

NATIONAL PARK SERVICE
HEALTHY FOOD PROGRAM
DRAFT IMPLEMENTATION STRATEGY



INTRODUCTION

This Draft Implementation Strategy provides an outline of National Park Service (NPS) proposed plans to develop and institute a NPS Healthy Food Program (HFP) in its concession food and beverage (F&B) operations. The implementation concepts presented in this document are provided for discussion and review purposes. Input on the NPS HFP is currently being collected from a variety of stakeholders including various NPS programs and concessioners, other governmental agencies and industries. The NPS HFP will be revised and expanded based on feedback from these stakeholders.

BACKGROUND

The NPS manages more than 75 units with over 250 F&B operations. These contracted F&B operations serve an estimated 23.5 million customers a year and generate more than \$185 million in revenue annually. Managing this large and diverse set of F&B operations presents the NPS with the unique opportunity to provide tens of millions of visitors with healthy food choices, reduce F&B operations' environmental footprint through sustainable food practices, green the food supply chain, and educate visitors on healthy and sustainable foods.

In August 2011, the NPS issued the *Call to Action*, a five-year strategic plan that contains 36 action items targeted at national parks and their partners. The development and implementation of the HFP addresses Action 8: Eat Well and Prosper which states that the NPS will:

Encourage park visitors to make healthy lifestyle choices and position parks to support local economies by ensuring that all current and future concession contracts require multiple healthy, sustainably produced, and reasonably priced food options at national park food service concessions.

The draft HFP Implementation Strategy focuses on concession F&B operations. The NPS is also developing plans to facilitate healthy and sustainable foods in convenience store and vending operations.

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STRATEGY

The HFP Implementation Strategy is intended to achieve the Call to Action goal, addressing some key aspects of the Goal: choice; contractual requirements; health and sustainability attributes; and reasonable price. The elements of this strategy are highlighted below.

Implementation Strategy Concepts	
➤	Engagement
➤	Baseline
➤	Tools
➤	Cost
➤	Standards
➤	Prospectus
➤	Execution
➤	Innovation
➤	Monitoring
➤	Improvement

Engagement and Input

In order to establish a progressive but realistic HFP, the NPS will solicit input from a broad set of both internal and external stakeholders.

- **NPS Workgroup.** The NPS will develop an Internal HFP workgroup consisting of NPS personnel from Washington, regional offices, parks, and the NPS Public Health Service.
- **Concessioner Workgroup.** The NPS will collaborate with workgroup(s) comprised of concessioners with experience in healthy and sustainable foods.
- **External Experts.** The NPS will foster and maintain a network of federal agency, non-profit, and industry experts to help inform the Service as it moves forward.

Baseline and Information Gathering

The NPS will continue to review reports and conduct additional baseline analysis of current practices. The result of this data gathering will provide the NPS with a clear understanding of current conditions from which to generate recommendations and monitor for improvement.

- **CDC Observational Survey.** The NPS is collaborating with the Center for Disease Control and Prevention (CDC) to complete baseline nutritional menu observational surveys at approximately 40 national parks.
- **Food for Parks.** The NPS is utilizing data from *Food for the Parks* reports completed by one of its partners, the Golden Gate National Parks Conservancy, Institute at Golden Gate.
- **Other Data Collection.** The NPS will gather information through workgroups, internal surveys and other methods to address data gaps such as cost of goods, availability constraints, and others.

Tool Kit and Technical Support

The NPS will develop tools and provide technical support to parks and concessioners for implementing the HFP.

- **Opportunity Assessment Tool.** A critical tool will be a model, currently under development that will provide a framework to assess opportunities for improving healthy and sustainable food offerings, education, and interpretation. This tool takes into consideration factors including: service types, regionality, progressiveness, and cost. This multi-attribute analysis tool will help inform parks and concessioners on HFP opportunities.

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- **Food for Parks II.** The NPS will continue to collaborate on the finalization of the *Food for Parks II* report which focuses on implementing effective programs within concession operations.
- **Technical Support Network.** The NPS will establish a network of internal representatives, and other government agency and industry representatives, to provide technical support in the areas of best practices, supply source networking, cost analysis, and others.
- **Web-Resources.** Tools such as cost-of-goods analysis tools, menu nutrition calculation tools, best practices and success stories will be compiled and made available on internal and external websites.
- **Training.** The HFP will be integrated into park training programs (e.g., Planning and Development, Program Chats) so that park personnel are aware of policies, practices, and resources.

