



RECOMMENDATIONS
FOR THE FOOD SERVICE
CONTRACTING PROCESS

*Contract & RFP Language that Would Lead to an
Increase in Local & 'Real' Food in the
University of Maine System
Dining Operations*

Submitted to

UNIVERSITY OF MAINE SYSTEM
FOOD SERVICE RFP COMMITTEE &
OFFICE OF STRATEGIC
PROCUREMENT

June 2015

COVER LETTER

June 12th, 2015

To: The University of Maine System Office of Strategic Procurement and the Food Service Request for Proposal (RFP) Committee

Maine's local food economy has grown in leaps and bounds in the last decade. The number of young farmers in Maine is surging, and the number of farms, as well as the amount of farmland under cultivation, are expanding—all bucking national trends. After a half-century of decline, agriculture in Maine is making a serious comeback.

The University of Maine System's upcoming food service contract could not be better timed for the University System to take advantage of, and further catalyze, Maine's rapidly expanding local food movement. It is with great enthusiasm for this tremendous opportunity—for the University System, and for Maine's farms, fisheries, and economy—that we, the undersigned Maine producers, businesses, students, and nonprofits, respectfully submit *Maine Food for the UMaine System* RFP recommendations.

This document represents considerable interest, deliberation, and energy on the part of more than 100 Maine producers (see [Appendix E](#)) and 19 non-profit organizations/groups. From within the University of Maine System, more than 1,500 students have signed on in support of this effort, as well as 11 key faculty representatives and Dining Services at The University of Maine in Orono. Earlier this spring, the Board of Trustees approved an update to the Environmental and Safety Policy for the University System to include a “reasonable preference” for sustainable food purchasing.

Our recommendations reflect a shared vision for what's possible—and practical—for the University of Maine System to achieve. Above all else, these recommendations reflect broad-based excitement and support for the University System to make a strong commitment to partnering with Maine's agriculture and fisheries sectors.

This document is intended for the University of Maine System Office of Strategic Procurement, the food service Request for Proposal (RFP) Committee and individual Campus Committees, and the consultant(s) from Brailsford & Dunlavey as they work to develop the RFP.

We strongly urge the inclusion of these recommendations in the resulting RFP document that will be made public and shared with Vendors in August 2015. These recommendations can also serve as a basis for contract language for the finalized contract that will go into effect July 1, 2016. Beyond this document, we are eager to provide any additional information or perspectives that may be helpful. Thank you for your careful consideration of *Maine Food for the UMaine System* recommendations.

Sincerely,

Maine Food for the UMaine System Partners
(see below for more detail)

LIST OF PARTICIPATING & ENDORSING INDIVIDUALS & ORGANIZATIONS

ORGANIZATIONAL ENDORSERS (19)

1. American Farmland Trust
2. Coastal Enterprises, Inc.
3. Conservation Law Foundation
4. Cultivating Community
5. Environment Maine
6. Farm to Institution New England (FINE)
7. Health Care Without Harm
8. Island Institute
9. John Merck Fund
10. Maine Farmland Trust
11. MOFGA
12. Orono Economic Development Corporation
13. Penobscot County Soil & Water Conservation District
14. Penobscot East Resource Center
15. Real Food Challenge
16. Slow Money Maine Steering Committee
17. Southern Aroostook Soil and Water Conservation District
18. The Maine Association of Conservation Districts
19. The University of Maine Dining Services

INDIVIDUAL ENDORSERS (32)

Name	Role	Organization	Location
Riley Neugebauer (Project Coordinator)	Farm to College Coordinator	Farm to Institution New England	Lincolnville, ME
Genna Cherichello (Project Coordinator)	Organizer	Real Food Challenge	Portland, ME
David Schwartz (Project Coordinator)	National Campaign Coordinator	Real Food Challenge	Boston, MA
Taryn Hallweaver (Project Coordinator)	Director	Environment Maine	Portland, ME
Audrey Cross (Project Coordinator)	Student Organizer with Real Food Challenge, Ecology & Environmental	The University of Maine	Orono, ME

	Sciences Major		
Mike Gold (Project Coordinator)	Program Manager, Farm Viability	Maine Farmland Trust	Unity, ME
Marla O'Byrne (Project Coordinator)	Senior Vice President	Maine Farmland Trust	Belfast, ME
Ben Tettlebaum, Esq. (Project Coordinator)	Rhodes Fellow	Conservation Law Foundation	Portland, ME
Ken Morse	Coordinator	Maine Network of Community Food Councils	Norway, ME
Kyle Foley	Sustainable Seafood Brand Manager	Gulf of Maine Research Institute	Portland, ME
Robin Alden	Executive Director	Penobscot East Resource Center	Stonington, ME
Evan Richert	Town Planner	Town of Orono	Orono, ME
Michael Brennan	Mayor	City of Portland	Portland, ME
Gray Harris	Sustainable Agriculture & Food Systems	Coastal Enterprises, Inc.	Wiscasset, ME
Kathryn Michaud	Executive Director	Central Aroostook Soil & Water Conservation District	Presque Isle, ME
Aaron Englander	Farm and Program Manager	Erickson Fields Preserve	Rockport, ME
Mac McCabe	Sustainable Business Consultant		Portland, ME
Hugh Cowperthwaite			Portland, ME
Molly D. Anderson	Partridge Chair in Food & Sustainable Agriculture Systems	College of the Atlantic	Bar Harbor, ME
Daniel Sturrup	Executive Director of Auxiliary Services	University of Maine	Orono, ME
Larry Feinstein, Ph.D.	Assistant Professor of Biology	University of Maine at Presque Isle	Presque Isle, ME
Dr. Aaron Hoshide	Adjunct Assistant Professor/Faculty	University of Maine	Orono, ME

	Associate, School of Economics		
Meghan W. Duff, PsyD.	Associate Professor of Psychology, Psychology & Community Studies Program	University of Maine at Machias	Machias, ME
Mark B. Lapping	Distinguished University Professor, Edmund S. Muskie School of Public Service and Principal Investigator, The Maine Food Strategy	University of Southern Maine	Portland, ME
Dr. Marianne Sarrantonio	Associate Professor of Sustainable Agriculture	University of Maine	Orono, ME
Dr. Timothy M. Waring	Assistant Professor, School of Economics, Mitchell Center for Sustainability Solutions	University of Maine	Orono, ME
Dr. Melissa Ladenheim	Preceptor and Coordinator for Advancement & Judaic Studies Coordinator, Honors College	University of Maine	Orono, ME
Dr. Daniel A. Dixon	Sustainability Coordinator	University of Maine	Orono, ME
Dr. Samuel Hanes	Assistant Professor, Department of Anthropology	University of Maine	Orono, ME
Tony Gauvin, MSCS, MBA	Associate Professor of Electronic Commerce	University of Maine at Fort Kent	Fort Kent, ME
Grace Eason, Ph.D.	Professor of Environmental and Science Education	University of Maine at Farmington	Farmington, ME
Mark Haggerty, Ph.D.	Rezendes Preceptor for Civic Engagement, Faculty in the Honors College	University of Maine	Orono, ME

TABLE OF CONTENTS

<u>Cover Letter</u>	1
<u>List of Participating & Endorsing Individuals & Organizations</u>	2
<u>Section 1: Introduction</u>	6
<u>Section 2: Document Format</u>	9
<u>Section 3: Recommendations for the RFP Committee</u>	10
Decision-Making Rubric	
Contract Length	
Vendor Forum	
<u>Section 4: Highest Priority Recommendations</u>	14
Quantitative (20%) Commitments	
University of Maine System Food Working Group	
Tracking & Metrics	
Supply Chain Partnership	
<u>Section 5: Additional Recommendations</u>	22
Sustainability Expectations for Food Service	
Equity & Diversity	
Supply Chain Transparency & Accountability	
Menu Planning & Design	
Education & Marketing	
<u>Section 6: Appendices</u>	33
Appendix A: Glossary	
Appendix B: Recommendations for Purchasing Preferences by Product Category	
Appendix C: Vendor Proposal Requirements for Sustainability - Samples	
Appendix D: Overview of Student Petition & Survey Data	
Appendix E: Letter to the University of Maine System from Producers & Processors	
Appendix F: Summary of All Recommended RFP Language & Proposal Requirements	

Section 1

INTRODUCTION

LONG-TERM VISION

The University of Maine System has long played an important role as a partner to Maine communities and industries. Mainers are proud of their local food economy, and the University can play a key role in supporting and growing it.

The upcoming food service contract presents a tremendous opportunity for the University System to commit to partnering with Maine's growing base of food producers, and to institutionalize a food service operation that is deeply supportive of farmers, fishermen, and food producers.

This can be achieved by a University System that sees itself as a partner and engaged player in food systems issues and utilizes its resources (e.g., researchers, faculty/staff, students, purchasing power) to support and grow the food system in Maine. This type of food service would return value to the community it serves, with truly nourishing food for students, staff, and faculty, and well-paid and dignified jobs for food service staff.

Partnership between the University of Maine System and Maine's food producers is essential for the growth of Maine's local food supply chain. Without this commitment, much of the vision outlined throughout these recommendations is not possible. The commitment to these goals, and to problem-solving and infrastructure development statewide, is a precursor to success.

ECONOMIC DEVELOPMENT FOR MAINE

Agriculture is a growth sector in Maine and a bright spot in our economy. Recent USDA agriculture census data shows that between 2007 - 2012, the value of agricultural products increased during this period from \$617 million to \$764 million, or 24%.^{1,2}

Through an investment in local producers and products, the University System will boost revenue for these businesses, creating infrastructure investment, jobs, and a healthier economy.

Maine Center for Economic Policy (MECEP) found that \$58 out of every \$100 stays in the local economy when purchasing from local businesses, versus \$33 out of every \$100 when

¹ United States Department of Agriculture. (2007). 2007 Census Volume 1, Chapter 2: State Level Data. 2007 USDA Census of Agriculture, Volume 1. Retrieved from http://www.agcensus.usda.gov/Publications/2007/Full_Report/Volume_1,_Chapter_2_US_State_Level/

² United States Department of Agriculture. (2012). 2012 Census Volume 1, Chapter 2: State Level Data. 2012 USDA Census of Agriculture, Volume 1. Retrieved from http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_US_State_Level/

purchasing from a national chain. This translates to 76% more economic activity when buying locally.³

ATTRACTING & ENGAGING STUDENTS

This new approach, with a focus on local and sustainable food in dining, could be a revenue and retention model for the University System. Food is central to the student experience across campuses in the University of Maine System. Serving delicious, local, healthy food that supports students' values will enhance their engagement with Campus Dining and the University System overall.

Students, producers, and community members will feel increased engagement with and ownership of decision-making within campus dining, heightening investment in its quality and success. Involving students in the implementation of these changes will ensure progress in tracking, contractor accountability, and student investment in dining.

Ultimately, an outcome of this improved campus dining will be more students enrolling in meal plans, resulting in more revenue for the University. A robust connection between dining, the academic experience, and Maine's food economy could well serve as an attractor for students to the University of Maine System, increasing enrollment and engagement with food systems scholarship.

STRATEGIC PARTNERSHIPS BETWEEN HIGHER EDUCATION & COMMUNITY PARTNERS

The University of Maine, as the state's Land and Sea Grant institution, is poised to support and guide the implementation of this vision for the University of Maine System. Through partnering with University of Maine Dining Services, academic departments, and the system-wide Office of Strategic Procurement, research from the flagship university has the potential to inform supply chain development and a more sustainable food service that supports and is supported by Maine food producers.

Increased economic opportunities in the Maine's food system will provide more opportunities for University of Maine System alumni to stay in Maine, work in this food system themselves, and even supply the System's dining services with their products.

³ Maine Center for Economic Policy. (2011). *Buying Locally Pays Big Dividends for Maine's Economy*. Retrieved from <http://www.mecep.org/wp-content/uploads/2011/12/Fact-Sheet-Buy-Local-12-5-2011.pdf>

CURRENT COMMITMENTS TO SUSTAINABLE & LOCAL FOODS FROM THE UNIVERSITY OF MAINE SYSTEM

At the University of Maine in Orono, students are working on the Real Food Challenge, and they have been partnering with Dining Services. In the 2014-15 academic year, Ashley Thibeault completed the University of Maine's baseline Real Food percentage with funding from the Center for Undergraduate Research. The University has a significant partnership with Lakeside Family Farm in Newport, Maine, for several produce items, and has recently pushed for a stronger commitment from their primary distributor via a recent RFP.

The Maine Economic Improvement Fund (MEIF), established by the Maine Legislature in 1997, has been leveraged by the University of Maine and USM to conduct research in seven strategic areas, including Forestry & Agriculture and Aquaculture & Marine. It has created 1,300 jobs per year in the University System⁴ and serves as a current example of University research and development that goes to support our local economy and encourage community partnerships, including work focused on the food system. This fund will likely continue to be funded, and has the potential to see an increase in funding in FY2016.⁵

The University of Maine System Board of Trustees recently approved an update to the Environmental and Safety Policy for the University System to include a "reasonable preference" for sustainable food purchasing.⁶ This upcoming food service RFP process is an important opportunity to put this preference into action, and we offer these RFP Recommendations to provide a thorough outline and sample contract language to do so.

⁴ The University of Maine. *Maine Economic Improvement Fund*. Retrieved from <http://umaine.edu/meif/>

⁵ University of Maine System. (2015). *Maine Economic Improvement Fund (MEIF)*. In *University of Maine System Board of Trustees Full Meeting Materials May 17 & 18, 2015*. (61). Retrieved from <http://www.maine.edu/wp-content/uploads/2014/02/Full-Meeting-Materials-without-conf-info1.pdf>

⁶ University of Maine System. (2015). *Update to Board Policy 1002 - Environmental and Safety Policy*. In *University of Maine System Board of Trustees Meeting Actions May 17 & 18, 2015*. (5). Retrieved from <http://www.maine.edu/wp-content/uploads/2013/06/BOT-actions-May-2015.pdf>

Section 2

DOCUMENT FORMAT

Due to the detailed nature of this document, we have broken our recommendations into sections, as noted in the Table of Contents. [Section 3](#) contains *Recommendations for the RFP Committee* and focuses on the current process for decision-making and the contract length itself, and therefore the responsibility for these recommendations lies with the RFP Committee directly.

The *High Priority Recommendations* in [Section 4](#) and the *Additional Recommendations* in [Section 5](#) are focused on providing language for the upcoming RFP that explains expectations of the Vendor and which will help to garner responses from the Vendors as to how they plan to address specific objectives if they are to receive the contract.

Following an overview and brief rationale at the start of each section, we provide suggested language that can be inserted directly into an RFP document, and in some cases, was created based on existing RFP language from other colleges and universities. This language is found under the heading [RFP LANGUAGE RECOMMENDATIONS](#). Within sections, there are sometimes several key areas where we have provided recommended language, and so they are broken out individually.

In addition, there are also [PROPOSAL REQUIREMENTS](#) in several sections. In addition to language that demonstrates the values and operational objectives that the University System has of the Vendor, these are the quantitative or qualitative questionnaires, tables, or other documents that can be requested of the Vendor as a part of the RFP in order to ensure that they address these particular recommendations in their response to the RFP.

Footnotes have also been included throughout the document, rather than a list of citations, in order to make them more accessible for readers.

Lastly, the Appendices in [Section 6](#) include several important documents for review. They are referenced in the main text in one or more locations. The glossary in [Appendix A](#) contains the definitions for all words found in the main text that are in **bold, italics, and orange**. [Appendix F](#) pulls out only the RFP language recommendations and proposal requirements into one place without the rationale, introductions, or other information from this document, which we hope will make it easier to consult and draw from during the RFP drafting process.

Section 3

RECOMMENDATIONS FOR THE RFP COMMITTEE

RECOMMENDATIONS OVERVIEW

1. Decision-Making Rubric For The RFP Committee

Create a scoring system when evaluating Vendor proposals that assigns weight to local foods procurement, sustainability, Maine economic impact, and more.

2. Contract Length Recommendation: 5 Years

It is important that the next food service contract be shortened to 5 years maximum (from 10 years) in order to create accountability and a more engaged partnership with the Vendor.

3. Public Forum / Q&A For Vendors

Offer an open forum as a part of the RFP process in December for community and campus individuals and groups to ask questions and hear Vendor responses.

1. DECISION-MAKING RUBRIC FOR THE RFP COMMITTEE

In their upcoming food service contract, the University of Maine System has the opportunity to prioritize sustainability, local foods, transparency, and campus/community engagement. In order to ensure that Vendors are aware of the level of importance of these areas to the University System, it is critical to give these priorities weight in the RFP and in the scoring rubric that will be used to select the next Vendor. Other colleges and universities have used this tool with success, such as Ryerson University⁷ and Evergreen State College,⁸ on which the rubric below is based.

RFP LANGUAGE RECOMMENDATIONS

- **Stage 1 – Requirements (Pass/Fail):** A review of all received Proposals will be completed by the University of Maine System RFP Committee to determine compliance with all of the requirements listed in the RFP.⁹ Proposals that do not comply with all the requirements may be subject to disqualification and not evaluated.
- **Stage 2 – Qualitative Evaluation:** All Proposals that have passed Stage 1 of the evaluation process shall proceed to Stage 2 for evaluation by the RFP committee, with scoring based on the following criteria:

DECISION-MAKING RUBRIC - CRITERIA	WEIGHTING (POINTS)
Vendor Value <ul style="list-style-type: none"> ● meal plan rates ● service fees ● rebates ● labor ● food procurement plan that will align with 20% commitments 	25
Company Management & Experience <ul style="list-style-type: none"> ● on-site Food Service Director & management team ● references, with particular emphasis on those indicating Maine and New England connections and experience 	15
Program & Services <ul style="list-style-type: none"> ● menu-planning that has variety and considers affordability ● catering 	15

⁷ Ryerson University. (2013). *Request for Proposal (RFP) for Food Management Services*. Toronto, Canada: Ryerson University Financial Services.

⁸ The Evergreen State College. (2013). *Dining Services: Request for Proposals (RFP)*. Olympia, Washington: The Evergreen State College.

⁹ This language is borrowed from the Ryerson University example cited above, therefore the “Stage 1 - Requirements” from the University of Maine System would need to be determined for this to apply.

<ul style="list-style-type: none"> ● culturally-appropriate foods ● customer service ● food quality brands and non-brands ● hours of operation ● staff training and development 	
Innovation <ul style="list-style-type: none"> ● student engagement ● meeting campus diversity needs ● adding customers by improving quality, sustainability & programming 	10
Maine Economic Impact <ul style="list-style-type: none"> ● use of businesses owned and operated in Maine for food distribution, processing, repair, and other services ● purchase of local products grown and processed in Maine ● where outside brands are used on campus, priority is placed on businesses owned and operated in Maine 	10
Sustainability Measures & Local Foods Procurement <ul style="list-style-type: none"> ● menus that focus on seasonal availability and local/regional sourcing ● sustainability, environmental goals & overall accountability to goals 	10
Transparency & Campus/Community Partnership <ul style="list-style-type: none"> ● plan to be transparent with information about rebates, volume, and some pricing information to help with local foods sourcing and planning ● plan to participate in the University of Maine System Food Working Group, campus-based committees and working groups, & supply chain development efforts across the state 	10
Renovation & Alterations <ul style="list-style-type: none"> ● concept designs and ideas provided 	5
Total	100

2. CONTRACT LENGTH RECOMMENDATION: 5 YEARS

In order to make the changes detailed in this document, it is vital that the University System adopt a shorter contract term with their next food service provider. **We recommend that the next contract be limited to a maximum of 5 years.** This shortened contract term (in comparison to the previous 10 year contract) allows more active involvement with the Vendor from the University System administrators and community, and creates opportunity for any needed changes at the end of the five years, while still creating enough time for the Vendor to implement new practices and updated menus.

