

SUSTAINABLE FOOD PURCHASING GUIDE

A Framework to Help You Navigate
Recommendations for Sustainable Food
Purchasing at City Facilities & Events



The City of Ann Arbor -
Office of Sustainability
and Innovation



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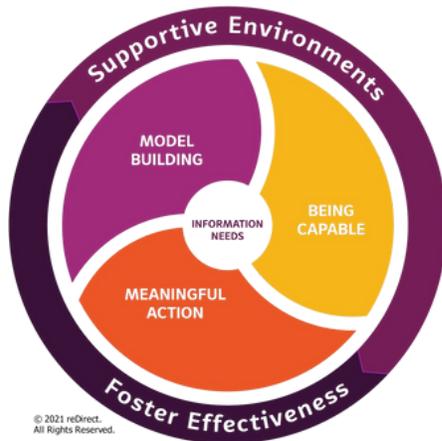
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GUIDE FRAMEWORK:

Supportive Environments for Effectiveness (SEE)



SEE Framework:

We have utilized reDirect's Supportive Environments for Effectiveness (SEE) framework to create this guide. This framework brings out the best in ourselves and organizations by meeting our informational needs. **This includes:**

- A Building Mental Models (Understanding):**
Model Building is about helping people **understand** and **explore** the world around them. In sustainable food purchasing, this means giving staff clear, simple information about **what** sustainable food is and **why** it matters, so they can feel less overwhelmed when learning.
- B Being Capable (Bandwidth):**
Being Capable means feeling **competent**, clear-headed, and equipped with the skills, tools, and resources to take action. It also includes **taking breaks**, especially when feeling overwhelmed by new information. In sustainable food purchasing, this means breaking the process into manageable steps and supporting staff in using their existing skills to make sustainable choices without added stress or mental fatigue.
- C Taking Meaningful Action (Meaningful Engagement):**
Meaningful Action is about ensuring people can participate in ways that matter to them and make a **difference** in the long run. It is also about helping people see the impact of their actions. In sustainable food purchasing, this means showing staff **how** their choices help build a healthier, more sustainable food system and community.



Feel free to flag any pages or concepts in this guide that are unclear, and reach out to **Azella Markgraf (AMarkgraf@a2gov.org)** with any questions. **Scan the QR code to learn more about the SEE Framework.** _____ →





CITY OF ANN ARBOR SUSTAINABLE FOOD PURCHASING PROGRAM

Introduction:

The City of Ann Arbor **Sustainable Food Purchasing Program (SFPP)** aims to improve the sustainability of the City's food procurement practices by providing detailed guidelines, recommendations, and support for staff who regularly purchase food. The program also seeks to reduce the environmental impact of the food system by promoting responsible food sourcing and management.

The purpose of this guide is to inform City of Ann Arbor purchasers about **what sustainable food is, why it matters** for the economy, environment, and society, and **how to purchase sustainable food**.

A²ZERO:

Changing the way that we use, reuse, and dispose of materials, including food, is a core strategy of **A²ZERO**, the City of Ann Arbor's goal, plan, and actions to achieve a just and equitable transition to community-wide carbon neutrality by 2030.

All of the recommendations and values in this guide have been carefully selected and explained to align with Ann Arbor's community sustainability goals, **shown below:**





HOW TO USE THIS GUIDE

01.

Build a Foundation:

This guide is designed to fulfill the requirements of Resolution 22-080. To read more, [click here](#).



To better comprehend the Sustainable Food Purchasing Program (SFFP), it is essential to first establish a foundation by reviewing a brief background and gaining an understanding of the local food system. You will also become familiar with sustainable food purchasing—**what it means, why it matters, and its broader environmental and social impacts.**

02.

Strengthen Your Knowledge:

Next, we will take a deep dive into the City’s primary considerations for purchasing sustainable food. This will include **two steps**:

- **A breakdown of the five core sustainability values used by the City of Ann Arbor.**
- **Detailed explanations of each criterion, including why it was selected and what to look for when making food purchasing decisions.**



Each criterion includes a **“Key Action”** callout, highlighted in green, to clearly show how you, as a City purchaser, can put this information into action. (You can see an example on page 10.)

03.