Planning

The NPS will provide resources to parks for the integration of healthy and sustainable practices into contracts.

- **Guidelines/Standards.** The NPS will develop guidelines and minimum HFP criteria for F&B operations that will provide a consistent Service-wide starting point for healthy and sustainable food.
- **Financial Analysis.** The NPS will establish methodologies for use in assessing the financial impact and feasibility of incorporating healthy and sustainable food opportunities into contracts.
- **Prospectus Questions.** The NPS will prepare model language and guidance to develop prospectus package questions for use in new contracts. Prospectus questions will allow the NPS to assess the performance capability of offerors in meeting NPS HFP goals and allow offerors to demonstrate innovation as a competitive advantage.

Contract Execution

The NPS will integrate the HFP into new contracts and existing contracts, as appropriate. In some cases not all HFP elements will be technically or economically feasible. In other cases, the opportunities may stretch beyond the minimum. A pragmatic analysis of what will work and what will not work will be completed using tools and

HFP Menu Concepts

- ❖ Menus must provide choices.
- ❖ Healthy and sustainable foods should be addressed in in the Core Menu as well as encouraged in as the overall menu.
- ❖ Standards must apply for children's as well as adult menus.
- ❖ Healthy may be easier than sustainable.
- ❖ Healthy and sustainable attributes may be consolidated in some selections so that visitors can select a healthy and sustainable option.
- ❖ Healthy and sustainable options should not be limited to the vegetarian selection.
- ❖ Labeling and other educational materials are key elements.
- ❖ Menu flexibility will be important in order to capture seasonal/local opportunities.
- ❖ HFP standards establish minimums; HFP menu innovation should be encouraged.
- ❖ Cost is a factor that must be considered in financial analysis and/or price.
- ❖ Everything may not be achievable everywhere or all at once.

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technical resources, financial data, offerors responses and stakeholder input. Incremental change may be necessary, particularly for existing contracts. Exceptions to minimums and concepts like “go, slow, wow” currently in use at the Delaware State Parks may be appropriate in some circumstances.

Facilitating Program Implementation and Innovation

The NPS recognizes that successful implementation of the HFP will rely heavily upon the innovation of concessioners who best understand the business. The NPS desires to tap into the ideas and knowledge base of concessioners to implement programs to meet minimum contract requirements and also exceed these minimums. To that end, the NPS will work to identify and eliminate barriers to HFP creativity and flexibility for operators. These will include:

- **Rate Administration and Menu Approval.** The NPS will review F&B rate administration and menu approval methods to ensure that they can be responsive to needs, such as quickly adjusting to locally available and season products. A “Cost of Goods” industry mark-up approach for the Core Menu may be an alternative way to approve rates in this context.
- **Local Sourcing.** The NPS is already reviewing current public health processes to certify food sources and will continue to review procedures to streamline them and ensure they are consistent across the Service while maintaining necessary public health oversight.
- **Assessing Other Procedural Constraints.** The NPS will maintain an open dialog with the concessioner community as the HFP is implemented and will seek ways to reduce or eliminate other barriers that are identified while considering legal and other obligations.
- **Recognizing Performance.** The NPS will seek ways to recognize exceptional performance in implementing contract terms or exceeding these requirements and demonstrating innovation in HFP practices. This effort is already underway as part of the larger Concessioner Review Program update.

Program Monitoring and Continuous Improvement

The NPS will monitor the success of the program over time.

- **Industry Monitoring.** The NPS will utilize workgroups and industry contacts to remain current on new practices and opportunities and will provide this information to the network of parks and concessioners through workgroups, tool kits, web sites and training.
- **Nutritional and Other Surveys.** The CDC survey tool and other methods will be employed to determine how well the HFP has been integrated into the concession operations.
- **Visitor Satisfaction.** Concession and park visitor satisfaction data will be utilized to collect visitor input on the program.
- **Program Updates.** Collected data will be utilized to make improvements to the HFP including program changes and modification of standards as appropriate.
- **Program Reporting.** The NPS will conduct program reviews and report out on performance to assess success against HFP objectives and the *Call to Action* goal.