If traceable, accountable progress toward contract goals are not being made, as reported to and determined by the Office of Strategic Procurement and the University of Maine System Food Working Group, the contract with the Vendor will be under threat of termination.

3. PUBLIC FORUM / Q&A FOR VENDORS

In order to allow for public input or questions for the top Vendors selected by the University of Maine System and the RFP Committee, we recommend that the RFP Committee require the Vendors to offer an open Q&A session for anyone interested to attend, at the time of their final Vendor proposals in December. The University of Vermont implemented a similar approach during their recent Food Service RFP Process.¹⁰

¹⁰ The University of Vermont. (2014). *Dining Vendor Selection Process*. Retrieved From <http://www.uvm.edu/~saffairs/?Page=dining-RFP.html>

Section 4

HIGHEST PRIORITY RECOMMENDATIONS

RECOMMENDATIONS OVERVIEW

1. Quantitative (20%) Purchasing Commitments

- By 2020, purchase a minimum of each of the percentages below, where the percentage is based on the total dollars spent on food:
 - 20% **Real Food**
 - Products that are local & community based, fair, ecologically sound AND/OR humane
 - 20% **Maine Food**¹¹
 - Identify percentage goals for six product categories by the end of the first year of the contract in partnership with the University of Maine System Food Working Group
- Prioritize **New England Food** as a source for Real Food and foods that cannot be sourced from Maine (see more in [Appendix B](#)).
- Increase the percent targets incrementally if the contract extends beyond the 2020-2021 academic year

2. Create A University Of Maine System Food Working Group Convened By The University

- Led by students and staff/faculty/administrators
- Expect Vendor participation in the group
- Through the group, actively monitor adherence to contract requirements and act in partnership with the Vendor to research and implement new products, dining hall education, producer outreach, and more

3. Tracking & Metrics With The Real Food Calculator

- Use the **Real Food Calculator** to track Real Food and Maine Food purchasing, which includes the hiring of students on each campus to run these assessments

4. Supply Chain Partnership & Development

- Commit to a minimum of 20% Maine Food
- Implement innovative strategies for improving access to Maine Food
- Commit to collaboration with the University System and community partners to identify strategic production needs that align with University System demand for food products and work collaboratively and creatively to address these needs
- Offer an Annual Supplier/Producer meeting & transparent bidding process
- Provide transparent pricing and volume information

¹¹ While “Real Food” and “Maine Food” will be tracked separately, many food products may count for both categories.

1. QUANTITATIVE (20%) COMMITMENTS

We recommend that, given its influence in the state, the University of Maine System commit to clear, measurable goals, as suggested below, in order to create accountability and clarify the expectations for the next Food Service Vendor. The System would oversee implementation of these commitments across campuses and through the creation of a System-wide Working Group outlined below, will help compile the information from each individual campus to communicate and track the success of the System overall towards these goals.

Using the 'Real Food' standard¹² ensures alignment with peer institutions: 190 campuses currently utilizing Real Food criteria, as well as 241 institutions using the Association for the Advancement of Sustainability (AASHE) tracking program, which is benchmarked to the Real Food standard. In addition to local foods, the Real Food standard recognizes progress on purchasing of fair trade beverages, humanely produced meats, and other ecological products that are sourced outside of Maine. While Maine Food is included within the Real Food standard, adhering to an additional Maine Foods standard ensures Maine producers and processors reap the greatest benefit from the System's commitment.

We recommend that the University of Maine System adopt the following goals to provide a framework and clear set of priorities to the Vendor who will partner with the University System in operating food service on multiple campuses:

- A commitment to purchase a **minimum of 20% Real Food by 2020** to shift millions of dollars over the course of the contract length toward food that is local and community-based, humane, ecologically sound, and/or fair.
- A commitment to purchase a **minimum of 20% Maine Food by 2020** to keep millions of dollars over the course of the contract length in the Maine food economy, situating the University of Maine System as a key player in supporting and developing our local and regional food economy.
 - Ensure support for a wide base of farmers and suppliers, by coordinating with the University of Maine System Food Working Group to identify purchasing goals for individual product categories, by the end of year one of the contract. Please see [Appendix B](#) for recommended purchasing preferences by product category.
- A commitment to **prioritize procurement of New England food when products are not available in Maine** to shift millions of dollars into New England food producers and into building regional food distribution channels.

RFP LANGUAGE RECOMMENDATIONS

- The Vendor meets or exceeds the University's commitments to increase local, **organic** and ecologically sound, humane, and fair procurement. A minimum of 20% of food purchases will be sourced from producers and suppliers based on the Real Food criteria, and 20% of food purchases will be sourced from Maine, with an additional priority placed on food purchases sourced from within New England (outside of Maine), based on

¹² Real Food Challenge. (2013). *Real Food Calculator*. Retrieved from <http://calculator.realfoodchallenge.org/>

definitions and criteria included in this section. There is likely to be, and can be, significant overlap with these commitments. Proposals that outline a plan to exceed the 20% goals are encouraged.

- The Vendor ensures variety and support for a wide base of farmers and suppliers by coordinating with the University of Maine Food System Working Group (referenced below) to identify purchasing goals (as percentages of the overall purchasing in that category) for Maine Food for the product categories listed in [Appendix B](#). Those categories include produce, meat, fish/seafood, dairy products, eggs, and baked goods/grains. These purchasing goals would be determined by the end of year one of the Vendor's contract with the University of Maine System.
- The Vendor works in conjunction with the Universities and the University of Maine System Food Working Group to continue progress in this area throughout the contract period, with discussion and analysis pertaining to considerations of cost, benefit, supply, and demand.
- If the University System chooses to implement a contract length longer than 5 years, then the percentage of Real Food and Maine Food will increase by 2% for each additional year above 5 years. For example, if the contract lasted 7 years, then the Vendor will be required to source 24% Real Food, 24% Maine Food, and 14% New England Food.

2. UNIVERSITY OF MAINE SYSTEM FOOD WORKING GROUP

There are many individuals, organizations, and businesses with a current and potential role to play in increasing the amount of local food provided to the University System. One of the many benefits to working with the University of Maine System is the incredible wealth of knowledge, expertise, and enthusiasm offered by faculty, staff, and students. To fully incorporate and engage students, faculty, and staff, along with community practitioners and business owners such as producers and distributors, **we recommend that the University System convene a University of Maine System Food Working Group to hold the University System accountable to the commitments to Real Food, Maine Food, and New England Food, and to create a platform for innovation and problem-solving.**

We strongly recommend that the convener be the University System (possibly in partnership with community food system experts), as opposed to the Vendor, but that the Vendor be required to participate, given their central role. The exact makeup of this group may be determined through a conversation with relevant University of Maine System administrators and faculty, in partnership with community food system practitioners. In addition to Vendor participation, it is critical to also include students on this group, in addition to faculty, staff, and community members. Possible topic areas of focus for this group would likely include, but are not limited to: production/supply chain development; education & marketing; tracking & traceability; and research & student engagement.

Existing working groups are in place across the country at a number of institutions, including the University of Vermont and UMass Amherst. While working groups similar to those examples may form on individual campuses to support Dining Services, the recommended group would be an adaptation of the campus-based models in that it would operate across the System. The group would have a role in aggregating and reporting procurement data annually from across the various campuses, assessing progress towards procurement goals and identifying challenges, translating the challenges into research questions, and identifying researchers and funding sources to assist in developing and implementing projects that will ultimately benefit the University System and the state and regional food system.

RFP LANGUAGE RECOMMENDATIONS

The University of Maine System Food Working Group is tasked with implementing, discussing, and tracking progress of the goals outlined in the contract for food service at the University of Maine System. While the University System will convene this group, it will be critical to have the willing participation of the Vendor.

Given this, the Vendor will:

- Work with and participate in the University of Maine System Food Working Group (see more detail in the Tracking & Metrics section below)
- Partner with the Food Working Group on product changes and education
- Develop and present a plan for reaching the goals of 20% Real Food and 20% Maine Food by 2020, and prioritizing New England Food, in response to this RFP within 12 months of the award of this contract

3. TRACKING & METRICS

A commitment to increasing Real Food, Maine Food, and New England Food purchases creates demand that will catalyze and inform supply chain development statewide and regionally. In order to ensure accountability and student involvement in this effort, **we recommend that each individual campus use the Real Food Calculator as a tracking tool, given its success and use on many other campuses and given that it is the most robust tool of its kind. This will allow each campus and the University System to track foods that qualify as “Real,” “Maine” and/or “New England.”**

The University of Maine System Food Working Group will then compile and analyze campus data. These figures, monitored largely by students each year, in cooperation with the Vendor, will enable the University System to release annual reports showcasing progress towards the commitments. The Calculator provides the ability to track the number of products that fit within the Real Food Challenge criteria for local, fair, ecologically sound, and/or humane. It will also track the state of origin, with a focus on Maine and New England products.

RFP LANGUAGE RECOMMENDATIONS

- To ensure accurate and impactful tracking, the Vendor must participate in the University of Maine System Food Working Group at the System level and with Real Food Challenge students on each campus, as well as practice transparency by providing invoices and vendor contacts.
- An annual student-driven assessment of campus food purchasing on each campus will be undertaken using the Real Food Calculator, in partnership with the Vendor.
- Clarification of Roles^{13,14}:
 - Student Researchers (1-4 per campus): Student researchers will be primarily responsible for the completion of the Calculator assessment. This includes designing the scope and depth of the Calculator assessment in dialogue with Real Food Challenge, liaising with the University of Maine System Food Working Group, food service staff, and others. It includes outreach to vendors and distributors and ultimately, the publishing of a final report with Real Food percentages and other data.
 - Dining Directors: Responsible for providing access to all necessary invoices, purchasing data, and vendor contact information. Dining Directors are also expected to provide periodic feedback and support to the student researchers.
 - University of Maine System Food Working Group: Responsible for reviewing and publicly publishing results of the annual calculator assessment.
 - Faculty or Staff Advisors: Responsible for advising and supporting student researchers on an ongoing basis.
- Timeline & Institutionalization: Calculator Assessments are performed annually. This process can be easily institutionalized by providing hourly compensation for student researchers or providing academic credit through a faculty-sponsored internship, independent study, or annual food systems-related course.
- Relationship with Real Food Challenge: Real Food Challenge staff and organizers will provide regular technical assistance and support for Calculator Assessments. This includes training sessions, connection to Student Researchers and Dining Directors at other colleges and universities throughout the process, and a full review of assessment results before they are published.
- At minimum, there will be an annual public report developed by the University of Maine System Food Working Group, with support from the Vendor, detailing progress toward goals, including quantitative updates on food procurement, sustainability programming, educational collaboration, and supply chain partnerships. This report will be made easily and publicly accessible online.

¹³ Real Food Challenge. (2011-2012). *Best Practices for Campus Food Systems*. Retrieved from <http://www.realfoodchallenge.org/sites/g/files/g809971/f/201405/Best Practices for Campus Food Systems %281%29.pdf>

¹⁴ Real Food Challenge. *Real Food Campus Commitment*. Retrieved from http://www.realfoodchallenge.org/sites/g/files/g809971/f/201311/RealFood_CampusCommitment_0.pdf

4. SUPPLY CHAIN PARTNERSHIP & DEVELOPMENT

A commitment to purchasing Maine food creates synergy to build the capacity of local food producers and the system that supports them: through scaling up, increased infrastructure and aggregation opportunities, new funding opportunities, strategic partnerships, and more. This synergy, and growth, is critical to achieving a commitment to local products, and is an invaluable commitment by the University of Maine System to the communities that it serves.

The University of Maine System commitment to providing a Maine/New England/Real Food dining experience provides tremendous educational opportunities for its students, including study of sustainable food practices and methods of production, procurement, and transportation. A growing understanding of and engagement in the Maine food system creates the potential for students to stay in Maine to work in that system, either as farmers or workers in the effort to build Maine's infrastructure and aggregation.

We recommend that the University of Maine System take a leadership role and help to establish collaborations between public and private entities to further define the barriers and opportunities for expanding the agricultural and fisheries sectors of Maine and New England, identify possible solutions, assess the feasibility of those identified solutions, develop an implementation plan, and assist with implementation.

RFP LANGUAGE RECOMMENDATIONS

Commitment to 20% Maine Food and 20% Real Food; and Commitment to Ongoing Procurement

- In order to expand the availability of and access to Maine, Real, and New England Food, the Vendor will work with the University and partners to consider and implement new procurement models that include:
 - Offering insurance pool opportunities
 - Subsidizing **GAP** certification as Hannaford has done in the region¹⁵
 - Evaluating challenges and identifying possible solutions to growing supply to meet the specifications of serving the University of Maine System (e.g., transportation, processing facilities, etc.)
 - Partnering with producers, processors, and distributors to develop on-farm or campus-based infrastructure to make accessibility of local foods easier
 - Lending their expertise by providing on-farm audits
- The Vendor will propose and implement new and innovative strategies to maintain the affordability and accessibility of Maine, New England, and Real Food.

¹⁵ Vermont Agency of Agriculture Food & Markets. *USDA GAP & GHP (Good Agricultural Practices & Good Handling Practices)*. Retrieved from http://agriculture.vermont.gov/program_services/food_safety_consumer_protection/consumer_protection/usda_programs/gap_ghp

- The Vendor will work to develop additional strategies to continue and increase Maine/New England/Real Food procurement beyond 2020 in order to demonstrate support for a longer term vision for the success of Maine's Food producers and related businesses. Vendor participation in a University of Maine System Food Working Group is one important avenue to contribute to and develop these plans and relationships.

Environmental and Climate Impact Reduction

- The Vendor will reduce environmental/climate impact in its sourcing decisions through minimizing road miles and encouraging energy efficient transportation.

Partnership with the University of Maine System & Food Working Group, Academic Departments, and Community Partners on Supply Chain Development & Research

- The Vendor commits to working with the University System and other partners to develop a plan for collaborating with producers, processors, distributors, aggregators, and others in order to supply increasing percentages of Maine and New England foods to the University of Maine System and its individual campuses. There will be an emphasis on Maine producers. The plan should include strategies for smaller producers to work with individual campuses, as well as strategies for larger producers who could work System-wide. It will primarily include a market analysis that will evaluate the capacity of producers as related to: the demand of the University of Maine System; technical assistance and strategies to assist producers who are interested in scaling up to meet this demand; and education for customers and producers about opportunities in the Maine food supply chain.
- The Vendor will work with faculty, students, and staff to complete research projects and coursework related to the institutional food system in Maine, including sharing volume and financial information about products used by individual campuses and the System as a whole, with appropriate consideration of confidentiality between the Vendor and those conducting research.

Annual Supplier Meeting and Bidding Process

- The Vendor will sponsor, at its own expense, and in close coordination with the University client and local NGO partners, an annual forum open to all interested local, regional and 'Real' Food providers and their supply chain partners for the express purpose of explaining the Vendor's and University's current procurement policies, priorities and processes for new vendors.
 - This will include outreach to Indigenous, Minority and New American producers (***Socially Disadvantaged Groups & Farmers***), and this outreach will be demonstrated to the University of Maine System Food Working Group.
 - The goal of these forums is to provide transparent and equal access to information as well as to identify potential new suppliers, ultimately diversifying scale and geographic representation of producers within Maine and New England.
- Information shared at the forum shall include, but not be limited to, overviews of the University System and Vendor's:
 - Definitions and criteria for local, ecologically sound (especially certified organic), fair, and humane food

- Purchasing policies and preferences by product category
 - Process for becoming an approved and preferred supplier either directly or through a distributor
 - Food safety, liability and inspection requirements for suppliers (including estimates of associated costs)
 - Additional contracting standards required by Vendor's central procurement office, including volume targets and rebates
 - State bidding requirements and timelines
 - Product specifications and volume needs
 - Other corporate policies that affect the sales of products to the University of Maine System from Maine and New England producers
- The Vendor shall provide the opportunity for Maine's producers and processors to bid on products that are desired by the System or individual campuses. The Vendor will partner with University of Maine System Procurement Office and statewide partners to develop this local vendor bidding process in order to implement it by year three of the contract.

Transparent Pricing and Volume Information

- The Vendor will maintain throughout the year an up-to-date publicly accessible web archive of the information outlined above.
- Upon request, and for the express purpose of educating locally-based farmers, fishermen and processors, or for student/faculty research projects, the Vendor will provide up-to-date information on acceptable price ranges for individual products and product categories as well as volume information, broken down by facility.

Section 5

ADDITIONAL RFP RECOMMENDATIONS

RECOMMENDATIONS OVERVIEW

1. Sustainability Expectations For Food Service

- Commit to continue existing or implement new sustainability practices and policies
- Provide a plan for and demonstrate experience with various sustainability expectations in the following areas: menus & planning, procurement, education & marketing, equity & diversity, energy use, waste management, and transparency, tracking & accountability

2. Equity & Diversity

- Require Vendor to provide fair wages, benefits, positive workplace environment and right to unionize
- Require Vendor to regularly provide culturally-appropriate foods in consultation with religious and ethnic minority groups
- Require Vendor to ensure that historically Indigenous, Minority and New American producers are sought out and incorporated into the Vendor's local purchasing program

3. Supply Chain Transparency & Accountability

- Require Vendor to document and return all rebates to a special local food fund
- Provide accessible information about the approval process for suppliers/producers

4. Menu Planning & Design

- Conduct an annual customer survey to assess satisfaction among and between campuses, understand preferences, and identify possible opportunities and changes
- Partner with community and campus partners to develop and test new recipes that incorporate local and sustainable foods
- Create seasonally-based menus with consideration of the following: plant-based entrees, consideration of a philosophy that focuses on fewer choices but higher quality and sustainable ingredients, additional self-serve stations for salads, sandwiches, eggs/omelets, Maine baked potatoes, etc.

5. Education & Marketing

- Highlight the use of Maine Food and Real Food to students, faculty, and staff through labeling and other initiatives next to the food's selection or sale on campus
- Share information online about the University System's commitment to Maine Food and Real Food
- Hold Harvest of the Month events

1. SUSTAINABILITY EXPECTATIONS FOR FOOD SERVICE

Sustainability is defined in many ways, but often serves to both acknowledge global environmental and social challenges and indicate a responsibility in taking action to mitigate the damage and/or proactively find solutions to the challenges. Universities, as well as food service companies, often have sustainability policies, plans, and goals, and they often include sections that pertain to food. The food service RFP and contract provide a vehicle to indicate University values around sustainability, outline specific goals, and create expectations of the Vendor. These goals or expectations can relate to a number of topics such as energy use, waste reduction, food procurement, hiring practices, community engagement, and more.