Apply What You’ve Learned:

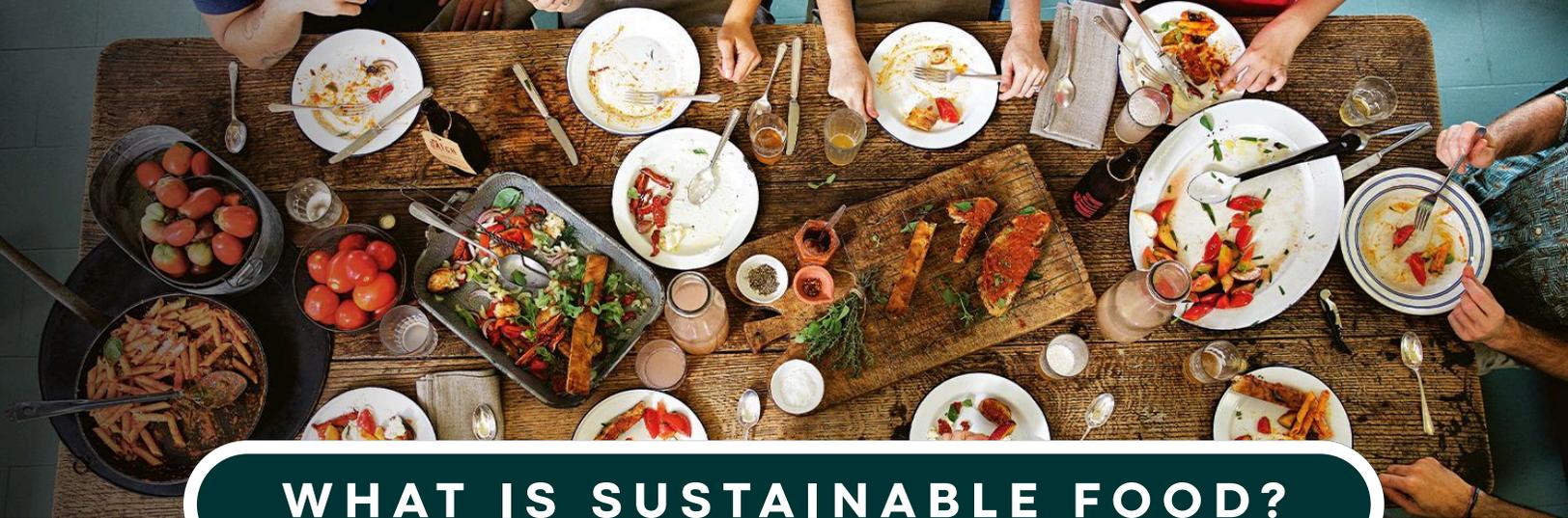
Once you’ve familiarized yourself with the guide, you’ll be ready to make informed, sustainable food purchases. **The final section of this document will discuss how to put these values into practice.**



The **Office of Sustainability and Innovations (OSI)** has also developed several practical tools. Please see all the provided resources and links on **page 22**.

READY TO DIVE IN? LET’S GET STARTED!





WHAT IS SUSTAINABLE FOOD?

Our Food Choices Matter.

The food we put on our plates each day profoundly affects the **wellbeing of our climate and environment, our bodies, our economy, and our communities.**

Food has the power to nourish us and bring us together. However, the current way that we **produce, package, transport, distribute, purchase, and consume food** comes at a significant cost to our planetary, human, and community health – a cost which is most often not reflected in the price of the food itself.

Sustainable Food Systems:

Experts agree that to curb the negative environmental, health, and social impacts of the food system, we need **systemic change across all sectors of the food supply chain.**

A more equitable and sustainable food system would:



Ensure that high-quality, health-enhancing food is accessible to all



Promote healthy and thriving local communities



Support fair & sustainable production methods



Contribute to a more diverse and equitable society



Enhance resilience in the face of unanticipated disruptions



FOOD SYSTEMS

Understanding the Food System:

In order to understand or build a mental model of sustainable food, it's essential to first understand how the food system works. Food systems are complex, interconnected networks of **people, organizations, places, and activities** involved in the production, processing, distribution, consumption, and disposal of food.

