



## Multi-Year Action Plan | TEMPLATE

*Creating a plan with clear deliverables and benchmarks is critical to the success of university real food initiatives. The multi-year action plan is a way to operationalize, over time, a real food policy. It's important that the plan contains measurable deliverables and is ambitious, while reflective of available resources and personnel.*

Multi-year action plans *should developed by or with your campus food systems working group, including input from multiple stakeholders such as dining staff, workers, sustainability offices, NGO partners, relevant student groups, and student government. The multi-year action plan can then serve as a guide for future progress reports. Below are the key components needed for a successful action plan.*

### INTRODUCTION & PURPOSE

In no more than a few sentences, state why your school has committed to prioritizing real food and how this action plan will aid the realization of those goals.

### **SECTION ONE: Baselines**

#### Operations Overview

This section should describe the basics of your campus food system, including:

- Basic information on the history and context of food service on campus, including info about contract food service providers on campus
- An overview of on-campus dining facilities, franchised food venues, retail operations, etc.
- Current procurement data (from Real Food Calculator and/or other current metrics), including:
  - Total purchases by food category
  - Percent real food purchases
  - Real Food purchases breakdown by category

#### Summary of Current Best Practices & Recent Achievements

When it comes to existing practices and programs, what are you most proud of? This may include:

- Recent product shifts or commitments (e.g. 100% sustainable seafood, direct purchasing relationships with local growers)
- Ongoing dining initiatives or policies (e.g. living wage policy, trayless dining, compostable dishware)
- On-campus farms or gardening initiatives
- Academic courses engaged in food systems issues

#### Current Challenges

In your ongoing work to improve your campus food system, what have been the greatest obstacles to success? What existing limitations might continue to slow progress?

## **SECTION TWO: The next 3-5 years**

### 3-5 Year Plan Objectives

Outline your 3-6 major goals. These should reflect your *real food policy* and the larger categories of work you'll be addressing (e.g. 25% real food by 2018). Let these goals guide the more particular objectives laid out in your action plan chart.

### Action Plan Chart

This is your opportunity to lay out, in as much specificity as possible, your objectives, metrics, and timelines for completion. These objectives should reflect the scope of activities defined in your campus *real food policy*, such as:

- Food procurement and supply chains
- Operations & facilities
- RFP and contract processes
- Transparency and accountability
- Community involvement
- Labor, immigration and human rights
- Campus food initiatives

Once complete, please send your Multi Year Action Plan to [commitment@realfoodchallenge.org](mailto:commitment@realfoodchallenge.org).

Please send in pdf form with the file named in the following format:

universityname\_progressreport\_year.pdf



## Action Plan Chart | Example

	Objective	Description	Responsible Party	Metrics	Timeline
Food & Beverage Procurement	By 2018, 25% of all university purchases will be compliant with real food guidelines.	Current estimates put us at 8% real food. By strategically focusing on key product categories like meat, beverages, and seafood we hope to drastically increase our real food percentage.	Housing and Food Services	% of total purchases	Reach 15% real food by 2016; 25% by 2018; 30% by 2020
			Franchised and other contract food vendors	% of total purchases	Complete feasibility studies by September 1, 2014
	Source 80% real beef by 2020	In tandem with reducing overall meat consumption on campus, we hope to capitalize on the strength of our local cattle and ranching industries and prioritize humanely produced, locally raised beef products.	Food Systems Working Group	# of events	Feature at least two beef and ranching-focused educational events annually
			Dining Services	% purchases meet criteria	Reach 60% 'real' beef purchasing by 2016; 75% by 2018; Maintain 80% 'real' beef purchasing 2020 onward
	Work with distributors to increase transparency, support for local farmers	We'd like to institute a tracking system so that we know exactly where every product we purchase comes from, and an on-campus labeling system so that everyone involved, from the time it arrives at the loading dock to the time it's eaten, can clearly see that the food is a real food item	Dining Purchasing Director; Real Food Interns	# of local farms selling to distributor	20 new local farmers selling through preferred distributors by 2018
			Dining Purchasing Director; Real Food Interns	% of total dining dollars reliably traced to farm of origin	50% traceability by 2015; 80% traceability by 2018
Student Leadership & Learning	Create positions for four student interns to help execute real food action plan	Interns will be jointly supported by the FSWG Chairperson as well as by the department they work in. Two interns will work with dining services, to do producer outreach and regular tracking; one with student activities; and one with the sustainability office. All four will meet weekly	Food System Working Group	# Interns Hired; # Report-back sessions	Release applications by June 2016; Make final hires by September 15, 2016
	Sponsor student-led academic research projects each semester	Collaboration with academic courses will bring added capacity and analysis to our real food work. It will also provide valuable educational experiences for dozens of students each year.	Food Systems Working Group; Faculty Reps	# of academic research projects completed	Regular collaborations with 3 academic departments by Fall 2017
	Involve students in upcoming contract re-negotiation process	Student input on our major contractual decisions will be important to student buy-in and the credibility of our program. We plan to include student leaders in all future committees.	Housing and Food Services Office	# of students included	As needed, depending on contract cycles.