We recommend that the University of Maine System provide a list of expected sustainability measures and practices that the Vendor must follow or develop, in addition to asking for the ways that the Vendor can continue to build upon and enhance these programs over the course of the contract.

RFP LANGUAGE RECOMMENDATIONS

The University of Maine System is seeking a food service partner to invest strategic, tactical, and financial resources toward actively creating a “best in class” sustainable and just campus dining experience. The successful Vendor’s proposal will be expected to demonstrate, through AASHE STARS, the Real Food Challenge, and other metrics, how they have addressed sustainability issues in Dining Services, because these will be utilized as performance metrics and are a part of ongoing sustainability measurement and reporting for the individual campuses.

The University defines sustainable dining practices¹⁶ as practices that:

- Protect, conserve and enhance soil, water, wildlife habitat and biodiversity
- Conserve energy, reduce and recycle waste
- Reduce or eliminate use of pesticides and other toxic or hazardous materials
- Maintain transparent and traceable supply chains
- Support safe and fair working conditions
- Guarantee food product integrity, with no genetically engineered or artificial ingredients
- Ensure healthy, humane animal treatment
- Ensure continual improvement of practices
- Increase local and regional sustainable economic development through procurement
- Promote equity in hiring and supplier choice

The following sustainability practices may be in place in some locations within the University of Maine System; if so, we ask that the Vendor continue to offer these programs, as well as improve upon them; if not, we ask that the Vendor develop a plan for these programs and implement them within the first two years of the contract.

¹⁶ Farm to Institution New England & Mass. Farm to School. (2014). *Sample Language & Resources for Local Foods in Contracts & RFPs*. Farm to Institution New England & Mass Farm to School. Retrieved from [http://www.farmtoinstitution.org/sites/default/files/imce/uploads/Local Food Language for Contracts.pdf](http://www.farmtoinstitution.org/sites/default/files/imce/uploads/Local_Food_Language_for_Contracts.pdf)

Menus & Planning (See more detailed recommendations on [pages 30-32](#))

- Plan seasonal menus based on what is available locally and regionally.
- Develop recipes that are focused on sustainable, healthy, and local options while balancing needs related to variety, cost, world cuisine, and student preferences.

Procurement (See more detailed recommendations on [pages 15-21](#))

- Meet or exceed the University's commitments to increase local, organic, and sustainable procurement. A minimum of 20% of food purchases should be sourced from local and sustainable producers and suppliers based on the Real Food Challenge criteria, and 20% of food purchases will be sourced from Maine, by 2020, based on definitions and criteria included previously. There should also be a preference for New England products when they are not available in Maine. There is likely to be overlap with these commitments.¹⁷
- Ensure variety and support for a wide base of farmers and suppliers by applying the 20% goal to individual product categories, as well as to the overall food budget. This means 20% of produce, poultry, beef and other meats, fish/seafood, dairy products, eggs, and baked goods/grains should be comprised of Maine Food.
- Work in conjunction with the Universities and University of Maine System to continue progress in this area throughout the contract, with discussion and analysis pertaining to considerations of cost, benefit, supply, and demand.
- Demonstrate an integrated knowledge of sustainable food sourcing, handling and production methods (e.g. non-GMOs, cage-free, free-range, organic, etc.). The Vendor must be able to articulate why these methods are important to the University of Maine System.
- Consider and implement new procurement models that include encouragement and assistance for producers to pursue GAP/GHP or Group GAP audits, performing producer audits, offering assistance related to infrastructure development needs, holding an annual producer/supplier meeting open to any producer, and developing a transparent bidding process for local producers.
- Build relationships with and preferentially source food from campus-based greenhouses, gardens, and farms where they exist.
- Use recycled content, chlorine-free food napkins.
- Use certified "green" and environmentally friendly cleaning agents. The emphasis is on products that are biodegradable, non-toxic, and with minimal to no use of dyes and fragrances.

Education & Marketing (See more detailed recommendations on [page 32](#))

- Participate as an active leader in education and implementation of sustainable food service for both the University and the greater community, including professional development and training for employees related to Real Food and Maine Food.
- Highlight ingredients, nutrition information, source of origin, allergy information, and sustainability information for foods (Real Food criteria, organic, Biodynamic, etc.) near where the food is selected or picked up.

¹⁷ If the University System chooses to implement a contract length longer than 5 years, then the percentage of Real Food and Maine Food will increase by 2% for each additional year above 5 years.

- Provide information about Maine, New England, and Real Food in an easily accessible format online.
- Offer events to accompany marketing and communication efforts, including, but not limited to, Harvest of the Month meals each month that feature ingredients that are at least 50% local.

Equity & Diversity (See more detailed recommendations on [pages 26-28](#))

- Promote fair labor practices, including a living wage for all employees and freedom to speak.
- Support Indigenous, Minority, and New American Producers in supplier choices and outreach and food system research.
- Provide culturally appropriate foods that respect the religious and cultural needs of students and others.

Transparency, Tracking & Accountability (See more detailed recommendations on [pages 28-30](#))

- Commit to continuous evaluation and improvement of sustainable practices.
- Play a leadership role, in partnership with the University System, to complete the Real Food Calculator, tracking of foods from Maine and New England, AASHE STARS, and other metrics, and offer opportunities for student internships and faculty collaborations to implement tracking efforts.
- Share information related to pricing and volume for specific products to assist in faculty and student research projects; and to assist with farm business planning.
- Provide or assist with the development of an annual report documenting progress towards sustainability goals and practices, including Real Food and Maine Food purchasing goals, sustainability programming efforts, educational collaborations, and supply chain partnerships.
- Participate in a University of Maine System Food Working Group (and on individual campus working groups as well, where they exist), which will focus on accountability to local and sustainable procurement goals as well as research and development to increase access to local and sustainable food. The Vendor shall be a key participant in this group.
- Provide full transparency regarding the value and nature of food rebates from its purchasing contracts.

Energy Use

- Conduct an energy audit of dining facilities to find out where energy use is most intensive, and then develop and implement a plan to address those issues.
- Consider and analyze energy use in decisions about equipment purchase and use.
- Include energy efficiency and conservation practices as a part of all staff training as it relates to the most efficient use of equipment; turn off lights at the end of the last shift; etc.

Waste Management

- Provide leftover foods to local food pantries and tracking to highlight the amount of food that is provided to the community.

- Conduct a waste audit every two years to understand the level of pre and post-consumer waste generated by the institution, share the data with the University of Maine System and campuses, and identify and implement measures to reduce this waste.
- Offer recycling in all locations.
- Offer pre and post-consumer composting in all locations and/or a willingness to partner with the University on this effort.
- Implement a reusable take-out container program that allows containers to be collected on campus, washed, and made available to students again (see University of Vermont's Program).¹⁸
- Offer environmentally friendly disposable packaging, where disposable packaging or takeout containers are needed, in addition to offering reusable options, including in branded or franchise operations.
- Use bulk condiments and other bulk products in all feasible locations instead of individually-wrapped options.
- Request that suppliers and distributors provide foods in food safe returnable packaging where possible (using returnable buckets or containers as opposed to cardboard boxes, for example), and/or preferentially source foods packaged in this way.

PROPOSAL REQUIREMENTS

To view sample Proposal Requirements for Vendors, please see [Appendix C](#), which includes language from several institutions, including language used in the 2005 University of Maine Dining Services RFP.

2. EQUITY & DIVERSITY

The University of Maine System and campuses are proud of their cafeteria and kitchen staff and strive to provide high quality, dignified and fulfilling jobs for hardworking Mainers. A staff supported with the fair labor standards listed below is the fastest way to a successful food service operation. Moreover, it is important that the University ensure that the Vendor's food options support students with diverse cultural needs and farmers with structural barriers to institutional markets.

RFP LANGUAGE RECOMMENDATIONS

Fair Labor Standards

- **Living Wage:** Vendor ensures that all workers employed by food service operations, including those managed under contract, are paid a living wage (including the cost of healthcare) as appropriate to the local region--with \$12/hr being an absolute minimum. The Vendor will publicly disclose on an annual basis the compensation paid to

¹⁸ Tanyeri, D. (2012). University of Vermont's Eco-Ware Reusable Takeout Container Program. *Foodservice Equipment & Supplies*. Retrieved From <http://www.fesmag.com/features/foodservice-issues/9956-university-of-vermont's-eco-ware-reusable-takeout-container-program>

employees, the average annual hours worked by employees, and the participation rate in health and retirement plans by employees.

- **Right to Free Association:** Vendor and associated contractors adopt a policy of neutrality with respect to attempts by employees to organize a union, refraining from any threats, coercion, or interference to promote or deter union representation. In addition, Vendor and associated contractors allow employees to decide the issue of union representation through a legal and democratic process of their own choosing.
- **Job Stability and Sustainability:** All current employees will be rehired on the basis of seniority, and no employees retained will be discharged without cause. If fewer employees are required, the food service provider will maintain a preferential hiring list of those not retained, and will rehire by seniority.
- **Protection for Immigrants and Asylum Seekers:** Vendor and associated contractors:
 - 1) will not take action against an employee solely because the employee is subject to an immigration proceeding where the employee is otherwise permitted to work;
 - 2) will reinstate an employee to the same position and seniority if that employee was terminated because of improper work authorization documents, but subsequently provides legal work authorization documents;
 - 3) will not participate in any voluntary programs to verify the immigration status of its employees, such as E-Verify; and
 - 4) will respect the right of employees to use the language of their choice when speaking amongst themselves during work hours provided that such conversations are conducted in a manner that is respectful of guests and other employees and is consistent with quality guest service.
- **Freedom to Speak and Transparency:** To encourage transparency and accountability, Vendor and associated contractors will not retaliate in any way against employees that disclose food safety or quality issues to students, the administration, or the Vendor itself.
- **Job Descriptions & Performance Standards:** The job descriptions of all dining service employees must include responsibilities that align with school's real food standards and goals. School must develop metrics to evaluate employee performance in meeting real food standards to be used during performance reviews.
- **Professional Development:** Universities will provide paid professional development days for staff to learn about Real Food and University Real Food policies, recognizing that this knowledge will improve staff's performance and investment in their workplace. These professional development days could include, but are not limited to, workshops on food systems issues, cooking/preparation skills trainings, local farm visits, and forums on school's Real Food action plan.

Support for Indigenous, Minority, & New American Producers

- Vendor will work to develop partnerships and purchasing relationships with Indigenous, Minority, and New American producers. Making up approximately 5%¹⁹ of the state's

¹⁹ United States Census Bureau. (2013). *State & County Quickfacts: Maine*. Retrieved from <http://quickfacts.census.gov/qfd/states/23000.html>

population, and often bringing extensive agricultural knowledge to the state, many farmers and cooperatives in these communities lack the pre-existing social networks or language skills to access institutional markets. As such, the Vendor will make special effort to reach out to entities, organizations, and intermediaries connected to Indigenous, Minority, and New American farmers and will strive to achieve, over the length of the contract, a level of purchasing from these producers commensurate with their demographic representation in the state, currently 5%.

- Vendor will demonstrate steps taken to develop these partnerships and purchasing relationships to the University of Maine System Food Working Group.

Culturally Appropriate Foods

- Vendor will provide a variety of culturally appropriate foods including those catering to particular religious needs (e.g. Kosher, Halal), as well as those that respect the cultural food traditions of enrolled students (e.g. Korean, Mexican-American, Indian cuisines).
- Vendor will consult with relevant student cultural organizations and offices to get input and recipes to incorporate into menu cycles.

PROPOSAL REQUIREMENTS

Fair Labor Standards

- Provide examples of how your workers are employed under fair working conditions, including but not limited to Employee Handbook excerpts.

Support for Indigenous, Minority, & New American Producers

- Demonstrate how your business will integrate sourcing from Indigenous, Minority and New American Producers into procurement practices, and how it will be tracked.

For Culturally Appropriate Foods

- Demonstrate how your business has provided or plans to provide foods that cater to student religious or cultural needs, and how your business has collaborated or plans to collaborate with student culture organizations on campus to develop recipes that represent student culture on campus.

3. SUPPLY CHAIN TRANSPARENCY & ACCOUNTABILITY

Transparency is a strong value of public institutions in an effective democracy. In order to be an effective provider and partner with the University System, potential local suppliers (farmers, fishermen, food hubs) need to have the same access to information as larger out-of-state suppliers. Meanwhile, food service vendors typically accrue large savings from volume rebates (garnered in exchange for 'preferred' status from its national suppliers) which are not reflected in

the cost of services to the institutional client. The institution should therefore be aware of and benefit from any savings the Vendor accrues on its behalf from suppliers.

RFP LANGUAGE RECOMMENDATIONS

Volume Rebates

- The Vendor will provide full transparency regarding the value and nature of food rebates from its purchasing contracts.
- Rebates shall be disclosed on a quarterly basis, and disclosures will provide the total dollar value of rebates received and the suppliers from which they were received.
- Any rebates accrued from suppliers selling to the University of Maine System must adhere to regulations Title 17-A Chapter 37 of the Maine State Criminal Code on Fraud.
- Where the Vendor is out of compliance with Title 17-A Chapter 37 of the Maine State Criminal Code on Fraud, or where no rebates or equivalent savings are reported, the University will assume a flat rate of 5% across all purchasing categories.
- The full value of rebates garnered from out-of-state suppliers (or the flat rate substitute) will be paid by the vendor on a quarterly (annual?) basis and assigned to a fund specially designated for Maine Food procurement and supply chain development and administered by the University of Maine System Food Working Group. Specifically, funds will be used to:
 - Support increased cost of transitioning to local products, where applicable
 - Support a grant program for small-scale Maine suppliers in need of infrastructure improvements (e.g. season extension greenhouse, new washer) in order to meet institutional markets
 - Subsidize the costs associated with becoming an approved Vendor (e.g. upgrades needed to meet GAP standards)
 - Special consideration will be given to Indigenous, Minority and New American farmers as well as smaller-scale operators
- The Vendor will develop an incentive plan for Vendor's management team that is aligned with fulfillment of the University's overarching objectives and programmatic expectations, and is not predicated on maximizing food rebates.
- Additionally, the University will significantly favor financial proposals that include a high degree of transparency regarding the dollar value of food rebates received both locally and nationally as well as other "below the client statement" contributions to profit.

Supplier Approval

- The Vendor will provide transparent access to information on its supplier approval process, posted online and shared through intermediary NGO organizations focused on local agriculture and fisheries.

- This process shall minimize barriers for low-resource producers and reflect scale-appropriate requirements.
 - Vendor, in tandem with local collaborators, will help individual producers work together to develop a group approach for addressing food safety and product liability requirements. Specifically, the Vendor will lower the amount of product liability insurance coverage required to no greater than \$1 million, so as to make this requirement feasible for small to mid-scale producers.

PROPOSAL REQUIREMENTS

In its proposal to the University of Maine System, prospective Vendors must:

For Volume Rebates

- Provide examples of the form and format of regular volume rebate disclosures, including exact dollar value; where such reporting doesn't currently exist, please describe the strategy that will be employed to develop such a reporting mechanism.
- Written examples of performance review templates that reward the Vendor's management team for efforts reflective of the university's interest in local and 'real' food compliance. Performance reviews and Vendor staff reimbursements will not be contingent upon compliance with national suppliers and associated volume thresholds.

For Supplier Approval & Bidding Process

- Provide examples of documents that outline the Vendor approval process and typical requirements for new and contracted Vendors.
- Articulate a bid process that provides a competitive advantage to local suppliers.

4. MENU PLANNING & DESIGN

Campuses throughout the country are finding innovative ways to adapt their menus so that they better reflect a set of values that they care about, including environmental and social sustainability, health, and local economic development. Menus can be designed based on the availability of local and regional ingredients, and recipes can be determined and developed with a focus on improving the health of customers, the ecosystem, and the community while still offering delicious foods that customers like.

RFP LANGUAGE RECOMMENDATIONS

Through innovative menu-planning, recipe development, and customer feedback mechanisms, the Vendor who partners with the University of Maine System can offer food choices and variety

that fulfill the needs of a diverse student body while providing healthier, more sustainable, and more local options that suit the needs of individual campuses.

The successful Vendor's proposal should include information that addresses their approach to a menu strategy that addresses the following:

- Fresh/scratch preparation, just in time or cook to order food preparation or self-serve stations wherever feasible
- Use of fresh foods that minimize use of processed foods and processed frozen foods
- Avoid fried foods - predominantly use cooking techniques such as baking, roasting, and braising
- Offer whole vegetarian and vegan proteins as entree choices at every meal, including the use of plant-based entree options that can appeal to a wide audience, with an emphasis on locally sourced items
- Consideration of programs to reduce portion sizes for meat, blend it with other proteins (ex. Bean/beef burgers), or remove it from the menu as part of meatless Mondays or another educational activity in order to promote a more plant-based diet
- Reduction or elimination of antibiotics and growth additives used in the production of foods served
- Integration of seasonally available local foods, and menu design that is predicated upon these ingredients
- Inclusion of self-serve stations that can focus on local items: eggs/omelets station, salad bar, maine baked potato bar, etc.
- Ongoing customer feedback mechanisms that will inform recipe development and menu design
- Strong rotational variety, if set menu rotations are used (a minimum 5-week entree menu cycle)
- Regular inclusion of new menu offerings
- A product mix that offers healthy foods with appropriate portions
- Culturally diverse menu options
- Is not reliant on carbohydrate based entrees and processed foods

The Vendor provides an avenue for customers to give feedback regarding their experience with dining services at individual University of Maine campuses, on an annual basis (at minimum). This feedback ensures that customers are receiving well-balanced nutritious meals while strengthening the relationship with the Vendor should there be any dissatisfaction or concerns with particular practices. Approaches that use technology (e.g. apps) and social media to engage students and solicit feedback will be preferred. The survey or tools used should be the same for each campus, in order to assess differences and similarities in customer preferences across campuses. The feedback mechanism should be designed to understand overall satisfaction with dining and compare that across campuses, understand needs and preferences on different campuses, identify opportunities for improved operations, and identify desired and feasible menu changes.

In addition to gathering feedback from customers, the Vendor partners with the University and the community on a program to develop additional local, seasonal menu options. This program includes participation in planning conversations to identify recipes and local ingredients to focus on, developing the recipes, and conducting focus groups and/or taste tests with students to understand their likelihood of success as a more permanent part of the menu.

PROPOSAL REQUIREMENTS

As a food service Vendor, your business has to make ongoing decisions about the types of foods you want to offer to University customers and how to maintain high levels of customer satisfaction. This sometimes means competing priorities and difficult decisions. Tell us about how you would manage the design of a menu in an all-you-care-to-eat dining facility where you want to offer variety, high quality foods with locally-sourced and sustainable ingredients, and also maintain a budget?

How do you gather customer feedback at other institutions, and can you provide an example of how feedback has led you to change your menu or operational practices?

If you were to work with the University and community partners on a project to develop more seasonal menus and recipes, what kinds of ingredients or recipes would you be most likely to focus on first, and why?