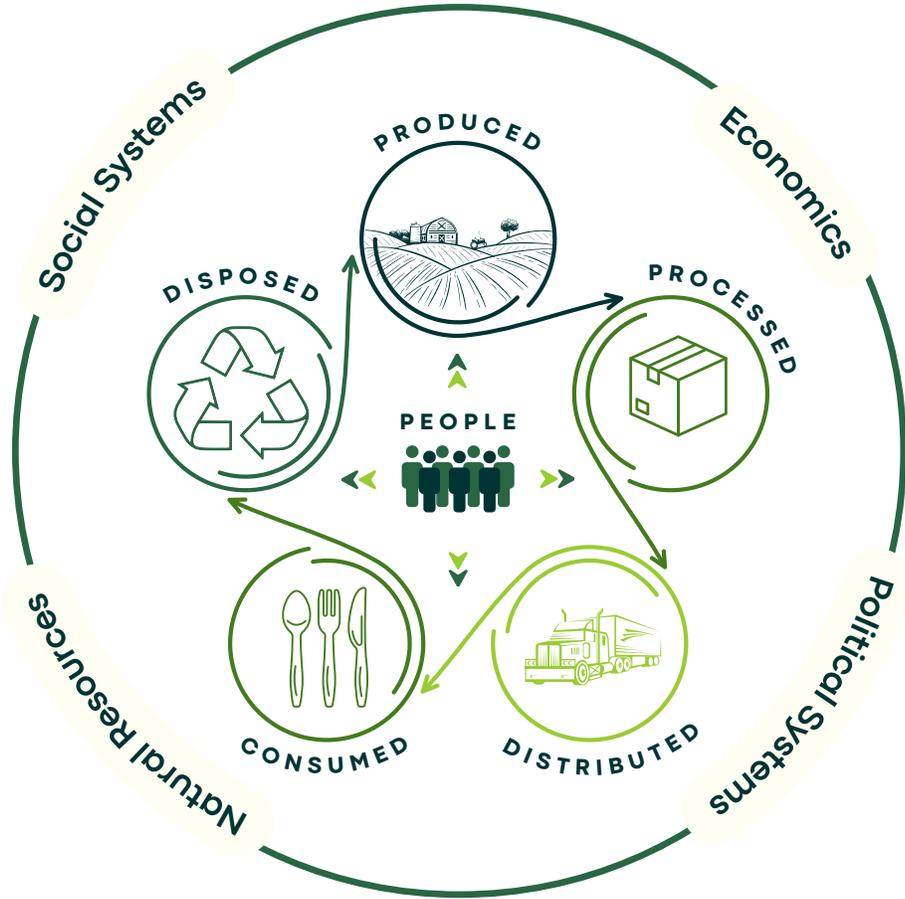


Figure 2.
The process of producing, processing, distributing, consuming, and disposing food.

They also include the socioeconomic and environmental contexts in which food-related activities occur, as well as the natural resources and ecosystems that support agriculture. In short, a food system includes “**everything from farm to table.**”



FOOD SYSTEMS

The Food Systems Approach to Sustainability:

A food systems approach looks at how all parts of the food system are connected and how these connections affect the way we **grow, distribute, and access food**. This approach emphasizes that addressing challenges within the food system requires coordinated, cross-sector action.

True sustainability means addressing social, economic, and environmental dimensions simultaneously, creating transformational systemic change. As a result, determining whether a food is “sustainable” is inherently complex—it usually involves weighing multiple and sometimes competing factors, rather than relying on a single criterion.



What is Sustainable Food & Food Systems?

Ann Arbor's Five Core Sustainable Food Values

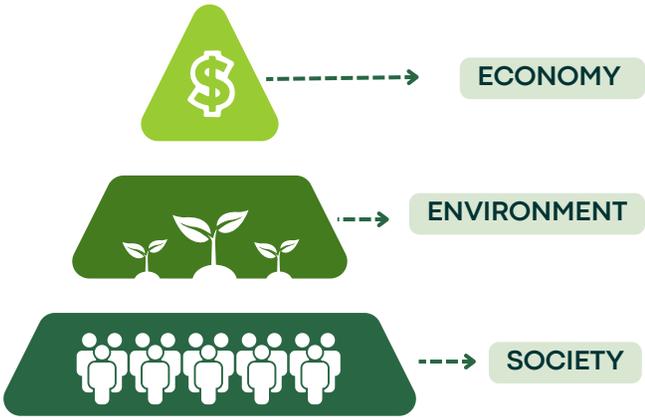


Why Does Sustainable Food Matter?

How to Purchase Sustainable Food



WHY DOES SUSTAINABLE FOOD MATTER?



Sustainable Food Purchasing/ Procurement

Sustainable food procurement refers to the practice of purchasing food in a way that maximizes value across its entire lifecycle—**benefiting not only the purchasing organization but also society, the economy, and the environment.**

Figure 1. Pillars of Sustainable Procurement

Where Sustainable Food Procurement Applies:

The City of Ann Arbor purchases food for sale at **concession stands and snack bars**, as well as for **events and meetings**. In addition to the usual considerations of budget and convenience, it is important for us to consider the broader impact of our operational choices and align our food purchases with sustainability goals.