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DRAFT FOOD GUIDELINES



INTRODUCTION

Healthy and sustainable food guidelines are being considered by the National Park Service (NPS) for adoption into NPS concession food and beverage (F&B) operations. The following outlines some of the criteria currently being considered. These criteria incorporate elements from federal standards and guidelines such as those established under the U.S. Department of Health and Human Services *Health and Sustainability Standards for Use in Federal Food Procurement for Concessions and Vending Operations*, *Dietary Guidelines for Americans, 2010*, and 21 CFR Part 101, *Food Labeling* and State and institutional programs. Criteria from these sources including metrics and definitions will be reviewed and adopted in Core Menu items or the overall menu, as appropriate, through the collaborative process outlined in the HFP Implementation Strategy.

The guidelines are broken into two primary components: healthy and sustainable choices. For each component food and menu attributes, cooking methods, education, and marketing criteria are outlined.

HEALTHY CHOICE

Food Attributes

- **Lite.** Provide entrees that are lower in calories and defined as lite/light.
- **Lean.** Where meat and/or seafood are offered, provide menu items that are lean or extra lean.
- **Low Fat.** Provide menu entrees that are designated as fat free or low fat.
- **Low Sodium.** Provide menu entrees that are designated as sodium free or low in sodium.
- **Hormone-free.** Offer menu entree with beef, pork or poultry which have no hormones added.
- **Antibiotic-free.** Offer meat or poultry options which have had no antibiotics added.
- **Whole grains.** Provide menu items with whole grains.

Overall Menu Attributes

- **Vegetables and Fruits.** Offer all entrees or full meals with at least one fruit or vegetable.
- **Dairy.** Offer only low-fat and fat-free milk and milk products.
- **Beverages.** Offer beverages with no sugar added, such as natural fruit juices.
- **Trans fats.** Do not use artificial trans fats in frying or as ingredients in any foods.

Food Preparation

- **Cooking Methods.** Offer the choice of steamed and grilled food rather than using animal fat in cooking when food is made to order.
- **Portions.** Offer half servings or reduced portion sizes.

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Food Education

- **Signage.** Use signs or other materials to educate visitors on the healthy choice items designated in the food and beverage operation.
- **Menu Information.** Educate visitors on the healthy aspects of the items offered in the food and beverage operation on menus.
- **Nutritional Labeling.** Provide calorie and other specific nutritional information, such total fat, cholesterol, sodium and sugars on menus and menu boards.

Marketing

- **Menu Engineering.** Place healthier options on the menu where they are most noticeable and more likely to be purchased.
- **Specials.** Avoid specials that highlight less-healthy menu items.

SUSTAINABLE CHOICE

Food Attributes

- **Organic.** Provide menu items that could be labeled as being “made with organic ingredients”, “organic”, or “100 percent organic”.
- **Sustainable Fisheries.** Provide seafood options that are “Best Choices” or “Good Alternatives” on the Monterey Bay Aquarium Seafood Watch list, certified sustainable by the Marine Stewardship Council, or an equivalent program.
- **Animal Welfare.** Provide menu selections that are prepared using humanely treated animals.
- **Fair Trade.** Where chocolate, coffee, and bananas are offered, provide fair trade options.

Overall Menu Attributes

- **Seasonal and local.** Use seasonal or locally or regionally produced food products.

Food Preparation

- **Cooking Methods.** Use food preparation equipment and methods that are more energy efficient, conserve water and other resources. Purchase environmentally preferable serviceware and employ environmentally preferable packaging and waste management practices.

Food Education

- **Signage.** Use signs or other materials to successfully educate visitors on the sustainable components of the F&B operation.
- **Menu Information.** Educate visitors on the sustainable aspects offered in the food and beverage operation (e.g., organic, humane, fair trade, fishery friendly or made from non- GMO foods).