5. EDUCATION & MARKETING

As the provider of food service on campus, the food service Vendor has a critical role to play in highlighting the University's commitment to Maine, New England, and Real Food. The University of Maine System will only realize the full potential of its commitment to these foods - increased participation in dining, healthier and happier students, and positive visibility for the University System's efforts - if enough students, faculty and staff are aware of the positive changes occurring. To that end, the food service Vendor has a responsibility to make available information about origin, nutrition, and sustainability of products, as well as to showcase the University System's positive progress towards its commitment.

RFP LANGUAGE RECOMMENDATIONS

- The Vendor will commit to proactive marketing and communications in the areas of food sourcing, meal plans, and nutritional information.
- The Vendor will provide a robust, interactive, informative, and ADA accessible web presence for current and prospective students and families to include descriptors of campus locations, daily menu options, catering options, nutritional information. The website will highlight the University's commitment to Maine, New England, and Real Food.
- The Vendor will label all food items with nutritional information, an ingredients list, location of origin where available (farm/producer, town, state), sustainability information (Real Food criteria, organic, biodynamic, etc.), whenever possible. Labeling should be at the site of the food's selection or sale.
- The Vendor will support campus access to Maine, New England, and Real Food outside the Dining Services venues, which may include, but is not limited to, caterers providing

Real, Maine, and New England food, farmers' markets, and on-campus delivery of Community Supported Agriculture (CSA) shares.

- The Vendor will provide events to accompany marketing and communication efforts, which will be advertised at dining locations and on the food service Vendor's website for the school. Events will include, but are not limited to, Harvest of the Month meals each month that feature ingredients that are at least 50% local.

Section 6

APPENDICES

Appendix A: Glossary

Appendix B: Recommendations for Purchasing Preferences By Product Category

Appendix C: Vendor Proposal Requirements for Sustainability – Samples

Appendix D: Overview of Student Petition & Survey Data

Appendix E: Letter to the University Of Maine From Producers & Processors

Appendix F: Summary of All Recommended RFP Language & Proposal Requirements

APPENDIX A: GLOSSARY

REAL FOOD, MAINE FOOD & NEW ENGLAND FOOD

Real Food is a holistic term to describe products that are healthy as well as local (from within 250 road miles of the University), fair (produced in good working conditions), ecologically sound (organically or sustainably produced), and/or humane (good animal treatment and housing conditions). Local and fair refer to *who* produced the food, and ecologically sound and humane refer to *how* the food was produced. Processed or prepared foods with at least 50% of their ingredients qualifying as Real Food will be counted. See the Real Food Guide for further information.²⁰

Maine Food is food produced or harvested by a producer or processor whose business is owned and operated in Maine and which has gross revenues that represent less than 1% of the industry leader's revenue. This definition applies to the following food product categories: produce (fruits and vegetables), dairy, eggs, poultry, meat, fish/seafood, baked goods/grains, and grocery. Processed or prepared foods with at least 50% of their ingredients by weight qualifying as Maine Food will be counted.

New England Food is food produced or harvested by a producer or processor whose business is owned and operated in one of the six New England states, including Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont. The products will also have gross revenues that represent less than 1% of the industry leader's revenue. This definition applies to the following food product categories: produce (fruits and vegetables), dairy, eggs, poultry, meat, fish/seafood, baked goods/grains, and grocery. Processed or prepared foods with at least 50% of their ingredients by weight qualifying as New England Food will be counted.

²⁰ Real Food Challenge. (2014). *Real Food Guide Version 1.0*. Retrieved from http://www.realfoodchallenge.org/sites/g/files/g809971/f/201403/Real_Food_Guide_Version_1.0_March_2014_0.pdf

ALL OTHER TERMS

Aquaculture Stewardship Council Certification²¹

Certification that covers eight standards for responsible fish farming, and which covers 12 species groups: salmon, shrimp, tilapia, pangasius, trout, abalone, bivalves (oysters, mussels, clams and scallops) and seriola/cobia. These standards were developed through a series of global dialogues convened between 2004 and 2015, and with input from over 2,000 representatives of the global aquaculture industry, retail and foodservice sector, NGOs, government and scientific community. The ASC standards, can be found and downloaded from the Standards, Certification and Accreditation page on the ASC website. Once a farm is compliant and certified, its products can bear the ASC logo in order to provide customers and consumers a way to identify seafood from well-managed farms.

Best Aquaculture Practices (BAP) Certification²²

The standards in the BAP certification address environmental and social responsibility, animal welfare, food safety and traceability in a voluntary certification program for aquaculture facilities. BAP certification defines the most important elements of responsible aquaculture and provides quantitative, science-based guidelines by which to evaluate adherence to those practices. In addition to its coverage of shrimp, salmon, tilapia, *Pangasius*, channel catfish and mussels, the certification is available for facilities that produce species that include, but are not limited to, seabass, sea bream, cobia, seriola, trout, grouper, barramundi, perch, carp, flounder, turbot, striped bass, crabs, freshwater prawns and crawfish. The BAP program outlines standards for each type of facility, from hatchery and feed mill to farm and processing plant on their website.

Certified Humane

- **Animal Welfare Approved²³**

Animal Welfare Approved (AWA) is a food label for meat and dairy products that come from farm animals raised to the highest animal welfare and environmental standards. The program was founded in 2006 as a market-based solution to the growing consumer demand for meat, eggs and dairy products from animals treated with high welfare and managed with the environment in mind. AWA audits, certifies and supports independent family farmers raising their animals according to the highest animal welfare standards, outdoors on pasture or range.

- **Humanely Raised and Handled (Humane Farm Animal Care)²⁴**

Certifies farms that raise animals without antibiotics or added hormones and allow them to engage in natural behaviors with sufficient space, shelter, and appropriate handling to limit stress. Animal production methods keep the welfare of the farm animal in mind and are inspected for precise, objective standards for farm animal treatment.

²¹ Aquaculture Stewardship Council. *Creating the ASC Standards*. Retrieved from <http://www.asc-aqua.org/index.cfm?act=tekst.item&iid=2&iids=386&lng=1>

²² Best Aquaculture Practices Certification. *Frequently Asked Questions*. Retrieved from <http://bap.gaalliance.org/bap-certification/certification-faq/>

²³ Animal Welfare Approved. *Standards*. Retrieved from <http://animalwelfareapproved.org/standards/>

²⁴ Humane Farm Animal Care. *Our Standards*. Retrieved from <http://certifiedhumane.org/how-we-work/our-standards/>

Cage free²⁵

Birds were not raised in cages. They may still have been kept in overcrowded barns with no access to the outdoors. Ask more questions to see if birds were “pasture raised” or “Free range” rather than just cage free.

Fair trade²⁶

A certified label that guarantees that farmers and their workers got a living wage and a fair price for their labor and their product, and that the product was produced in an ecologically sound manner.

Fishery Improvement Project²⁷

A fishery improvement project (FIP) operates via an alliance of seafood buyers, suppliers, and producers. These stakeholders work together to improve a specific fishery by pressing for better policies and management, while voluntarily changing purchasing and fishing practices to reduce problems such as illegal fishing, bycatch, and habitat impacts. These projects are predominantly led by industry and other third parties. [The FIP Directory](#) has many resources as well as profiles of many FIPs around the world. To determine what might comprise a credible project, please utilize the [Guidelines for Supporting Fishery Improvement Projects](#) from the Conservation Alliance for Seafood Solutions.

Free range²⁸

A USDA-certified label that guarantees that animals (usually poultry) had room to move around and “access to the outdoors.” These standards apply to poultry bred for eating only, not to hens that produce eggs. It does not guarantee that the animals ever went outside or that the outdoor space provided was good pasture.

Global G.A.P. (Good Aquaculture Practice) Certification²⁹

An aquaculture standard that sets criteria for legal compliance, for food safety, worker occupational health and safety, animal welfare, and environmental and ecological care. This standard applies to a diversity of fish, crustaceans and mollusks and extends to all hatchery-based farmed species, as well as the passive collection of seedlings in the planktonic phase. It covers the entire production chain, from broodstock, seedlings and feed suppliers to farming, harvesting and processing.

²⁵ World Animal Protection. *What do the different egg labels really mean?* Retrieved from <http://www.choosecagefree.org/what-do-different-egg-labels-really-mean>

²⁶ World Fair Trade Organization, Fairtrade International, and FLO-CERT. *Fair Trade Glossary*. Retrieved from http://www.fairtrade.net/fileadmin/user_upload/content/2009/about_fairtrade/2011-06-28_fair-trade-glossary_WFTO-FLO-FLOCERT.pdf

²⁷ Sustainable Fisheries Partnership. *Fisheries Improvement*. Retrieved from <https://www.sustainablefish.org/fisheries-improvement>

²⁸ The Humane Society of the United States. *How to Read Egg Carton Labels*. Retrieved from http://www.humanesociety.org/issues/confinement_farm/facts/guide_egg_labels.html

²⁹ GlobalG.A.P. *The GlobalG.A.P. Aquaculture Standard*. Retrieved from http://www.globalgap.org/uk_en/for-producers/aquaculture/

GAP (Good Agricultural Practices)³⁰

The United States Department of Agriculture (USDA) offers voluntary independent audits of produce suppliers throughout the production and supply chain. Good Agricultural Practices (GAP) and Good Handling Practices (GHP) audits focus on best agricultural practices to verify that fruits and vegetables are produced, packed, handled, and stored in the safest manner possible to minimize risks of microbial food safety hazards. These audits verify adherence to the recommendations made in the U.S. Food and Drug Administration's *Guide to Minimize Microbial Food Safety Hazards for Fresh Fruits and Vegetables* and industry recognized food safety practices.

Grass fed

- **American Grassfed Association (AGA) certified³¹**

A third-party certification that guarantees that livestock have been raised on pasture and eaten mostly grass rather than grain or corn feed. This is a much more strict and humane grass-fed certification than the USDA certification.

- **Grass fed (USDA certified)³²**

A USDA certification that means that animals have been fed some grass. It carries no third-party verification. There is no regulation on what portion of the diet may be food other than grass, and these animals can be given feed other than grasses as long as the farmer documents what and how much.

- Note: Consideration of buckwheat and buckwheat silage as part of a grass-fed diet for livestock and dairy sourced in Maine and the region should be considered for favorable treatment, given its role in French Canadian and Acadian cultures and livestock production in Maine, its ability to grow without chemical inputs, and current research from Cornell³³ and Maine farms³⁴ on this subject.

³⁰ United States Department of Agriculture. *Grading, Certification, and Verification: Fresh Fruit and Vegetable Audit Programs*. Retrieved from <http://www.ams.usda.gov/AMSV1.0/gapghp>

³¹ American Grassfed Association. *Our Standards*. Retrieved from <http://www.americangrassfed.org/about-us/our-standards/>

³² United States Department of Agriculture. *Grass Fed Marketing Claim Standards*. Retrieved from <http://www.ams.usda.gov/AMSV1.0/ams.fetchTemplateData.do?template=TemplateN&rightNav1=GrassFedMarketingClaimStandards&topNav=&leftNav=GradingCertificationandVerification&page=GrassFedMarketingClaims&resultType=>

³³ Bjorkman, Thomas and Chase, Larry. Buckwheat for Forage. *Cornell University College of Agriculture and Life Sciences*. Retrieved From <http://www.hort.cornell.edu/bjorkman/lab/buck/guide/forage.php>

³⁴ Sustainable Agriculture Research & Education (SARE). Buckwheat Hay – A Quality Feed for Dairies in the Northeast? SARE. Retrieved From <http://mysare.sare.org/mySARE/ProjectReport.aspx?do=viewRept&pn=FNE10-698&y=2011&t=0>

Gulf of Maine Responsibly Harvested³⁵

The Gulf of Maine Research Institute (GMRI) is a nonprofit organization focused on stewarding the Gulf of Maine ecosystem, cultivating science literacy, supporting sustainable seafood, and strengthening coastal communities. The Gulf of Maine Responsibly Harvested[®] brand was created by GMRI to empower consumers to buy seafood that they could feel good about. Gulf of Maine Responsibly Harvested seafood is traceable to the Gulf of Maine region and meets important criteria around responsible harvest. The label is a promise that:

- The product hails from the clean, productive waters of the Gulf of Maine region, spanning from Nova Scotia to Cape Cod.
- The fishery is managed in a way that contributes to the long-term health of the resource.
- Suppliers of Gulf of Maine Responsibly Harvested product commit to continuously improving the sustainability of the seafood industry.

Hormone free³⁶

This applies to milk and beef products that have not been treated with hormones, because federal law prohibits the use of hormones on hogs and poultry, while federal regulations do permit the use of hormones for dairy and beef cows. Hormone free is often labeled as “Raised Without Added Hormones”, “No Hormones Administered”, or “No Synthetic Hormones” to indicate that no synthetic hormones were given to animals. Additionally, “RBGH-free” or “rBST-free” labels are also used on milk products to indicate that the cows who produced the milk were not treated with those hormones. Recombinant bovine growth hormone (also known as rBGH or rBST) is a synthetic growth hormone injected into dairy cattle to increase milk production. Several hormones are used for growth promotion in beef cattle. USDA has not developed standards for the “Raised without Added Hormones” and “No Hormones Administered” labels for beef products, so it is best to find out more information directly from the producer or processor where possible to ensure your products meet your standards.

Marine Stewardship Council (MSC)³⁷

A global nonprofit with fisheries standards and certification of sustainably caught wild fish. MSC does not address farmed fish. The Fisheries Standard has been developed in consultation with the fishing industry, scientists, and conservation groups. Seafood that carries the MSC ecolabel has come from a certified fishery. Certification for fisheries is voluntary and is open to any fishery involved in wild-capture of marine or freshwater organisms.

Organic (USDA certified)³⁸

Food grown without the use of chemical pesticides, herbicides, or fertilizers. Animals must be fed organic feed and cannot be given antibiotics or growth hormones. Organic foods may not be genetically modified or irradiated or contain artificial preservatives or additives. Organic meats must come from animals that are “free range.”

³⁵ Gulf of Maine Research Institute. *Responsibly Harvested Promise*. Retrieved from <http://www.gmri.org/our-work/sustainable-seafood/responsibly-harvested-brand>

³⁶ Food & Water Watch. *Labels That Tell You A Little*. Retrieved from <http://www.foodandwaterwatch.org/food/consumer-labels/labels-that-tell-you-a-little/>

³⁷ Marine Stewardship Council. *MSC Fisheries Standard*. Retrieved from <https://www.msc.org/about-us/standards/fisheries-standard/msc-environmental-standard-for-sustainable-fishing>

³⁸ United States Department of Agriculture. *National Organic Program*. Retrieved from <http://www.ams.usda.gov/AMSV1.0/noporganicstandards>

Raised Without the Use of Routine, Non-Therapeutic Antibiotics

Nontherapeutic antibiotic use is defined as any use of an antibiotic as a feed or water additive for an animal in the absence of a clinical sign of disease. Nontherapeutic uses generally include growth promotion, feed efficiency, weight gain, improved pigmentation, routine disease prevention, or any other routine purpose. Antibiotic uses for disease prevention are considered nontherapeutic unless it can be shown that one or more animals within a barn, pasture, or feedlot carry a disease, or unless an infection likely to occur because of a specific, non-customary situation (e.g. injury to an animal). If animals are ill they may be given therapeutic medicines until they recover. If animals are receiving antibiotics due to illness at the time of slaughter or during milking, these food products cannot be labeled Food Alliance certified. Site inspectors will examine production and veterinary records to ensure fulfillment of this fixed standard.³⁹

Real Food Calculator⁴⁰

A tool for tracking institutional purchasing over time. College and University students use the Real Food Calculator as a platform for discussion and action with dining services and administrators, and thus plays a crucial role in helping schools increase their real food purchasing. The only tool of its kind, the Real Food Calculator will allow each University in the System to set an accurate baseline of their Real Food and Maine Food purchases from which to grow through the length of the contract.

Socially Disadvantaged Groups & Farmers⁴¹

Groups whose members have been subjected to racial or ethnic prejudice because of their identity as members of a group without regard to their individual qualities. A socially disadvantaged farmer is a farmer who is a member of a socially disadvantaged group. Those groups include African Americans, American Indians or Alaskan natives, Hispanics, and Asians or Pacific Islanders.

Vegetarian fed

Fed with animal feed that contains no animal by-products.

³⁹ Food Alliance. *Hormones and antibiotics*. Retrieved from <http://foodalliance.org/about/principles-explained/no-hormones-or-nontherapeutic-antibiotics>

⁴⁰ Real Food Challenge. (2013). *Real Food Calculator*. Retrieved from <http://calculator.realfoodchallenge.org/>

⁴¹ United States Department of Agriculture. (1990). *Limited Resource Farmer and Rancher - (LRF/R) Socially Disadvantaged Farmer Definition*. Retrieved from http://www.lrftool.sc.egov.usda.gov/sdfp_definition.aspx

APPENDIX B: RECOMMENDATIONS FOR PURCHASING PREFERENCES BY PRODUCT CATEGORY

PRODUCT CATEGORIES

1. Produce (fruits and vegetables)
2. Dairy
3. Eggs
4. Poultry
5. Beef, pork, and other meats
6. Fish/seafood
7. Baked goods/grains, oils, and spices
8. Pantry items/canned/frozen
9. Prepared foods
10. Imported foods

Purchasing products that are sustainable is the cornerstone of a healthy and vibrant food system. Sustainable products are fresh and nutritious, beneficial to the environment, and supportive of Maine and New England's economy and local communities. Having clear and understandable purchasing criteria is essential for ensuring the food Vendor buys products that meet the University System's food service goals. The purchasing preferences below were developed based on examples from Emory University⁴², Yale University⁴³, and the University of Michigan Ann Arbor⁴⁴.

RECOMMENDATIONS FOR PURCHASING PREFERENCES BY PRODUCT CATEGORY

Note: The definitions for many terms and phrases in this section are included in the Glossary in [Appendix A](#).

1. Produce (Fruits and Vegetables)

Ultimate goal: Maine grown and **certified organic** (MOFGA, USDA) or intensive IPM

First priority: Maine Food (as defined above)

Second priority: New England grown

Third priority: certified organic (MOFGA, USDA)

⁴² Emory University. (2008). *Sustainability Guidelines for Food Service Purchasing*. Atlanta, GA: Emory University Sustainable Food Committee.

⁴³ Yale Sustainable Food Project. (2008). *Sustainable Food Purchasing Guide*. New Haven, CT: Yale Sustainable Food Project.

⁴⁴ University of Michigan Ann Arbor. (2014). *Sustainability Goal Reporting Guidelines*. Ann Arbor, MI: University of Michigan Ann Arbor.