NOTE: Throughout this guide, the terms “sustainable food procurement” and “sustainable food purchasing” are used interchangeably.

Largest Food Purchasers in Our Communities:

Municipalities and other large institutions, such as **hospitals, schools, universities, and correctional facilities**, play an important role in the transition to more sustainable food systems. Often, these “**anchor**” **institutions** are among the **largest** food purchasers in their communities. Institutional scale and purchasing power afford institutions significant influence over the food supply chain – including the ways that food is produced, priced, and distributed for consumption



WHY DOES SUSTAINABLE FOOD MATTER?

Influencers of Dietary Shift:

Institutions such as schools and workplaces are norm-setting environments, with the power to generate broader awareness that influences **what suppliers provide** and **encourages individual dietary shifts**. Ensuring sustainable institutional purchasing is an opportunity to incentivize the local food system to adopt more just and sustainable practices.

Purchasing Priorities:

The next section of the guide outlines the City’s sustainable food purchasing priorities, based on its Sustainable Food Framework with **five key areas**. While purchasing food that meets all five criteria would be ideal, this may not always be feasible. Instead, purchasers are encouraged to seek out options that align with **as many criteria as possible**.

WE’RE GLAD YOU’VE COME THIS FAR!

In the spirit of "Being Capable," take a moment to pause and let all of this information sink in. We’ve covered a lot, and **it’s okay to give yourself time to process before moving on**. When you’re ready, continue to the next page for a detailed breakdown of Ann Arbor’s five Core Sustainable Food Values.

What is Sustainable Food Purchasing?



Ann Arbor’s Five Core Sustainable Food Values



Understanding Food Systems

How to Purchase Sustainable Food

5 Core Sustainable Food Values

As a city staff member, you should consider the following values when purchasing food for the city and its events:

01.



Enhances community health and nutrition

02.



Minimizes negative impacts to climate, land, environment, & other life forms

03.

Supports a valued workforce



04.

Supports resilient and community-based local food economies



05.

Repairs current and historic injustices in the food system



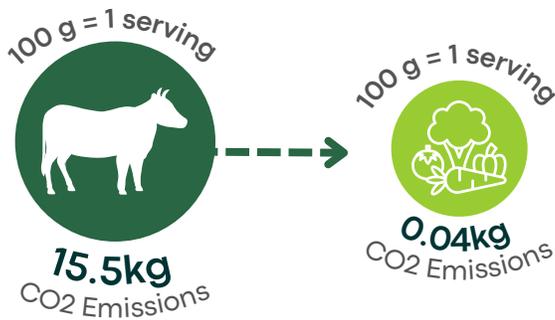
#1

MINIMIZES NEGATIVE IMPACTS TO CLIMATE, LAND, ENVIRONMENT, AND OTHER LIFE FORMS

A. Carbon / Greenhouse Gas Footprint:

The global food system is responsible for **25–30% of all global greenhouse gas (GHG) emissions**, making it one of the largest contributors to human-caused climate change.

Meat and dairy generate, on average, **twice the emissions** and require twice as much land as plant-based foods. Remarkably, **one serving** of beef produces the same amount of GHGs as 20 servings of vegetables. In addition to its climate impact, **animal agriculture** heavily strains land and water resources and contributes to water and air pollution. While some plant-based foods like **coffee, chocolate, and palm oil** also have high GHG footprints, shifting away from carbon-intensive products, especially beef, lamb, and dairy, is a critical step toward sustainability.



KEY ACTION !

- Aim to reduce meat and dairy purchases and increase low-carbon, plant-based options wherever possible.
- For any animal products that are still purchased, prioritize lower-emission proteins like chicken, turkey, and fish.

Figure 3. One Serving of Beef vs. One Serving of Vegetables

B. Organic Growing Methods:

The overuse of fertilizers and **pesticides** in agriculture causes major environmental damage, including greenhouse gas emissions, air pollution, and runoff that pollutes local waterways. Fertilizers and **pesticides** also carry significant health risks for both food producers and consumers. For more information, [read more here](#).

KEY ACTION !

- Choose certified organic foods or those grown using organic methods when feasible.
- Ask suppliers about their production methods to ensure you're supporting environmentally responsible agriculture.



