetarian, vegan, and gluten-free options for customers.
- Customized menu options such as Kosher and special dietary menus.
- Adding fat-free and low-fat condiment options to all retail food menus and recipes.
- Purchasing primarily unprocessed, lean meats and skinless chicken.

"We hope to develop and utilize an "Approved Vendor List" (provided by the GFPP) as we move forward in the coming years. We envision working with other city Food Service components, collaborating in the process and sharing best practices."

Los Angeles Convention Center /
Aramark

Environmental Sustainability & Local Economies:

- Exceeds the baseline benchmark in sourcing local food items.
- Purchases sustainably caught and/or farmed fish through Aramark's partnership with Monterey Bay Seafood Watch.
- Advertises certain menu items, such as grass-fed meat and local tomatoes.
- Donates excess food to regional food banks.



Valued Workforce: The Convention Center has also demonstrated leadership in the GFPP Valued Workforce category. Through a partnership with the Coalition of Immokalee Workers, Aramark has established a reporting system that protects tomato workers in Immokalee, Florida from retaliation if they report labor violations. Even though Florida tomatoes are not typically sourced in California, and the Convention Center is not directly involved with this reporting program, this partnership between Aramark and CIW sets an industry example.

Future Actions: The Convention Center plans to encourage its vendors to continue supplying products that are compliant with the provisions of the GFPP.

Department of Aging

The City's Department of Aging works with food service provider Morrison and several non-profit subcontractors to deliver its Congregate Meals and Home Delivered Meals programs, providing approximately 4,500 meals per day to seniors at locations throughout Los Angeles.

Nutrition: The Department's commitment to serving healthy meals to seniors is demonstrated through the initiatives undertaken to limit added sodium, sugar, and fat in accordance with the dietary standards of the Federal Older Americans Act. The Department also:

- Prioritizes the purchase of fresh produce items.
- Does not use deep-frying as a cooking method.
- Established an onsite wellness program with nutrition education.

Together, these achievements are reflected in the Department's particularly strong performance in the GFPP Nutrition category.

Environmental Sustainability & Local Economies: Dairy purchases contributed to the Department's high score in the Local Economies and Environmental Sustainability categories, as a significant percentage of dairy products were sourced from within 200 miles and were hormone-free. Having the

"Sharing some of the successes and challenges coming from vendors and organizations larger than ours gives good examples of what is possible with team work and a commitment to improving the health of all that eat our food."

Los Angeles Department of Aging



majority of seafood purchases qualify as “Green” and “Yellow” under the Monterey Bay Aquarium’s Seafood Watch Guide also enhanced the Environmental Sustainability score.

Future Actions: Since receiving their GFPP results, the Department of Aging has scheduled a meeting with their largest food service provider to set goals and deadlines for increasing their Good Food Purchasing score within the next year.

Department of Water and Power

A key achievement for the Department of Water and Power was the inclusion of Good Food Purchasing Guidelines in its Request for Proposals (RFP) for food service vendors. This gave potential vendors an equal opportunity to propose their unique Good Food sourcing goals and menu ideas with the understanding that DWP has prioritized high quality food for its employees. The Department’s RFP serves as a model for the inclusion of similar language in other public agency RFPs.

Through DWP’s contract with its current food service provider, Sodexo, the Department operates several healthy and sustainable food service and purchasing initiatives. Additionally, DWP has an active environmental team that conducts a regular assessment of sustainability practices within the DWP cafeteria and makes recommendations for additional initiatives. In part due to this internal oversight structure, DWP maintains the following healthy and sustainable practices:

Environmental Sustainability & Local Economies:

- Encourages employees to participate in a “Meatless Mondays” campaign.
- Serves tap water in place of bottled water.
- Uses biodegradables to reduce packaging waste. Reusable food service items are required through the Sodexo contract.
- The donation of excess food to the LA Regional Food Bank is required, in compliance with a 2010 LA City Council action.
- Minimizes waste by encouraging reuse and recycling.
- Sources locally grown food where possible.

Nutrition:

- Accepts Electronic Bank Transfer (EBT) as payment.
- Serves meals that feature vegetables, fruits, and whole grains.

The Good Food Purchasing Policy



- Menus are labeled as being a part of the “Your Health, Your Way” campaign.
- Low-fat, low-sodium, and vegetarian options are available at all meals.

Valued Workforce: Sodexo workers at the DWP cafeteria are represented by the labor union, UNITE HERE. Employees are paid living wages and receive health and other benefits.

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In its first year the GFPP primarily involved public institutions. The LAFPC, however, fully recognizes the leadership and learning opportunities offered by private institutions. These are likely to have larger and more flexible food budgets, and are therefore better positioned to commit to sustainable food sourcing. During its second year, a GFPP goal is to engage sustainable food leaders to share knowledge and provide technical assistance to institutions and vendors new to the Good Food concept. Participating institutions from both the public and private sectors agree that the GFPP can assist in sharing best practices and strengthening institutional purchasing power.