2. Dairy

Ultimate goal: from Maine dairies, certified **humane** and certified organic

First priority: from Maine dairies and **hormone-free**

Second priority: from New England dairies, certified humane, and certified organic

Third priority: from New England dairies and hormone-free

3. Eggs

Ultimate goal: certified humane, from Maine, and certified organic

First priority: **cage free, vegetarian fed**, and from Maine

Second priority: certified humane

Third priority: cage free and from New England producers

4. Meats

Poultry

Ultimate goal: certified humane, Maine raised, and certified organic

First priority: Maine raised, **free range**, and **raised without routine, non-therapeutic antibiotics**

Second priority: certified humane

Third priority: New England raised and raised without routine, non-therapeutic antibiotics

Beef, Pork, and Other Meats

Ultimate goal: certified humane, Maine raised, and certified organic

First priority: Maine raised, **grass fed**, hormone-free, and raised without routine, non-therapeutic antibiotics

Second priority: New England grown, grass fed, and raised without routine, non-therapeutic antibiotics

Third priority: certified humane

5. Fish/Seafood

Wild-Caught

Ultimate goal: Landed and processed in Maine

First priority: Landed and processed in Maine

Second priority: **Gulf of Maine Responsibly Harvested** or harvested and processed in New England

Third priority: Harvested and processed in the United States or **Marine Stewardship Council** certified or in a credible **Fishery Improvement Project**

Aquaculture

Ultimate goal: Landed and processed in Maine

First priority: Landed and processed in Maine

Second priority: Gulf of Maine Responsibly Harvested or harvested and processed in New England

Third priority: **Best Aquaculture Practices (BAP) Certification**, or **Aquaculture Stewardship Council Certification**, or **Global G.A.P. (Good Aquaculture Practice) Certification**

6. Baked Goods/Grains, Oils, and Spices

Ultimate goal: Maine produced/processed (including 50% ingredients from Maine or more) and certified organic

First priority: Maine grown & processed (including 50% ingredients from Maine or more)

Second priority: certified organic

Third priority: Maine processed

Fourth priority: New England processed

7. Pantry items/canned/frozen

Ultimate goal: Maine produced (including 50% ingredients from Maine or more), minimally processed, and certified organic

First priority: Maine produced (including 50% ingredients from Maine or more)

Second priority: minimally processed and certified organic

Third priority: New England processed

8. Prepared foods

Ultimate goal: Maine prepared (including 50% ingredients from Maine or more), minimally processed, and certified organic

First priority: Maine prepared (including 50% ingredients from Maine or more)

Second priority: minimally processed and certified organic

Third priority: New England processed

9. Imported foods

Ultimate goal: **Fair Trade**/improved labor conditions, minimally processed, and certified organic

First priority: Fair Trade/improved labor conditions

Second priority: certified organic

APPENDIX C: VENDOR PROPOSAL REQUIREMENTS FOR SUSTAINABILITY - SAMPLES

SAMPLE A (BASED ON THE EVERGREEN STATE COLLEGE RFP)⁴⁵

The University is looking for an innovative partner with a strong commitment to sustainability. As such, please answer the following:

1. Address your business's commitment to sustainable practices as applicable to your business operation and services. This should be accomplished by outlining how sustainability is incorporated into your business practices and products, as they relate to the purchase and transportation of food, recycled content, energy efficiency, reduced packaging, products recycling/disposal, and any applicable certifications related to the products or services you provide. This is an opportunity for your business to show its innovation around initiatives, programs and events.
2. The University of Maine System places high value on the practice of sourcing as much food as possible from local, ecologically sound, fair and humane sources. Describe how you would work to meet this goal, and explain any potential barriers to meeting this demand (i.e. conflicting contractual obligations with distributors, etc.). Describe past efforts in local procurement including sourcing with multiple local Vendors, especially farmers and fishermen.
3. Given the large number of farms in Maine and New England who have potential interest in selling to the University System, please note how you will create a transparent process so that any producer could learn about and express interest in selling to the University, and become a part of a process to evaluate their products, volume, pricing, growing practices, and food safety standards.
4. The University System would like to continue increasing its sustainable food purchasing over time, and has therefore set goals in this regard. Explain how your business will work with the University to calculate the percentage of food that is sustainably purchased, using the Real Food Calculator, AASHE STARS, and possibly other metrics.
5. The University of Maine System would like to pursue options in the form of student jobs, internships, and academic work that would allow students to work closely with food service in the tracking of sustainability measurements such as food sourcing, purchasing, and waste management. Talk about how you would partner to support students in these positions while providing necessary information to achieve regular and accurate assessments.
6. Describe the kinds of outreach and reporting you would use to inform the campus about your efforts around local and sustainable foods. Provide a sample report from another campus if possible.
7. Describe past and future proposed efforts to partner with local organizations to coordinate food donations to the local community.
8. What innovative practices, or new research and development, has your business participated in or led that has enhanced sustainability?
9. Describe any programs and/or initiatives that will address the Dining staff's responsible use of energy resources on campus.
10. When exploring new concepts or renovation, will you expect partners to adhere to sustainability measures related to waste, energy, and local foods procurement? How will you do this?
11. How will you provide educational and/or training materials on the topic of sustainability to staff? Demonstrate your ability to effectively communicate this information.
12. How will you consider equity and inclusion of marginalized groups to ensure purchasing and hiring is inclusive and equitable?

⁴⁵ The Evergreen State College. (2013). *Dining Services: Request for Proposals (RFP)*. Olympia, Washington: The Evergreen State College.

SAMPLE B (BASED ON THE RYERSON UNIVERSITY RFP)⁴⁶

Respond only Yes/No for each question below.	Yes/No
Have you developed an established sustainability food plan and purchasing policy that covers issues such as sustainable procurement guidelines by product category, food service franchises, ethical and social standards, food donation, and toxicity that impacts the environment and health?	
Does your company maintain a clear and comprehensive website with accurate, current information on farm to table programs?	
Do you have a working understanding of existing local farmers and suppliers, including those who are new Americans or other marginalized groups?	
Is your company open to the University of Maine System's input and collaboration on potential new procurement avenues?	
Does your company maintain minimum annual levels of local foods procurement?	
Do you currently have sustainability purchasing targets?	
Does your program offer food and beverage products that meet third-party certification for organic, fair trade, and sustainable food?	
Does your company support local cooperatives that have social responsibility policies where possible?	
Have you ever sought partnerships that enable your clients to host local businesses and purchase from local and sustainable suppliers?	
Does your company agree to participate in a University Sustainable Food Service Working Group where participants can share ideas for improvement, stay updated on progress towards purchasing goals, and work with state and community partners to increase Maine purchases?	
Are you in agreement that any individual sustainability initiatives must be approved by the University of Maine System or individual campuses prior to being discontinued?	
Does your company utilize sustainable, "green" cleaning products that are third-party certified?	
Do you have proven statistics to reduce energy, water, and waste impacts in food operations?	
Does your company comply with, and participate in, all present and future state and campus waste management recycling and composting programs? Failure to not properly sort material will result in a waste handling fee payable by the Food Service Supplier.	

⁴⁶ Ryerson University. (2013). *Request for Proposal (RFP) for Food Management Services*. Toronto, Canada: Ryerson University Financial Services.

<p>Does your company offer other waste management programs including, but not limited, to (provide a yes/no for each bullet):</p> <ul style="list-style-type: none"> ● Collecting materials from all catered events and depositing waste in the proper bins (organics, paper, recyclables, waste)? ● Prohibiting the use of Styrofoam? ● Maximizing opportunities to reduce overall packaging? ● Switching to paper “to-go” food containers (which are unbleached and contain high levels of recycled content), biodegradable containers, or reusable containers at all food service locations? ● Using paper napkins made with high levels of post-consumer recycled content? ● Participating in annual waste audits? 	
--	--

SAMPLE C (EXCERPTED FROM THE 2005 RFP FOR THE UNIVERSITY OF MAINE SYSTEM)⁴⁷

3.22 Sustainability:

Please submit a proposal to support the System’s commitment to promote sustainability in University dining operations. Please be specific in the actions that will be taken, time lines, and how success will be measured. Specifically, please answer the following in your proposal:

3.22.1 Specifically state how your company addresses sustainability issues in food service for maximum environmental, social, and economic impact.

3.22.2 What is your corporate policy regarding organic and locally sourced foods?

3.22.3 What percentage of your current buying for clients in the local area is from local food sources (local to be defined as products grown and processed in the Northeast with an emphasis on sources within 150 miles of the University? The Northeast includes Maine, Vermont, New Hampshire, Massachusetts, Rhode Island and Connecticut.

3.22.4 What level (percentage of cost of sales) of fruits, vegetables, meat, fish, poultry, bread, eggs, dairy, and vegetables will you commit to sourcing locally for the Universities?

3.22.5 Please submit a sample list of spring, summer, fall, and winter seasonal foods that will incorporate locally sourced foods.

3.22.6 How will you help the Universities minimize waste and maximize the diversion of waste?

⁴⁷ University of Maine System, Office of Strategic Procurement. (2005). *Request for Proposal #11-06*. Bangor, ME: University of Maine System.

APPENDIX D: OVERVIEW OF STUDENT PETITION & SURVEY DATA

During the Spring 2015 Semester, students at The University of Maine, University of Southern Maine (USM), University of Maine at Farmington (UMF), and University of Maine at Presque Isle (UMPI) developed and implemented a tabling campaign to educate their campus communities about the upcoming food service contract process for the University of Maine System (UMS). They also gathered signatures for a Call-to-Action for the University of Maine System and surveyed students to get their input on food service on their campus and for the System.

CALL TO ACTION

Over 1500 individuals signed the Call-to-Action in support of the following language:

We are students, staff, faculty, farmers, community members, and others who want Maine Food for the UMaine System.

The University of Maine should take advantage of and further catalyze Maine's growing local food economy by making a system-wide commitment to Maine food. It will translate into significant opportunity for our state's farmers, fishers, and food producers, and make the University a leader in building a more robust and localized food system.

We, the undersigned, believe that the University of Maine System should commit to establishing quantitative goals for prioritizing real food, transparency in dining operations, and making a clear commitment to providing students a higher quality dining experience in the upcoming food service contract.*

**Food which truly nourishes producers, consumers, communities, and the earth. Its sources are local/community based, fair, ecologically sound, and humane.*

The signatures on this Call-to-Action included representation from many groups, including college students, farmers, non-profits, faculty, staff, alumni, and community members.

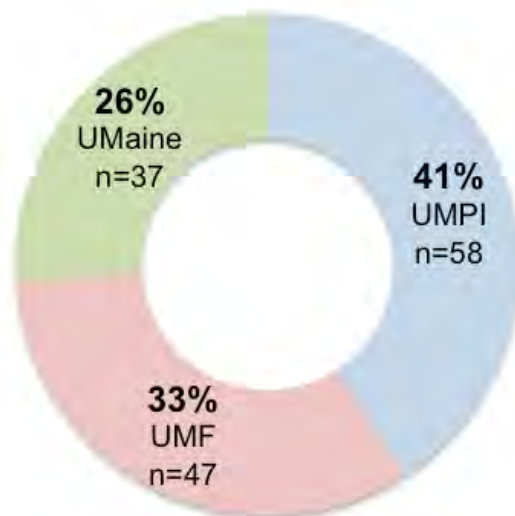
STUDENT SURVEY

142 students from the University of Maine System took the survey that was created, representing 52 separate majors and degree programs across the three campuses that were surveyed. 26% of the respondents were from the University of Maine (n=37), 33 % were from the University of Maine at Farmington (n=47), and 41% were from the University of Maine at Presque Isle (n=58). The survey could be taken in one of two ways: a long-form survey available online through Google Forms, or an abridged paper version used at tabling events. Student organizers later transcribed the latter into the online form, so that all data was in the same place. Not every person answered every question.

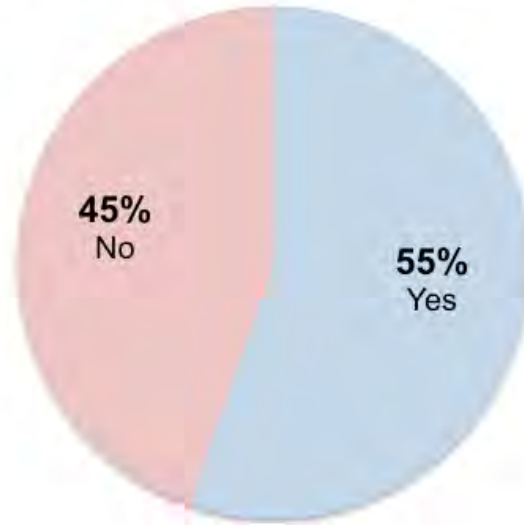
There were a series of questions regarding valuation of different procurement and operations practices, with a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). Over 90% of students who answered these questions (n=110) indicated they “Agree” or “Strongly Agree” that their university should purchase and serve real food, local food, and food from producers with fair treatment of farmworkers and fisherfolk; and ensure fair treatment of dining staff. The methods that were used to grow food were also important to students, with 71% in favor of organic food.

The graphs below provide an overview of the meal plan participation of the students who responded to the survey, and highlight the preferences and values that the respondents have for their food.

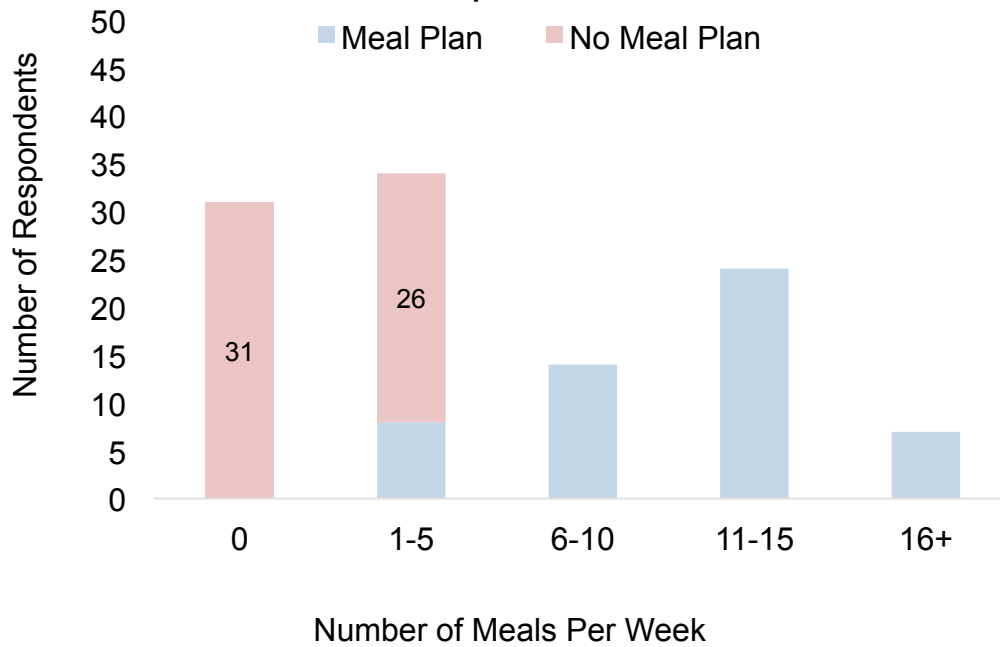
Distribution of Survey Participants
By Campus



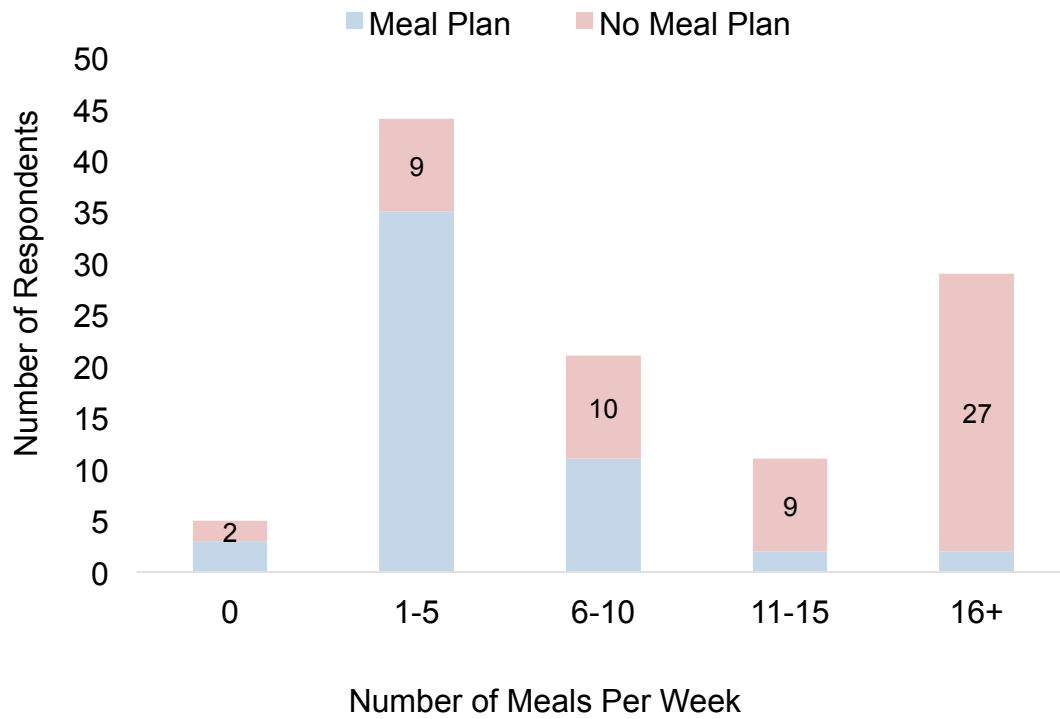
Do You Have a Meal Plan?



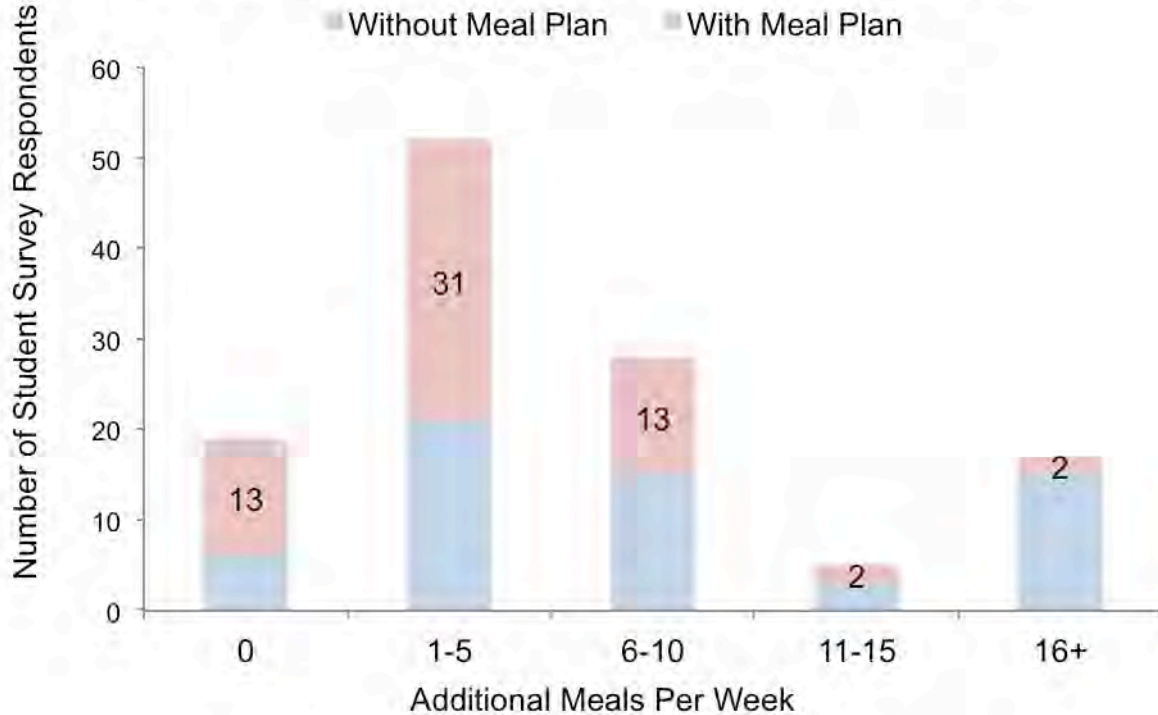
How Many Meals Do You Eat On Campus Per Week?