*Organic Farming Methods

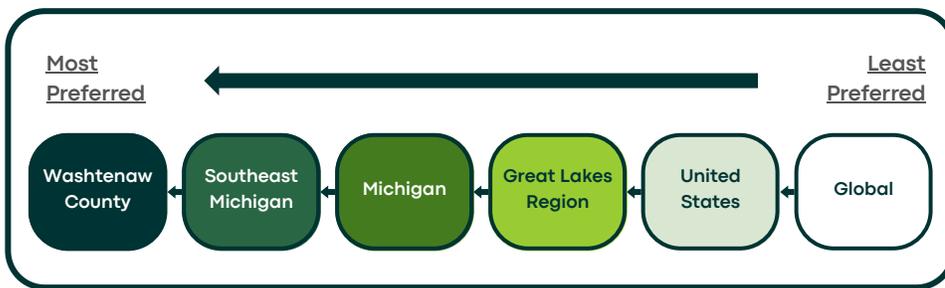
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MINIMIZES NEGATIVE IMPACTS TO CLIMATE, LAND, ENVIRONMENT, AND OTHER LIFE FORMS

C. Local Sourcing & Seasonality:

Transporting food over long distances, even between states, creates greenhouse gas emissions that contribute to climate change. While transportation accounts for only about **5% of food system-related emissions**, buying food grown closer to home can still help reduce that impact.

Most of our food is shipped by boat or truck, which has a lower environmental impact. However, a small portion, **about 0.16%**, is transported by plane, often because it spoils quickly. Air transport emits **50 times more greenhouse gases than sea freight**, making those few items especially harmful. This includes commonly eaten foods like asparagus, berries, and green beans, which are often available from local farms.



KEY ACTION !

- Prioritize food grown as far to the left of **figure 4** as possible, from local to international.

Figure 4. Local Sourcing Diagram

D. Wasted Food:

In the U.S., **30–40% of the total food supply goes uneaten**. Wasting food also wastes **all the inputs** that were used to produce, process, and distribute that food. When food decomposes in landfills, it releases **methane**, a potent greenhouse gas linked to climate change. Food service operations **can reduce waste on-site** by storing food properly, using older inventory first, distributing leftovers, and donating or composting surplus food.



*Examples of "Imperfect" & Bruised Foods



*Food Waste in Landfills

KEY ACTION !

- Purchase from vendors who actively reduce landfill food waste.
- Purchase bruised, oddly shaped, or otherwise "imperfect" foods, such as those shown in the top image.
- Order food based on expected event attendance to prevent food waste.

#1

MINIMIZES NEGATIVE IMPACTS TO CLIMATE, LAND, ENVIRONMENT, AND OTHER LIFE FORMS

E. Packaging Waste:

In addition to food waste, packaging waste, especially plastic, is a major sustainability concern. Plastics are made from fossil fuels and contribute to pollution, climate change, and health risks, accounting for **3.4% of global greenhouse gas emissions**. They take hundreds to thousands of years to break down, **releasing microplastics into soil, air, and water that can leach into food**. These particles have been linked to heart disease, stroke, inflammation, and other chronic illnesses.

KEY ACTION !

- Prioritize items packaged in reusable, compostable, or recyclable materials.
- Ensure that packaging is disposed of correctly to limit its environmental footprint. See examples above. ↗



*Recyclable/Compostable Packaging

F. Reduced Water Footprint:

Water is essential for food production, yet global freshwater supplies are under pressure from overuse, climate change, and population growth. Agriculture uses **70% of all freshwater** and contributes to water pollution through fertilizer runoff and pesticides, making it a key driver of global water scarcity. Some foods, like **meat, dairy, nuts, coffee, and chocolate**, require more water to produce than others.

KEY ACTION !

- Reduce purchases of water-intensive items like coffee, nuts, and chocolate.
- When meat/dairy are purchased, grass-fed and pasture-raised options are preferred due to lower environmental impact.

G. Healthy Soils:

According to the **U.S. Natural Resources Conservation Service**, soils perform five critical functions: regulating water, sustaining plant and animal life, filtering pollutants, cycling nutrients, and providing physical support, making it the foundation of food production. However, intensive agricultural practices lead to nutrient depletion, erosion, compaction, and increased carbon dioxide emissions.

KEY ACTION !

- Source from producers who use sustainable/organic farming practices, such as mulching, no-till or limited tillage, cover cropping, composting, agroforestry, rotational grazing, perennial cropping, and crop rotation.

#1

MINIMIZES NEGATIVE IMPACTS TO CLIMATE, LAND, ENVIRONMENT, AND OTHER LIFE FORMS

H. Protection of Natural Habitat & Biodiversity:

According to the United Nations, the global food system is the leading cause of biodiversity loss worldwide. Agricultural practices, such as the use of heavy fertilizers and pesticides, degrade ecosystems, destroy habitats, and disrupt wildlife.