List of Participants

White House Meeting on Healthy Food in Parks

November 1, 2011

1. Ruth Coleman, *Director, California State Parks*
2. Derrick Crandall, *Counselor, National Park Hospitality Association*
3. Frank Dean, *Superintendent, Golden Gate National Recreation Area, National Park Service*
4. Norah Deluhery, *Policy Advisor, Let's Move!*
5. Christian DeVos, *VP of Food & Beverage, DNC Parks & Resorts*
6. John Dillon, *Executive Director, Grand Canyon River Outfitters Association*
7. Mickey Fearn, *Deputy Director, National Park Service*
8. Bruce Fears, *President, ARAMARK Parks & Destinations*
9. Gerand Gabrys, *CEO, Guest Services, Inc.*
10. James Gomes, *Regional Vice President, Forever Resorts*
11. Dr. Alyson Goodman, MD, *Lieutenant Commander, Obesity Branch, Division of Nutrition, Physical Activity, and Obesity, Centers for Disease Control and Prevention*
12. David Hartvigsen, *VP of Sales and Marketing, Xanterra Parks & Resorts*
13. Captain Chuck Higgins, *Director, Office of Public Health, National Park Service*
14. Brad Hill, *President, Evelyn Hill*
15. Jill Isenbarger, *Executive Director, Stone Barns Center for Food and Agriculture*
16. Jon Jarvis, *Director, National Park Service*
17. Jay Jensen, *Associate Director for Land & Water, White House Council on Environmental Quality*
18. Sam Kass, *White House Assistant Chef and Senior Policy Advisor for Healthy Food Initiatives*
19. Ali Kelley, *Deputy Assoc. Director for Let's Move Outside, White House Council on Environmental Quality*
20. Kevin Kelly, *President, DNC Parks & Resorts*
21. Tom Kiernan, *President, National Parks Conservation Association*
22. Dr. Joel Kimmons, PhD, *Chief, Obesity Prevention and Control Branch, Centers for Disease Control and Prevention, Division of Nutrition, Physical Activity, and Obesity*
23. Frank Klein, *CEO, FK Restaurants and Hospitalities*
24. Mark Lipson, *Senior Advisor, Marketing and Research Service, USDA*
25. Rex Maughan, *CEO, Forever Resorts*
26. James McCaleb, *VP for Parks North, Xanterra Parks & Resorts*
27. Greg Moore, *Executive Director, Golden Gate National Parks Conservancy*
28. Vanessa Morel, *Washington, DC Director, NatureBridge*
29. Julie Moreno, *Policy Analyst for Childhood Obesity, White House Domestic Policy Council*
30. Neil Mulholland, *President, National Park Foundation*
31. Kristen Nelson, *National Program Manager, Interpretation & Tourism, U.S. Forest Service*
32. Peter Pahk, *Executive Chef for Kingsmill Resort, Xanterra Parks & Resorts*
33. Judy Palfrey, *Director, Let's Move!*
34. Jim Pena, *Acting Deputy Chief, National Forest System, U.S. Forest Service*
35. Jo Pendry, *Associate Director for Business Services, National Park Service*
36. Kurt Rausch, *Branch Chief, Contracts Management, National Park Service*
37. Alex Romero, *Superintendent, National Capital Parks – East, National Park Service*

38. Racquel Russell, *Special Assistant to the President for Mobility and Opportunity, Domestic Policy Council*
39. John Rutter, *Senior VP, Grand Teton Lodge Company*
40. Robin Schepper, *Senior Policy Advisor, Bipartisan Policy Center*
41. John Schoppmann, *Executive VP, Forever Resorts*
42. Brian Stapleton, *Corporate Executive Chef, ARAMARK Parks & Destinations*
43. Dr. Janey Thornton, PhD, *Deputy Under Secretary for Food, Nutrition, and Consumer Services, USDA*
44. Paula Vlamings, *Program Development Consultant, Institute at the Golden Gate, Golden Gate National Parks Conservancy*
45. Bob Vogel, *Superintendent, The National Mall, National Park Service*
46. Rick Wayland, *Assistant VP for Operations, Guest Services, Inc.*
47. John Wessels, *Regional Director, Intermountain Region, National Park Service*
48. Tom Wolfe, *DC Representative, America's State Parks/National Association of State Parks Directors*
49. David Woodside, *President, The Acadia Corporation*

Panelists

- Captain Heidi Blanck, *Chief, Obesity Prevention and Control Branch, Division of Nutrition, Physical Activity and Obesity, National Center for Chronic Disease Prevention and Health Promotion, Center for Disease Control and Prevention*
- John Debo, *Chief Development Officer, Conservancy for Cuyahoga Valley National Park*
- Percy Whatley, *Western Regional Executive Chef and Executive Chef for the Ahwahnee Hotel, DNC Parks & Resorts*
- Armand Ortega, *President, Ortega Family Enterprises*
- Kirsten Tobey, *Co-Founder and Chief Innovation Officer, Revolution Foods*