How Many Meals Do You Eat Off Campus Per Week?



How Many More Meals Per Week Would You Eat On-Campus if They Featured More REAL Food (Local, Humane, Fair, Ecologically Sound)?



In the Upcoming Dining Contract, What are the Top 3 Values That Should be Included?

Values	Number of Respondents
More locally-grown food	111
More variety	69
More student voice	62
More organic food	51
Local economic impact of food service	49
More made-to-order stations	34
More transparency in food service	20
More vegan and vegetarian options	19
Gluten free	3

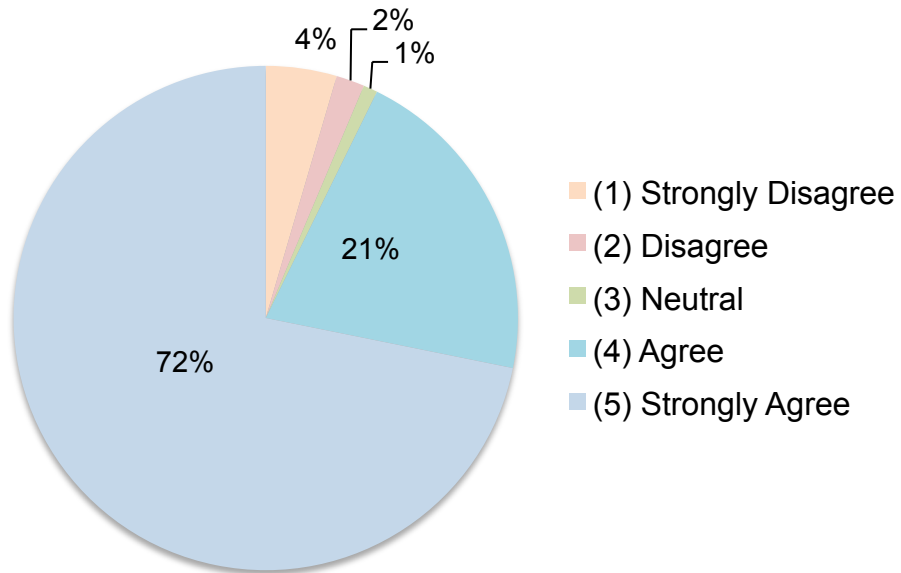
The Maine Local 20⁴⁸ is a list of food products that Maine has the capacity to provide for itself year-round. Students were asked: “*Below is the Maine Local 20, a list of foods Maine can produce for its citizens to eat all year. Check the top 10 items you would like to see sourced locally in campus food.*” As such, each respondent had up to ten “votes” at their disposal for items on this list. This question was only available in longer the online form of the survey.

Student Preferences for Items from the *Maine Local 20* List

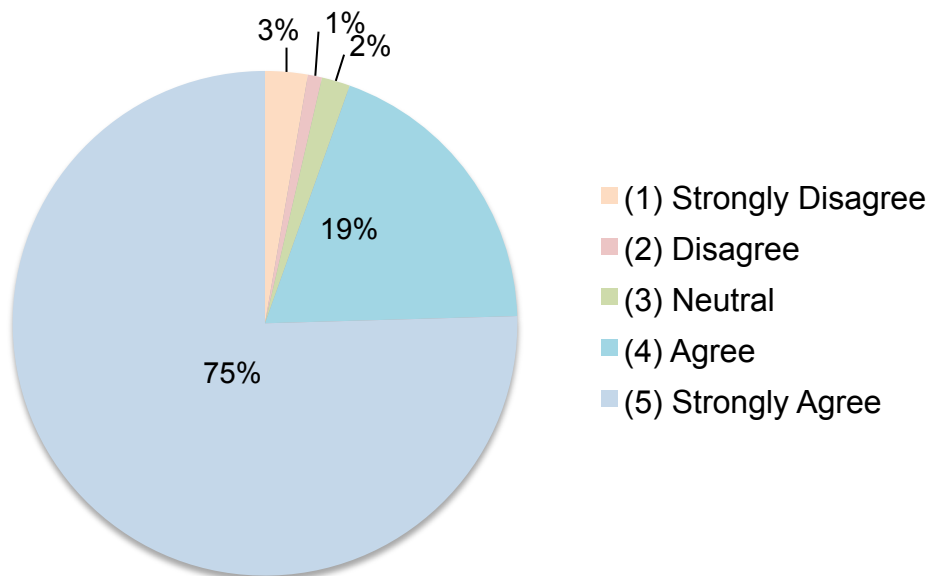
Food Item	Number of Respondents
Potatoes	83
Meats (i.e. pork, beef, chicken, lamb, turkey)	80
Milk/Cheese/Dairy	76
Blueberries	68
Greens	64
Eggs	63
Apples	62
Maple Syrup/Honey	53
Grains	48
Seafood (i.e. shrimp, scallops, lobster, mussels, clams)	42
Root Vegetables (i.e. beets, parsnips, turnips, rutabagas, radishes)	41
Carrots	41
Fresh and Processed Tomatoes	31
Processed and Frozen Vegetables (i.e. pickles, sauerkraut, frozen berries and veggies)	26
Winter Squash and Pumpkins	24
Onions	21
Cabbage	18
Garlic	15
Dry Beans	15
Mushrooms	9

⁴⁸ MOFGA. *The Maine Local 20*. Retrieved from <http://www.mofga.org/Publications/MaineOrganicFarmerGardener/Summer2008/MaineLocalTwenty/tabid/970/Default.aspx>

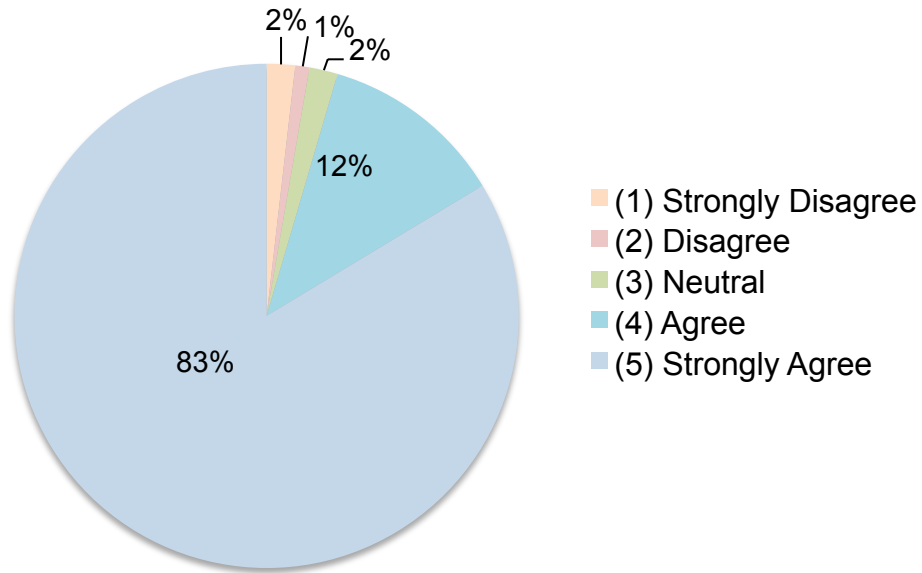
My University Should Purchase & Serve REAL Food



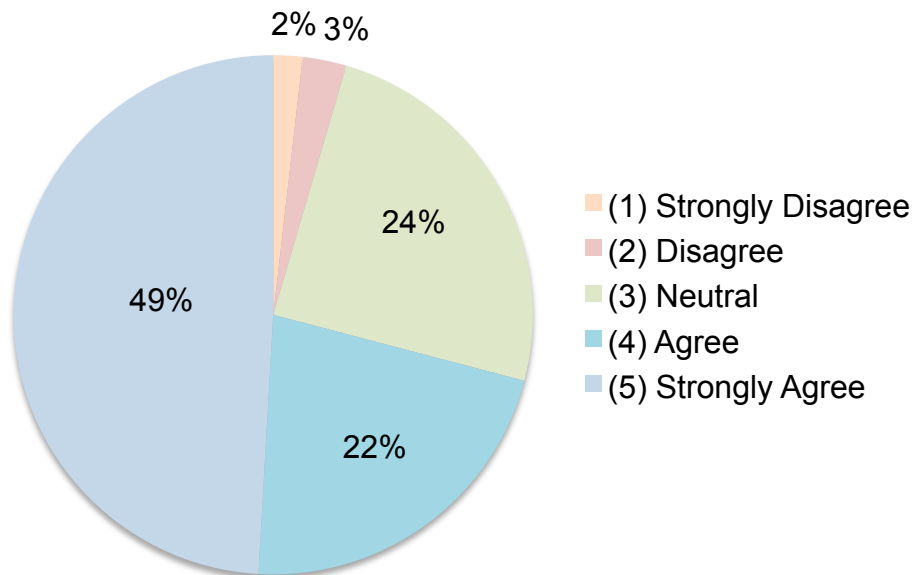
My University Should Purchase and Serve LOCAL Food



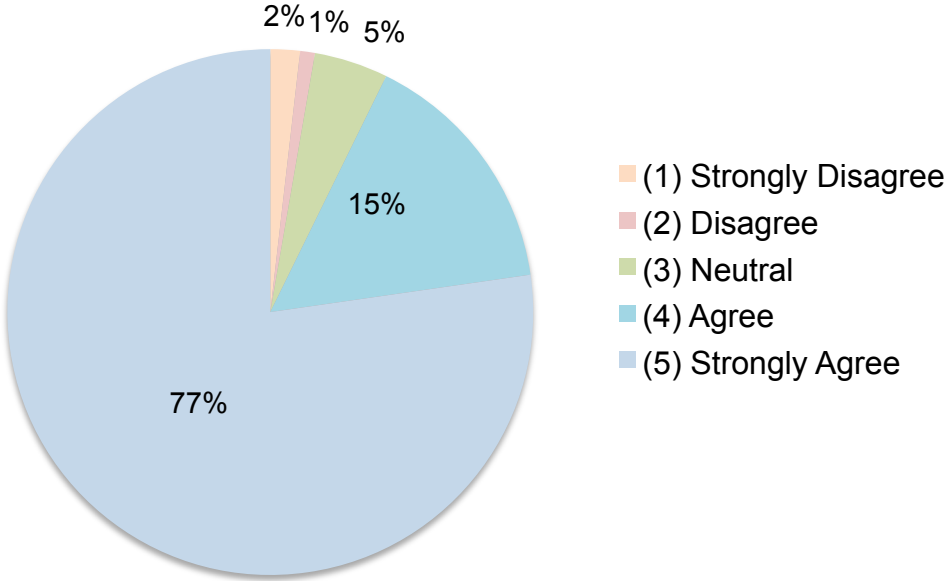
My University Should Ensure FAIR Treatment of Dining Staff



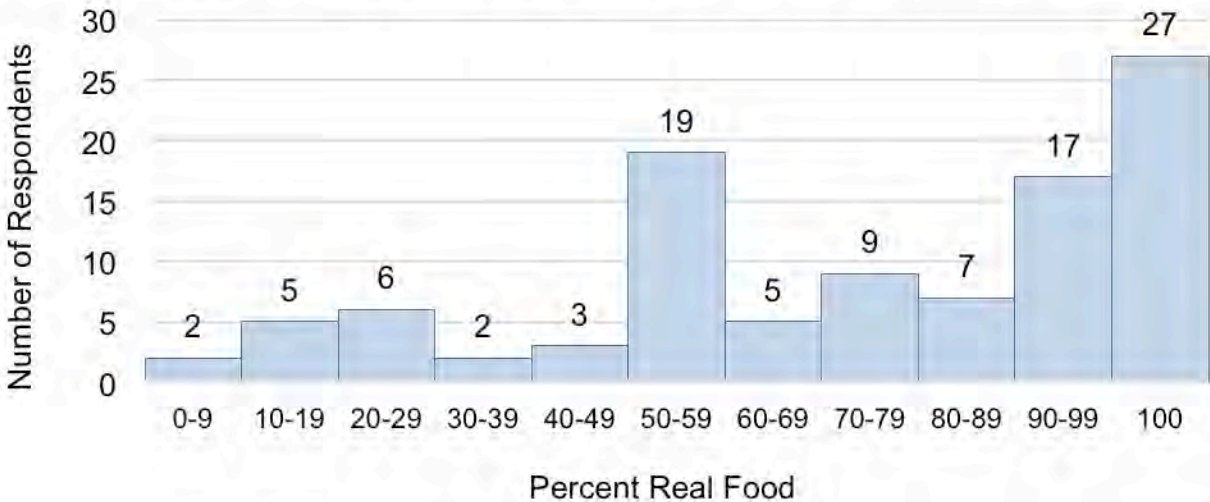
My University Should Purchase and Serve ORGANIC Food



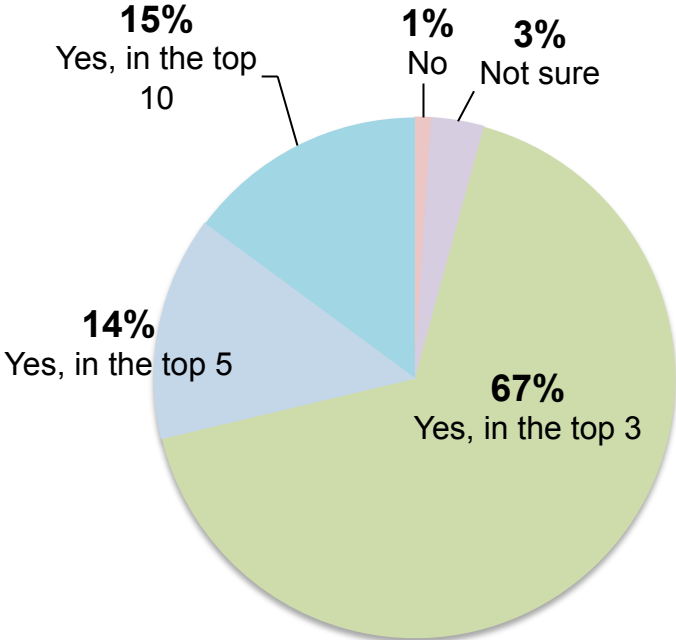
My University Should Include the Voice of Students, Farmers, Food Producers, and Food Service Workers to Determine How Food Service Operates on Campus



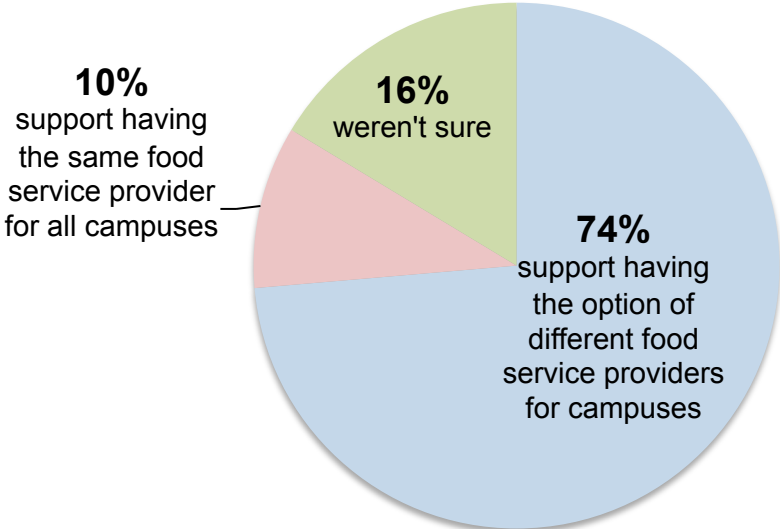
Of the food served on campus, what percent would you like to be minimally processed, from local farms, sustainable food practices, with fair and/or humane practices?



In Choosing the Next Food Service Contractor, Should the Ability to Purchase Local Food be in the Selection Criteria?



Do You Think that Food Service on All UMS Campuses Should be Provided by the Same Company or Do You Support Campuses Having Different Food Service Providers?



APPENDIX E: LETTER TO THE UNIVERSITY OF MAINE FROM PRODUCERS & PROCESSORS

May 15, 2015

University of Maine System
Office of Strategic Procurement
Foodservice RFP Committee
Mr. Gregg Allen, Sourcing Manager

Dear Mr. Allen and the University of Maine System Foodservice RFP Committee:

As leaders in Maine's food economy, we support Maine Food for the UMaine System, and believe the upcoming University of Maine System's food service contract is a tremendous opportunity that cannot be missed—for the University and for the growth of Maine agriculture and fisheries. We recommend the following achievable goals to guide the contract process:

- **Goal 1:** For the University of Maine System to purchase at least 20% of its food (in dollars) from Maine farms and fisheries; this mandate will be prioritized in the rating, selection, and subsequent contract implementation processes, without disincentivizing or limiting direct purchases from Maine producers and fishers. A baseline and annual benchmarking report will be shared publicly each year to demonstrate progress toward meeting the 20% goal.
- **Goal 2:** The University of Maine System shall distribute these purchases fairly across product categories, with a goal of reaching 20% within each of the following categories from Maine producers and processors that use Maine-grown foods: produce, meat, poultry, dairy, eggs, baked goods/grains, and seafood.
- **Goal 3:** The University of Maine System, by way of their Vendor if necessary, shall engage in a more transparent and formal process in order to provide the opportunity for Maine's producers and processors to bid on products that are desired by the System or individual campuses. In order to do this, the System will include representation from the producer community on a larger statewide working group that will be formed to help create accountability to the 20% goal. The System will also work with the food service Vendor to host an annual meeting that any producer, processor, or distributor can attend to learn more about the expectations and the process to sell to the University System.

Because of its purchasing power, geographic reach, and ability to influence our state's economy and future, the University of Maine System has the opportunity to make a statement of leadership and partnership with Maine's farms and fisheries through the inclusion of these goals in the next food service contract.

By investing in Maine's farming and fishing economy the University of Maine System can nurture healthier students, demonstrate its already strong leadership in the agricultural and fisheries sectors, as well as show its commitment to community engagement and collaboration. The University can thus further catalyze a growing local foods movement that can lead to jobs

for graduates^{49,50} and can keep more money in Maine⁵¹. The University of Maine's flagship campus in Orono is currently purchasing a significant volume of local products and is interested in continuing. Maine's mid-sized and larger producers and processors are able to sell products at reasonable prices now and other smaller producers will be able to participate as they grow their businesses going forward. Maine fisheries are similarly capable. This growth all flows from a strong foodservice contract and commitment to local sourcing.