Animal agriculture has a large impact: it occupies 77% of all agricultural land but provides only 18% of the calories consumed by humans. It also produces significant greenhouse gas emissions, driving climate change and further habitat loss. As the climate warms, ecosystems are damaged or altered, which puts even more species at risk, especially in sensitive areas like mountains, oceans, and coastlines.

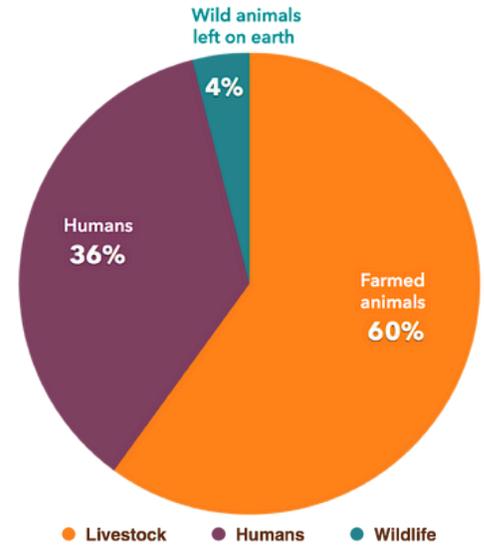


Figure 5. The Biomass Distribution on Earth

KEY ACTION !

- Support producers who use biodiversity-friendly practices, such as organic farming, no-till methods, regenerative, and agroecological systems.
- Purchase food that is mostly/entirely plant-based.

I. Animal Welfare:

According to the American Veterinary Medical Association, animal welfare includes all aspects of an animal's wellbeing: nutrition, environment, health, behavior, and mental state. Unfortunately, many farmed animals are raised in overcrowded, unsanitary, and inhumane conditions that compromise their welfare.

KEY ACTION !

- Choose grass-fed or pasture-raised products, particularly those produced using organic methods.
- Look for trusted third-party certifications such as **Certified Humane**, **Global Animal Partnership**, or **Regenerative Organic Certified**, or inquire directly with suppliers about their animal welfare practices.



See examples to the left.



#2 ENHANCES COMMUNITY HEALTH & NUTRITION

A.

Adherence to USDA Healthy Dietary Guidelines:

To be truly sustainable, food must also meet the dietary and nutritional needs of the people who consume it.

According to the **USDA Healthy Dietary Guidelines**, a healthy diet consists of a mix of whole and minimally processed fruits, vegetables, whole grains, lean proteins, and healthy oils, along with modest amounts of low-fat or fat-free dairy. Additionally, a healthy diet prioritizes foods and beverages with little to no sodium, added sugar, or saturated fat.

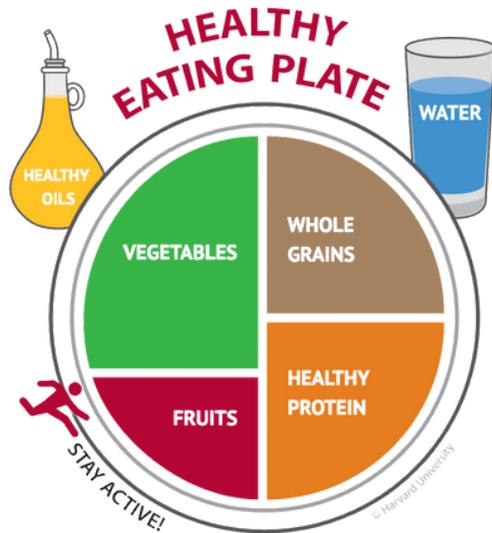


Figure 6.
Healthy Eating Plate - The Nutrition Source

KEY ACTION !

- Prioritize whole and minimally processed food/ beverage options and increase the amount of whole-grain food.
- Choose foods and beverages with fewer added sugars and less sodium and transition towards lean protein sources such as beans, tofu, nuts, chicken, and fish.

B.

Plant-Rich Diets:

In addition to the environmental benefits of transitioning towards more plant-rich diets, research shows that plant-rich diets are linked to positive human health outcomes. According to the **Harvard T.H. School of Public Health**, plant-forward diets are associated with a lower risk of conditions, such as heart disease, stroke, diabetes, cancer, and other diet-related illnesses and diseases.

This is largely because plant-based foods tend to be **lower in calories**, fat, and cholesterol than animal-based proteins, while also being **higher in fiber** and rich in vitamins, minerals, and antioxidants.



*Examples of a Plant-Rich Diet

KEY ACTION !

- Look for whole, minimally processed plant-based options that feature a variety of fruits, vegetables, whole grains, legumes, nuts, and seeds.
- Reduce the amount of red meat, especially processed red meat, offered.

#2 ENHANCES COMMUNITY HEALTH & NUTRITION

C. Culturally Appropriate Foods:

Accommodating religious and cultural food restrictions allows food service professionals to meet the diverse needs of residents and create a more inclusive environment.

Offering **culturally preferred foods** that also follow dietary guidelines supports a healthier, more sustainable, and inclusive food system, giving consumers access to familiar, nutritious options.



*Mexican Cuisine



*Middle Eastern cuisine



*Senegalese ceebu jen



*Uzbekistani Palov



*Korean Kimjang/Kimchi



*French Cuisine

KEY ACTION !

- Purchasers incorporate or adapt menu items that meet nutritional values, while reflecting the traditions of the populations they serve.

D. Affordability & Accessibility:

In the U.S., **1 in 8 families experience food insecurity**, meaning they lack consistent access to food that meets their nutritional needs and may not know when or where their next meal will come from.



*School meals are a crucial source of both affordable and nutritious food.

Public institutions, especially schools, hospitals, shelters, and other community spaces, can play a key role in expanding equitable access to healthy and sustainable food. However, improving the quality of food offered must not come at the **expense of affordability**, as this could unintentionally exclude those with fewer resources. Providing nutritious and sustainable foods at accessible price points helps close these gaps.

KEY ACTION !

- Purchasers should prioritize affordable and accessible food for the populations served.

#3

SUPPORTS A VALUED WORKFORCE

A. Fair Compensation:

The agricultural industry depends heavily on human labor, with food supply chain jobs accounting for over **10% of total U.S. employment**. Yet many of the workers growing and processing our food struggle to afford food themselves. **According to the U.S. Bureau of Labor Statistics**, food system jobs are among the lowest-paid in the country. Food system workers, many of whom are women and people of color, often lack healthcare, paid sick leave, and **other basic benefits**.

To build a sustainable, equitable, and resilient food system, it is critical to ensure fair compensation, protections, and dignified working conditions for food system workers, who are essential to the health and security of our nation's food supply.

KEY ACTION !

- Source food from suppliers that provide fair compensation, follow U.S. labor laws, and treat workers ethically.
- Prioritize vendors with third-party food justice certifications, such as the **Equitable Food Initiative** or **Food Justice Certified**. See examples below.



B. Safe Working Conditions:

Farm work involves hard, physical labor and exposes workers to numerous hazards, including **extreme heat, harmful chemicals, heavy machinery, and physically demanding tasks**, often without proper shade, water, or breaks. Workers regularly suffer from injuries, exposure to toxins, and dangerous conditions.

According to the **U.S. Centers for Disease Control and Prevention (CDC)**, agriculture is one of the most dangerous jobs in the U.S., with higher risks of workplace injury and death. Additionally, farmworkers report widespread **sexual violence and harassment**. Protecting food system workers is essential for community well-being and the economy.



*Dangerous Farmworker Conditions in L.A.

KEY ACTION !

- Source food from suppliers that provide safe working conditions for their employees and hold third-party food justice certifications, such as **Equitable Food Initiative** or **Food Justice Certified**.

#4

SUPPORTS RESILIENT AND COMMUNITY-BASED LOCAL FOOD ECONOMIES

A. Local Sourcing:

In addition to environmental benefits, purchasing locally grown and produced foods is **key to strengthening the local food economy**. When institutions prioritize local foods, they create **new market opportunities for producers**, which supports the long-term economic viability of local food and farm operations.



*Thriving Local-Food Economy

These local businesses, in turn, **recirculate more money into the local economy and generate employment opportunities**. They also contribute broader socioeconomic benefits to the community, such as philanthropy and community involvement.

KEY ACTION !

- Prioritize food grown as far to the left of **figure 4, on page 15**, as possible, from local to international.

B. Scale & Ownership of Food/ Farm Business:

Over the last century, the U.S. food system has undergone rapid consolidation, where a small number of large companies have gained control through mergers and acquisitions. As consolidation increases, large corporations gain **disproportionate control over prices, working conditions, and food access**.

This concentrated power also **pushes out small, independently owned businesses and further excludes historically marginalized producers, including BIPOC farmers, immigrant-run operations, and women-owned food businesses**. To help counteract these impacts, institutions and consumers can support a more equitable food system by purchasing from local, small-scale vendors and producers.