We are committed to growing our businesses and our state's economy and would like to help your foodservice operation bring food from Maine's agriculture and fishing industries to your students. We recognize that the devil is in the details, but we are confident that the goals outlined here can be achieved. Please feel free to call on any or all of us for more specific information or support.

Sincerely,

Leaders in Maine's Food Economy

⁴⁹ Vermont Sustainable Jobs Fund. (2014, January 15). *Vermont's Food and Farm Sector adds 2,200 new food system jobs*. Retrieved from <http://www.vsjf.org/news/80/vermonts-food-and-farm-sector-adds-2200-new-food-system-jobs>

⁵⁰ Curtis, A. (2014, February 23). USDA farming census: Maine has more young farmers, more land in farms. *Bangor Daily News*. Retrieved from <http://bangordailynews.com/2014/02/23/business/usda-farming-census-maine-has-more-young-farmers-more-land-in-farms/>

⁵¹ Maine Center for Economic Policy. (2011). *Buying Locally Pays Big Dividends for Maine's Economy*. Retrieved from <http://www.mecep.org/wp-content/uploads/2011/12/Fact-Sheet-Buy-Local-12-5-2011.pdf>

SIGNATORIES

(see link for the list online: <http://www.maineFarmlandTrust.org/maine-food-for-umaine/>)

	Name	Business Name	Town/City
1.	Lauren & Bill Errickson	Singing Nettle Farm	Brooks
2.	Adrienne Lee and Ken Lamson	New Beat Farm	Knox
3.	Rachel Katz	Terranian Farm	Troy
4.	Reba Richardson & Bill Pluecker	Hatchet Cove Farm	Warren
5.	John Pincince	Ashgrove Farm	Lincolnville
6.	Nyla Bravesnow	Many Hands Farm	Thorndike
7.	Margaret York	Nature's Circle Farm	Houlton
8.	Rose Rapp & Wes Soper	Farmetta Farm	Morrill
9.	Sam Blackstone	Circle B Farms	CaribouR
10.	Stan & Gail Maynard	Orchard Hill Farm	Woodland
11.	Jim & Megan Gerritsen	Wood Prairie Farm	Bridgewater
12.	Mohamed Abukar	Abukar Family Farm	Lewiston
13.	Hussein Muktar	Hussein Family Farm	Lewiston
14.	Batula Ismail	Batula's Farm	Lewiston
15.	Joe & Janice Bouchard	Bouchard Family Farm	Fort Kent
16.	Sara Williams	Aurora Mills & Farm	Linneus
17.	Brittany Hopkins	Wise Acres Farm	Kenduskeag
18.	Maria Reynolds	Groundswell Seed Farm	
19.	Theresa Gaffney	Highland Organics	Stockton Springs
20.	Robert Spear	Spear's Vegetable Farm	Nobleboro
21.	Kate Coseo	Morning's Glory Farm	Unity
22.	Jackie Robinson	Leaves and Blooms Greenhouse	Dover Foxcroft
23.	Russell O'Bryan & Arlene Brokaw	ImagineDairy Farm	Warren
24.	Yvonne Taylor	Black Locust Farm	Washington

25.	Ryan Gates	Aldermere Farm	Rockport
26.	Angela Wotton	West Berry Farm	Hammond
27.	Joan Cheetham	Woods Edge Farm	Monroe
28.	Sarah Redfield & Stew Smith	Lakeside Family Farm	Newport
29.	Sheila Chretien	Harrington Village Greens	Harrington
30.	Philip Chretien	Redbird Farm	Harrington
31.	Sasha Alsop	Salty Dog Farm	Milbridge
32.	Mary Saunders Bulan	Unity College (Greenhouses)	Unity
33.	Jackie Wilson	Common Wealth Farm LLC	Unity
34.	Kim Roos	Garden Side Dairy @ Hatch Knoll Farm	Jonesboro
35.	Tyler Gaudet	Fluid Farms	Portland
36.	Bennett Konesni	Duckback Farm	Belfast
37.	Beckie Golob	Curran Farm	Sabattus
38.	Christine Alexander	Sugar Hill Cranberry Co.	Columbia Falls
39.	Caitlin Frame	The Milkhouse	South China
40.	Jason Arno	Grassland Farm	Skowhegan
41.	Maureen Barnard	Old Moses Farm	Union
42.	Susan Frank	Dogpatch Farm	Washington
43.	Walter Goss	Goss Berry Farm	Mechanic Falls
44.	Jay LaJoie	LaJoie Growers LLC	Van Buren
45.	Lynn Thurston	Blue Sky Produce	Phillips
46.	Glen Libby	Port Clyde Fresh Catch	Port Clyde
47.	John Barnstein	Maine-ly Poultry	Warren
48.	Amber Lambke	Maine Grains	Skowhegan
49.	Michael Scholz	Maine Grains	Albion
50.	Linnea Koons Morrison	Kennebec Cheesery	Sidney
51.	Lisa Giulianelli	Oats Any Time	Palmyra

52.	Andrew Pettengill	Maine Fodder	Cumberland
53.	Matt Tremblay	Unity Food Hub	Belfast
54.	Colleen Hanlon Smith	Unity Food Hub	Freedom
55.	Sarah Smith	The Pickup	Skowhegan
56.	Chris Hallweaver	Northern Girl, LLC	Van Buren
57.	Ashley Bahlkow	Fresh Start Farms	Portland
58.	Aaron Englander	Erickson Fields Preserve	Rockport
59.	Robert Sharood	Mousam Valley Mushrooms	Springvale
60.	Inez Lombardo	Machias MarketPlace	Machias
61.	Kate Harris	Belfast Co-op	Belfast
62.	Luke Donahue	Johnny's Selected Seeds	Winslow
63.	Deirdre Birbeck	Johnny's Selected Seeds	Unity
64.	Eric Venturini	Johnny's Selected Seeds	Orono
65.	Megan Lachapelle	Johnny's Selected Seeds	Winslow
66.	Marcella Sweet	Johnny's Selected Seeds	Windham
67.	Craig Flood	Johnny's Selected Seeds	Winslow
68.	Steve Rodrigue	Johnny's Selected Seeds	Winslow
69.	Lauren Giroux	Johnny's Selected Seeds	Freedom
70.	Amy Dolley	Johnny's Selected Seeds	Winslow
71.	Rachel Carter	Johnny's Selected Seeds	Winslow
72.	Emily Haga	Johnny's Selected Seeds	Winslow
73.	Larry Dansinger		Monroe
74.	Sass Linneken		
75.	Dawn Klein		Belgrade
76.	Patricia Sharp		Milbridge
77.	Danielle Woerner		Milbridge
78.	Kerry Cubas		
79.	Barbara Chatterton		Machias

80.	Heather Geel		Jonesboro
81.	Claudia Tucci		Old Town
82.	Mary Dunn		Oakland
83.	Sara Trunzo		Unity
84.	Mike Sullivan		Gorham
85.	Cheryl Laz		Raymond
86.	Sylvia Seplowitz		Bangor
87.	Grethen Jaeger		Bath
88.	Al Keene		Carrabassett Valley
89.	Leslie Hudson		Orono
90.	Sarah Redmond		Sullivan
91.	Sharri Venno		Houlton
92.	Doreen Conlogue		Littleton
93.	Andrew Mefferd		Cornville
94.	Harold Mosher		Hope
95.	Lisa Fernandes		
96.	David Whitten		
97.	Karen Colburn		Rockport
98.	Rachel Bush		
99.	Lynda Shlaes		Somesville
100.	Bobbi Alley		Freedom
101.	Eva Littlefield		East Benton
102.	Winn Price		Newport
103.	Alexandria Fouliard		Jonesport
104.	Sue Sturtevant		Portland
105.	Alexis Mantis		Orono
106.	Winona Badershall		Freeman TWP

107.	Julie Lewis		
108.	Joann Keenan		Scarborough
109.	Scott Cooper		Hallowell
110.	J. Valentine		E. Machias
111.	Alison Truesdale		Yarmouth
112.	Jean English		

APPENDIX F: SUMMARY OF ALL RECOMMENDED RFP LANGUAGE & PROPOSAL REQUIREMENTS

RECOMMENDATIONS FOR THE RFP COMMITTEE

Decision-Making Rubric

- **Stage 1 – Requirements (Pass/Fail):** A review of all received Proposals will be completed by the University of Maine System RFP Committee to determine compliance with all of the requirements listed in the RFP.⁵² Proposals that do not comply with all the requirements may be subject to disqualification and not evaluated.
- **Stage 2 – Qualitative Evaluation:** All Proposals that have passed Stage 1 of the evaluation process shall proceed to Stage 2 for evaluation by the RFP committee, with scoring based on the following criteria:

CRITERIA	WEIGHTING (POINTS)
Vendor Value <ul style="list-style-type: none"> ● meal plan rates ● service fees ● rebates ● labor ● food procurement plan that will align with 20% commitments 	25
Company Management & Experience <ul style="list-style-type: none"> ● on-site Food Service Director & management team ● references, with particular emphasis on those indicating Maine and New England connections and experience 	15
Program & Services <ul style="list-style-type: none"> ● menu-planning that includes a variety of options and considers affordability for students, in addition to sustainability ● catering ● culturally-appropriate foods ● customer service 	15

⁵² This language is borrowed from the Ryerson University example cited above, therefore the “Stage 1 - Requirements” from the University of Maine System would need to be determined for this to apply.

<ul style="list-style-type: none"> ● food quality brands and non-brands ● hours of operation ● staff training and development 	
Innovation <ul style="list-style-type: none"> ● student engagement ● meeting campus diversity needs ● adding new customers through improved quality, sustainability, programming, etc. 	10
Maine Economic Impact <ul style="list-style-type: none"> ● use of businesses owned and operated in Maine for food distribution, processing, repair, and other services ● purchase of local products grown and processed in Maine ● where outside brands are used on campus, priority is placed on businesses owned and operated in Maine 	10
Sustainability Measures & Local Foods Procurement <ul style="list-style-type: none"> ● menu-planning that focuses on seasonal availability and local/regional sourcing ● sustainability, environmental goals ● overall accountability to goals and progress 	10
Transparency & Campus/Community Partnership <ul style="list-style-type: none"> ● plan to be transparent with information about rebates, volume, and some pricing information to help with local foods sourcing and planning ● plan to participate in the University of Maine System Food Working Group, campus-based committees and working groups, & supply chain development efforts across the state 	10
Renovation & Alterations <ul style="list-style-type: none"> ● concept designs and ideas provided 	5
Total	100

Contract Length Recommendation: 5 Years

In order to make the changes detailed in this document, it is vital that the University System adopt a shorter contract term with their next food service provider. We recommend that the next contract be limited to a maximum of 5 years. This shortened contract term (in comparison to the previous 10 year contract) allows more active involvement with the Vendor from the University System administrators and community, and creates opportunity for any needed changes at the end of the five years, while still creating enough time for the Vendor to implement new practices and updated menus.

If traceable, accountable progress toward contract goals are not being made, as reported to and determined by the Office of Strategic Procurement and the University of Maine System Food Working Group, the contract with the Vendor will be under threat of termination.

Public Forum / Q&A For Vendors

In order to allow for public input or questions for the top Vendors selected by the University of Maine System and the RFP Committee, we recommend that the RFP Committee require the Vendors to offer an open Q&A session for anyone interested to attend, at the time of their final Vendor proposals in December. The University of Vermont implemented a similar approach during their recent Food Service RFP Process.⁵³

HIGHEST PRIORITY RECOMMENDATIONS

Quantitative (20%) Commitments

- The Vendor meets or exceeds the University's commitments to increase local, **organic** and ecologically sound, humane, and fair procurement. A minimum of 20% of food purchases will be sourced from producers and suppliers based on the Real Food criteria, and 20% of food purchases will be sourced from Maine, with an additional priority placed on food purchases sourced from within New England (outside of Maine), based on definitions and criteria included in this section. There is likely to be, and can be, significant overlap with these commitments. Proposals that outline a plan to exceed the 20% goals are encouraged.
- The Vendor ensures variety and support for a wide base of farmers and suppliers by coordinating with the University of Maine Food System Working Group (referenced below) to identify purchasing goals (as percentages of the overall purchasing in that category) for Maine Food for the product categories listed in [Appendix B](#). Those categories include produce, meat, fish/seafood, dairy products, eggs, and baked goods/grains. These purchasing goals would be determined by the end of year one of the Vendor's contract with the University of Maine System.
- The Vendor works in conjunction with the Universities and the University of Maine System Food Working Group to continue progress in this area throughout the contract period, with discussion and analysis pertaining to considerations of cost, benefit, supply, and demand.

⁵³ The University of Vermont. (2014). *Dining Vendor Selection Process*. Retrieved from <http://www.uvm.edu/~saffairs/?Page=dining-RFP.html>

- If the University System chooses to implement a contract length longer than 5 years, then the percentage of Real Food and Maine Food will increase by 2% for each additional year above 5 years. For example, if the contract lasted 7 years, then the Vendor will be required to source 24% Real Food, 24% Maine Food, and 14% New England Food.

University Of Maine System Food Working Group

The University of Maine System Food Working Group is tasked with implementing, discussing, and tracking progress of the goals outlined in the contract for food service at the University of Maine System. While the University System will convene this group, it will be critical to have the willing participation of the Vendor.

Given this, the Vendor will:

- Work with and participate in the University of Maine System Food Working Group (see more detail in the Tracking & Metrics section below)
- Partner with the Food Working Group on product changes and education
- Develop and present a plan for reaching the goals of 20% Real Food and 20% Maine Food by 2020, and prioritizing New England Food, in response to this RFP within 12 months of the award of this contract

Tracking & Metrics

- To ensure accurate and impactful tracking, the Vendor must participate in the University of Maine System Food Working Group at the System level and with Real Food Challenge students on each campus, as well as practice transparency by providing invoices and vendor contacts.
- An annual student-driven assessment of campus food purchasing on each campus will be undertaken using the Real Food Calculator, in partnership with the Vendor.
- Clarification of Roles^{54,55}:
 - Student Researchers (1-4 per campus): Student researchers will be primarily responsible for the completion of the Calculator assessment. This includes designing the scope and depth of the Calculator assessment in dialogue with Real Food Challenge, liaising with the University of Maine System Food Working Group, food service staff, and others. It includes outreach to vendors and distributors and ultimately, the publishing of a final report with Real Food percentages and other data.
 - Dining Directors: Responsible for providing access to all necessary invoices, purchasing data, and vendor contact information. Dining Directors are also expected to provide periodic feedback and support to the student researchers.
 - University of Maine System Food Working Group: Responsible for reviewing and publicly publishing results of the annual calculator assessment.

⁵⁴ Real Food Challenge. (2011-2012). *Best Practices for Campus Food Systems*. Retrieved from <http://www.realfoodchallenge.org/sites/g/files/g809971/f/201405/Best Practices for Campus Food Systems %281%29.pdf>

⁵⁵ Real Food Challenge. *Real Food Campus Commitment*. Retrieved from http://www.realfoodchallenge.org/sites/g/files/g809971/f/201311/RealFood_CampusCommitment_0.pdf

- Faculty or Staff Advisors: Responsible for advising and supporting student researchers on an ongoing basis.
- Timeline & Institutionalization: Calculator Assessments are performed annually. This process can be easily institutionalized by providing hourly compensation for student researchers or providing academic credit through a faculty-sponsored internship, independent study, or annual food systems-related course.
- Relationship with Real Food Challenge: Real Food Challenge staff and organizers will provide regular technical assistance and support for Calculator Assessments. This includes training sessions, connection to Student Researchers and Dining Directors at other colleges and universities throughout the process, and a full review of assessment results before they are published.
- At minimum, there will be an annual public report developed by the University of Maine System Food Working Group, with support from the Vendor, detailing progress toward goals, including quantitative updates on food procurement, sustainability programming, educational collaboration, and supply chain partnerships. This report will be made easily and publicly accessible online.

Supply Chain Partnership & Development

Commitment to 20% Maine Food and 20% Real Food; and Commitment to Ongoing Procurement

- In order to expand the availability of and access to Maine, Real, and New England Food, the Vendor will work with the University and partners to consider and implement new procurement models that include:
 - Offering insurance pool opportunities
 - Subsidizing **GAP** certification as Hannaford has done in the region⁵⁶
 - Evaluating challenges and identifying possible solutions to growing supply to meet the specifications of serving the University of Maine System (e.g., transportation, processing facilities, etc.)
 - Partnering with producers, processors, and distributors to develop on-farm or campus-based infrastructure to make accessibility of local foods easier
 - Lending their expertise by providing on-farm audits
- The Vendor will propose and implement new and innovative strategies to maintain the affordability and accessibility of Maine, New England, and Real Food.
- The Vendor will work to develop additional strategies to continue and increase Maine/New England/Real Food procurement beyond 2020 in order to demonstrate support for a longer term vision for the success of Maine's Food producers and related businesses. Vendor participation in a University of Maine System Food Working Group is one important avenue to contribute to and develop these plans and relationships.

⁵⁶ Vermont Agency of Agriculture Food & Markets. *USDA GAP & GHP (Good Agricultural Practices & Good Handling Practices)*. Retrieved from http://agriculture.vermont.gov/program_services/food_safety_consumer_protection/consumer_protection/usda_programs/gap_ghp

Environmental and Climate Impact Reduction

- The Vendor will reduce environmental/climate impact in its sourcing decisions through minimizing road miles and encouraging energy efficient transportation.

Partnership with the University of Maine System & Food Working Group, Academic Departments, and Community Partners on Supply Chain Development & Research

- The Vendor commits to working with the University System and other partners to develop a plan for collaborating with producers, processors, distributors, aggregators, and others in order to supply increasing percentages of Maine and New England foods to the University of Maine System and its individual campuses. There will be an emphasis on Maine producers. The plan should include strategies for smaller producers to work with individual campuses, as well as strategies for larger producers who could work System-wide. It will primarily include a market analysis that will evaluate the capacity of producers as related to the demand of the University of Maine System, technical assistance and strategies to assist producers who are interested in scaling up to meet this demand, and education for customers and producers about opportunities in the Maine food supply chain.
- The Vendor will work with faculty, students, and staff to complete research projects and coursework related to the institutional food system in Maine, including sharing volume and financial information about products used by individual campuses and the System as a whole, with appropriate consideration of confidentiality between the Vendor and those conducting research.

Annual Supplier Meeting and Bidding Process

- The Vendor will sponsor, at its own expense, and in close coordination with the University client and local NGO partners, an annual forum open to all interested local, regional and 'Real' Food providers and their supply chain partners for the express purpose of explaining the Vendor's and University's current procurement policies, priorities and processes for new vendors.
 - This will include outreach to Indigenous, Minority and New American producers (***Socially Disadvantaged Groups & Farmers***), and this outreach will be demonstrated to the University of Maine System Food Working Group.
 - The goal of these forums is to provide transparent and equal access to information as well as to identify potential new suppliers, ultimately diversifying scale and geographic representation of producers within Maine and New England.
- Information shared at the forum shall include, but not be limited to, overviews of the University System and Vendor's:
 - Definitions and criteria for local, ecologically sound (especially certified organic), fair, and humane food
 - Purchasing policies and preferences by product category
 - Process for becoming an approved and preferred supplier either directly or through a distributor
 - Food safety, liability and inspection requirements for suppliers (including estimates of associated costs)

- Additional contracting standards required by Vendor’s central procurement office, including volume targets and rebates
 - State bidding requirements and timelines
 - Product specifications and volume needs
 - Other corporate policies that affect the sales of products to the University of Maine System from Maine and New England producers
- The Vendor shall provide the opportunity for Maine’s producers and processors to bid on products that are desired by the System or individual campuses. The Vendor will partner with University of Maine System Procurement Office and statewide partners to develop this local vendor bidding process in order to implement it by year three of the contract.