*Small Local Michigan Farm

KEY ACTION !

- Purchase from local, small- to mid-scale farms and food processors that are privately, cooperatively, or non-profit owned

#5

REPAIRS CURRENT AND HISTORIC INJUSTICES IN THE FOOD SYSTEM

A.

Prioritize Suppliers Who Have Experienced Negative Systemic Social and/or Economic Impacts:

Systemic inequities based on race, gender, sexual orientation, age, income, and immigration status are deeply embedded in the food system. Historically marginalized groups—including low-income individuals, Black, Indigenous, and Communities of Color (BIPOC); immigrants, and others- **face disproportionate barriers to accessing healthy, affordable food, leading to higher rates of food insecurity and diet-related chronic diseases.** These same groups make up a large share of the food system workforce, where they are often subjected to low wages and hazardous working conditions that negatively impact their health and well-being.

Institutional food procurement often **disadvantages small businesses, especially those owned by marginalized individuals,** due to complex requirements and low-bid policies that favor large corporations. To promote equity, institutions like city governments can reduce these barriers by incorporating sustainability and equity into selection criteria and providing technical support to help underrepresented vendors access these opportunities.

KEY ACTION



- Purchase from suppliers who have experienced negative systemic impacts from the food system.

WE'RE GLAD YOU'VE COME THIS FAR!

In the spirit of "Being Capable," take a moment to pause and let all of this information sink in. You now understand **what sustainable food and sustainable food procurement are**; the next section will walk you through how to begin putting it into practice. There are **five steps** you can follow at your own pace to help your department shift toward more sustainable food purchases.

What is Sustainable Food Purchasing?



Ann Arbor's Five Core Sustainable Food Values



Understanding Food Systems

How to Purchase Sustainable Food

BEST PRACTICES:

FOR SUSTAINABLE FOOD PURCHASING



Establish a Baseline



Create an Implementation Plan with Staff



Engage with Your Suppliers



Inform and Engage Your Customers



Track Progress, Document Changes,
and Celebrate Successes



Feel free to contact **Azella Markgraf (AMarkgraf@a2gov.org)** with any questions, concerns, or for assistance during your transition phase and as you reach the end of this guide.



Establish a Baseline

Before making changes, it's essential to understand your current food purchasing practices.

- After adopting the **Sustainable Food Purchasing Policy (SFPP)**, begin by taking inventory of the food items your unit regularly purchases, including any existing contracts with suppliers.
- Review purchasing data from the past 2–3 years to identify frequently purchased items and vendors.
- You can request purchasing data from the Finance Department via email and use the **Checklist** at the end of this guide to see where your department is already succeeding and where there are opportunities for improvement.



Create an Implementation Plan with Staff

Transitioning to sustainable food purchasing can feel overwhelming—but you don't need to do everything at once.

- Create a clear plan and timeline that outlines annual, measurable targets for improving sustainability.
- Tailor to your unit's specific needs and operations, and begin with easier changes (like items already available on the **A²ZERO Preferred Item List**) before moving on to more complex ones.
- Engage staff early in the planning process—their input, feedback, and buy-in are crucial to success.
- Communicate why these changes are being made, and highlight the personal, community, and environmental benefits of sustainable food purchasing.



Engage with Your Suppliers

Once your goals are in place, start the conversation with your current suppliers and begin to purchase sustainable food.

- Inform them about your department's sustainable purchasing commitments.
- Share key materials like the **Sustainable Food Framework** and the **SFPP Vendor Scorecard** and ask what sustainable options they already offer.
- You may need to update contract and bid language to align with sustainability goals. Model contract language is available and should be used when renewing or establishing contracts.
- When looking for new vendors, consult the **A²ZERO Preferred Vendor list**, which includes local caterers, eateries, and markets that already meet sustainability criteria.



Inform and Engage Your Customers

Once you've introduced sustainable options, it's important to let people know!

- OSI offers communication tools and outreach resources to help engage staff and the public.
- Use tools like the "**A²ZERO Preferred**" labeling system to identify menu items that align with community sustainability goals, and help customers make informed choices.



Track Progress, Document Changes, and Celebrate Successes

Monitor your progress over time using feedback from customers and staff, sales data, and the performance of your new sustainable items.

- Keep a record of what changes you've made and how they've impacted outcomes.
- Finally, **celebrate your successes!** Share your progress with OSI, and we'll help amplify your efforts throughout the community.



Additional Resources:



Preferred Vendor's List

Preferred Item's List

Scorecard

Checklist

Webinar

Program Website