Transparent Pricing and Volume Information

- The Vendor will maintain throughout the year an up-to-date publicly accessible web archive of the information outlined above.
- Upon request, and for the express purpose of educating locally-based farmers, fishermen and processors, or for student/faculty research projects, the Vendor will provide up-to-date information on acceptable price ranges for individual products and product categories as well as volume information, broken down by facility.

ADDITIONAL RFP RECOMMENDATIONS

Sustainability Expectations For Food Service

The University of Maine System is seeking a food service partner to invest strategic, tactical, and financial resources toward actively creating a “best in class” sustainable and just campus dining experience. The successful Vendor’s proposal will be expected to demonstrate, through AASHE STARS, the Real Food Challenge, and other metrics, how they have addressed sustainability issues in Dining Services, because these will be utilized as performance metrics and are a part of ongoing sustainability measurement and reporting for the individual campuses.

The University defines sustainable dining practices⁵⁷ as practices that:

- Protect, conserve and enhance soil, water, wildlife habitat and biodiversity
- Conserve energy, reduce and recycle waste
- Reduce or eliminate use of pesticides and other toxic or hazardous materials
- Maintain transparent and traceable supply chains
- Support safe and fair working conditions
- Guarantee food product integrity, with no genetically engineered or artificial ingredients
- Ensure healthy, humane animal treatment
- Ensure continual improvement of practices
- Increase local and regional sustainable economic development through procurement
- Promote equity in hiring and supplier choice

The following sustainability practices may be in place in some locations within the University of Maine System; if so, we ask that the Vendor continue to offer these programs, as well as

⁵⁷ Farm to Institution New England. (2014). *Sample Language & Resources for Local Foods in Contracts & RFPs*. Farm to Institution New England. Retrieved from <http://www.farmtoinstitution.org/sites/default/files/imce/uploads/Local Food Language for Contracts.pdf>

improve upon them; if not, we ask that the Vendor develop a plan for these programs and implement them within the first two years of the contract.

Menus & Planning

- Plan seasonal menus based on what is available locally and regionally.
- Develop recipes that are focused on sustainable, healthy, and local options while balancing needs related to variety, cost, world cuisine, and student preferences.

Procurement

- Meet or exceed the University's commitments to increase local, organic, and sustainable procurement. A minimum of 20% of food purchases should be sourced from local and sustainable producers and suppliers based on the Real Food Challenge criteria, and 20% of food purchases will be sourced from Maine, by 2020, based on definitions and criteria included previously. There should also be a preference for New England products when they are not available in Maine. There is likely to be overlap with these commitments.⁵⁸
- Ensure variety and support for a wide base of farmers and suppliers by applying the 20% goal to individual product categories, as well as to the overall food budget. This means 20% of produce, poultry, beef and other meats, fish/seafood, dairy products, eggs, and baked goods/grains should be comprised of Maine Food.
- Work in conjunction with the Universities and University of Maine System to continue progress in this area throughout the contract, with discussion and analysis pertaining to considerations of cost, benefit, supply, and demand.
- Demonstrate an integrated knowledge of sustainable food sourcing, handling and production methods (e.g. non-GMOs, cage-free, free-range, organic, etc.). The Vendor must be able to articulate why these methods are important to the University of Maine System.
- Consider and implement new procurement models that include encouragement and assistance for producers to pursue GAP/GHP or Group GAP audits, performing producer audits, offering assistance related to infrastructure development needs, holding an annual producer/supplier meeting open to any producer, and developing a transparent bidding process for local producers.
- Build relationships with and preferentially source food from campus-based greenhouses, gardens, and farms where they exist.
- Use recycled content, chlorine-free food napkins.
- Use certified "green" and environmentally friendly cleaning agents. The emphasis is on products that are biodegradable, non-toxic, and with minimal to no use of dyes and fragrances.

Education & Marketing

- Participate as an active leader in education and implementation of sustainable food service for both the University and the greater community, including professional development and training for employees related to Real Food and Maine Food.

⁵⁸ If the University System chooses to implement a contract length longer than 5 years, then the percentage of Real Food and Maine Food will increase by 2% for each additional year above 5 years.

- Highlight ingredients, nutrition information, source of origin, allergy information, and sustainability information for foods (Real Food criteria, organic, Biodynamic, etc.) near where the food is selected or picked up.
- Provide information about Maine, New England, and Real Food in an easily accessible format online.
- Offer events to accompany marketing and communication efforts, including, but not limited to, Harvest of the Month meals each month that feature ingredients that are at least 50% local.

Equity & Diversity

- Promote fair labor practices, including a living wage for all employees and freedom to speak.
- Support Indigenous, Minority, and New American Producers in supplier choices and outreach and food system research.
- Provide culturally appropriate foods that respect the religious and cultural needs of students and others.

Transparency, Tracking & Accountability

- Commit to continuous evaluation and improvement of sustainable practices.
- Play a leadership role, in partnership with the University System, to complete the Real Food Calculator, tracking of foods from Maine and New England, AASHE STARS, and other metrics, and offer opportunities for student internships and faculty collaborations to implement tracking efforts.
- Share information related to pricing and volume for specific products to assist in faculty and student research projects; and to assist with farm business planning.
- Provide or assist with the development of an annual report documenting progress towards sustainability goals and practices, including Real Food and Maine Food purchasing goals, sustainability programming efforts, educational collaborations, and supply chain partnerships.
- Participate in a University of Maine System Food Working Group (and on individual campus working groups as well, where they exist), which will focus on accountability to local and sustainable procurement goals as well as research and development to increase access to local and sustainable food. The Vendor shall be a key participant in this group.
- Provide full transparency regarding the value and nature of food rebates from its purchasing contracts.

Energy Use

- Conduct an energy audit of dining facilities to find out where energy use is most intensive, and then develop and implement a plan to address those issues.
- Consider and analyze energy use in decisions about equipment purchase and use.
- Include energy efficiency and conservation practices as a part of all staff training as it relates to the most efficient use of equipment; turn off lights at the end of the last shift; etc.

Waste Management

- Provide leftover foods to local food pantries and tracking to highlight the amount of food that is provided to the community.
- Conduct a waste audit every two years to understand the level of pre and post-consumer waste generated by the institution, share the data with the University of Maine System and campuses, and identify and implement measures to reduce this waste.
- Offer recycling in all locations.
- Offer pre and post-consumer composting in all locations and/or a willingness to partner with the University on this effort.
- Implement a reusable take-out container program that allows containers to be collected on campus, washed, and made available to students again (see University of Vermont's Program).⁵⁹
- Offer environmentally friendly disposable packaging, where disposable packaging or takeout containers are needed, in addition to offering reusable options, including in branded or franchise operations.
- Use bulk condiments and other bulk products in all feasible locations instead of individually-wrapped options.
- Request that suppliers and distributors provide foods in food safe returnable packaging where possible (using returnable buckets or containers as opposed to cardboard boxes, for example), and/or preferentially source foods packaged in this way.

Proposal Requirements for Sustainability Expectations

To view sample Proposal Requirements for Vendors, please see [Appendix C](#), which includes language from several institutions, including language used in the 2005 University of Maine Dining Services RFP.

Equity & Diversity

Fair Labor Standards

- **Living Wage:** Vendor ensures that all workers employed by food service operations, including those managed under contract, are paid a living wage (including the cost of healthcare) as appropriate to the local region--with \$12/hr being an absolute minimum. The Vendor will publicly disclose on an annual basis the compensation paid to employees, the average annual hours worked by employees, and the participation rate in health and retirement plans by employees.
- **Right to Free Association:** Vendor and associated contractors adopt a policy of neutrality with respect to attempts by employees to organize a union, refraining from any threats, coercion, or interference to promote or deter union representation. In addition, Vendor and associate contractors allow employees to decide the issue of union representation through a legal and democratic process of their own choosing.
- **Job Stability and Sustainability:** All current employees will be rehired on the basis of seniority, and no employees retained will be discharged without cause. If fewer

⁵⁹ Tanyeri, D. (2012). University of Vermont's Eco-Ware Reusable Takeout Container Program. *Foodservice Equipment & Supplies*. Retrieved from <http://www.fesmag.com/features/foodservice-issues/9956-university-of-vermont's-eco-ware-reusable-takeout-container-program>

employees are required, the food service provider will maintain a preferential hiring list of those not retained, and will rehire by seniority.

- **Protection for Immigrants and Asylum Seekers:** Vendor and associated contractors:
 - 1) will not take action against an employee solely because the employee is subject to an immigration proceeding where the employee is otherwise permitted to work;
 - 2) will reinstate an employee to the same position and seniority if that employee was terminated because of improper work authorization documents, but subsequently provides legal work authorization documents;
 - 3) will not participate in any voluntary programs to verify the immigration status of its employees, such as E-Verify; and
 - 4) will respect the right of employees to use the language of their choice when speaking amongst themselves during work hours provided that such conversations are conducted in a manner that is respectful of guests and other employees and is consistent with quality guest service.

- **Freedom to Speak and Transparency:** To encourage transparency and accountability, Vendor and associated contractors will not retaliate in any way against employees that disclose food safety or quality issues to students, the administration, or the Vendor itself.

- **Job Descriptions & Performance Standards:** The job descriptions of all dining service employees must include responsibilities that align with school's real food standards and goals. School must develop metrics to evaluate employee performance in meeting real food standards to be used during performance reviews.

- **Professional Development:** Universities will provide paid professional development days for staff to learn about Real Food and University Real Food policies, recognizing that this knowledge will improve staff's performance and investment in their workplace. These professional development days could include, but are not limited to, workshops on food systems issues, cooking/preparation skills trainings, local farm visits, and forums on school's Real Food action plan.

Support for Indigenous, Minority, & New American Producers

- Vendor will work to develop partnerships and purchasing relationships with Indigenous, Minority, and New American producers. Making up approximately 5%⁶⁰ of the state's population, and often bringing extensive agricultural knowledge to the state, many farmers and cooperatives in these communities lack the pre-existing social networks or language skills to access institutional markets. As such, the Vendor will make special effort to reach out to entities, organizations, and intermediaries connected to Indigenous, Minority, and New American farmers and will strive to achieve, over the length of the contract, a level of purchasing from these producers commensurate with their demographic representation in the state, currently 5%.

- Vendor will demonstrate steps taken to develop these partnerships and purchasing relationships to the University of Maine System Food Working Group.

⁶⁰ United States Census Bureau. (2013). *State & County Quickfacts: Maine*. Retrieved from <http://quickfacts.census.gov/qfd/states/23000.html>

Culturally Appropriate Foods

- Vendor will provide a variety of culturally appropriate foods including those catering to particular religious needs (e.g. Kosher, Halal), as well as those that respect the cultural food traditions of enrolled students (e.g. Korean, Mexican-American, Indian cuisines).
- Vendor will consult with relevant student cultural organizations and offices to get input and recipes to incorporate into menu cycles.

Proposal Requirements for Equity & Diversity

Fair Labor Standards

- Provide examples of how your workers are employed under fair working conditions, including but not limited to Employee Handbook excerpts.

Support for Indigenous, Minority, & New American Producers

- Demonstrate how your business will integrate sourcing from Indigenous, Minority and New American Producers into procurement practices, and how it will be tracked.

For Culturally Appropriate Foods

- Demonstrate how your business has provided or plans to provide foods that cater to student religious or cultural needs, and how your business has collaborated or plans to collaborate with student culture organizations on campus to develop recipes that represent student culture on campus.

Supply Chain Transparency & Accountability

Volume Rebates

- The Vendor will provide full transparency regarding the value and nature of food rebates from its purchasing contracts.
- Rebates shall be disclosed on a quarterly basis, and disclosures will provide the total dollar value of rebates received and the suppliers from which they were received.
- Any rebates accrued from suppliers selling to the University of Maine System must adhere to regulations Title 17-A Chapter 37 of the Maine State Criminal Code on Fraud.
- Where the Vendor is out of compliance with Title 17-A Chapter 37 of the Maine State Criminal Code on Fraud, or where no rebates or equivalent savings are reported, the University will assume a flat rate of 5% across all purchasing categories.
- The full value of rebates garnered from out-of-state suppliers (or the flat rate substitute) will be paid by the vendor on a quarterly (annual?) basis and assigned to a fund specially designated for Maine Food procurement and supply chain development and administered by the University of Maine System Food Working Group. Specifically, funds will be used to:
 - Support increased cost of transitioning to local products, where applicable

- Support a grant program for small-scale Maine suppliers in need of infrastructure improvements (e.g. season extension greenhouse, new washer) in order to meet institutional markets
 - Subsidize the costs associated with becoming an approved Vendor (e.g. upgrades needed to meet GAP standards)
 - Special consideration will be given to Indigenous, Minority and New American farmers as well as smaller-scale operators
- The Vendor will develop an incentive plan for Vendor’s management team that is aligned with fulfillment of the University’s overarching objectives and programmatic expectations, and is not predicated on maximizing food rebates.
 - Additionally, the University will significantly favor financial proposals that include a high degree of transparency regarding the dollar value of food rebates received both locally and nationally as well as other “below the client statement” contributions to profit.

Supplier Approval

- The Vendor will provide transparent access to information on its supplier approval process, posted online and shared through intermediary NGO organizations focused on local agriculture and fisheries.
- This process shall minimize barriers for low-resource producers and reflect scale-appropriate requirements.
 - Vendor, in tandem with local collaborators, will help individual producers work together to develop a group approach for addressing food safety and product liability insurance requirements. Specifically, the Vendor will lower the amount of product liability insurance coverage required to no greater than \$1 million, so as to make this requirement feasible for small to mid-scale local producers.

Supply Chain Transparency

In its proposal to the University of Maine System, prospective Vendors must:

For Volume Rebates

- Provide examples of the form and format of regular volume rebate disclosures, including exact dollar value; where such reporting doesn’t currently exist, please describe the strategy that will be employed to develop such a reporting mechanism.
- Written examples of performance review templates that reward the Vendor’s management team for efforts reflective of the university’s interest in local and ‘real’ food compliance. Performance reviews and Vendor staff reimbursements will not be contingent upon compliance with national suppliers and associated volume thresholds.

For Supplier Approval & Bidding Process

- Provide examples of documents that outline the Vendor approval process and typical requirements for new and contracted Vendors
- Articulate a bid process that provides a competitive advantage to local suppliers

Menu Planning & Design

Through innovative menu-planning, recipe development, and customer feedback mechanisms, the Vendor who partners with the University of Maine System can offer food choices and variety that fulfill the needs of a diverse student body while providing healthier, more sustainable, and more local options that suit the needs of individual campuses.

The successful Vendor's proposal should include information that addresses their approach to a menu strategy that addresses the following:

- Fresh/scratch preparation, just in time or cook to order food preparation or self-serve stations wherever feasible
- Use of fresh foods that minimize use of processed foods and processed frozen foods
- Avoid fried foods - predominantly use cooking techniques such as baking, roasting, and braising
- Offer whole vegetarian and vegan proteins as entree choices at every meal, including the use of plant-based entree options that can appeal to a wide audience, with an emphasis on locally sourced items
- Consideration of programs to reduce portion sizes for meat, blend it with other proteins (ex. Bean/beef burgers), or remove it from the menu as part of Meatless Mondays or another educational activity in order to promote a more plant-based diet
- Reduction or elimination of antibiotics and growth additives used in the production of foods served
- Integration of seasonally available local foods, and menu design that is predicated upon these ingredients
- Inclusion of self-serve stations that can focus on local items: eggs/omelets station, salad bar, Maine baked potato bar, etc.
- Ongoing customer feedback mechanisms that will inform recipe development and menu design
- Strong rotational variety, if set menu rotations are used (a minimum 5-week entree menu cycle)
- Regular inclusion of new menu offerings
- A product mix that offers healthy foods with appropriate portions
- Culturally diverse menu options
- Is not reliant on carbohydrate based entrees and processed foods

The Vendor provides an avenue for customers to give feedback regarding their experience with dining services at individual University of Maine campuses, on an annual basis (at minimum). This feedback ensures that customers are receiving well-balanced nutritious meals while strengthening the relationship with the Vendor should there be any dissatisfaction or concerns with particular practices. Approaches that use technology (e.g. apps) and social media to engage students and solicit feedback will be preferred. The survey or tools used should be the same for each campus, in order to assess differences and similarities in customer preferences across campuses. The feedback mechanism should be designed to understand overall satisfaction with dining and compare that across campuses, understand needs and preferences on different campuses, identify opportunities for improved operations, and identify desired and feasible menu changes.

In addition to gathering feedback from customers, the Vendor partners with the University and the community on a program to develop additional local, seasonal menu options. This program

includes participation in planning conversations to identify recipes and local ingredients to focus on, developing the recipes, and conducting focus groups and/or taste tests with students to understand their likelihood of success as a more permanent part of the menu.

As a food service Vendor, your business has to make ongoing decisions about the types of foods you want to offer to University customers and how to maintain high levels of customer satisfaction. This sometimes means competing priorities and difficult decisions. Tell us about how you would manage the design of a menu in an all-you-care-to-eat dining facility where you want to offer variety, high quality foods with locally-sourced and sustainable ingredients, and also maintain a budget?

How do you gather customer feedback at other institutions, and can you provide an example of how feedback has led you to change your menu or operational practices?

If you were to work with the University and community partners on a project to develop more seasonal menus and recipes, what kinds of ingredients or recipes would you be most likely to focus on first, and why?

Education & Marketing

- The Vendor will commit to proactive marketing and communications in the areas of food sourcing, meal plans, and nutritional information.
- The Vendor will provide a robust, interactive, informative, and ADA accessible web presence for current and prospective students and families to include descriptors of campus locations, daily menu options, catering options, nutritional information. The website will highlight the University's commitment to Maine, New England, and Real Food.
- The Vendor will label all food items with nutritional information, an ingredients list, location of origin where available (farm/producer, town, state), sustainability information (Real Food criteria, organic, biodynamic, etc.), whenever possible. Labeling should be at the site of the food's selection or sale.
- The Vendor will support campus access to Maine, New England, and Real Food outside the Dining Services venues, which may include, but is not limited to, caterers providing Real, Maine, and New England food, farmers' markets, and on-campus delivery of Community Supported Agriculture (CSA) shares.
- The Vendor will provide events to accompany marketing and communication efforts, which will be advertised at dining locations and on the food service Vendor's website for the school. Events will include, but are not limited to, Harvest of the Month meals each month that feature ingredients that are at least 50% local.