

Bringing the Good Food Purchasing Program to Buffalo

An investigation of potential environmental
stakeholder participation



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Executive Summary

Leveraging institutional purchasing power can be an effective way to support the local food economy, as well as an efficient approach to change procurement and production methods throughout supply chains. Recently food justice advocates have called for a more holistic approach to institutional food purchasing, one that connects multiple issue areas in the food system: environmental sustainability, health and nutrition, workforce conditions, local economic growth, and animal welfare. Recognizing the need for a more holistic approach for transformative work on food, national organizations, spear-headed by the Center for Good Food Purchasing and the Food Chain Workers Alliance, have united to use institutional purchasing power as a way to reform the food system. The program created, the Good Food Purchasing Program (GFPP), has now been adopted in three cities and is in progress in six others.

The objective of this report is to investigate the GFPP's value of environmental sustainability, to assess if this value is compatible with those of Buffalo's environmental stakeholders, and to consider if these local organizations would be supportive of bringing the GFPP to Buffalo. In doing so, this report examines the characteristics and goals of local environmental stakeholders, and compares them to the successes that the GFPP has experienced elsewhere. Of particular importance to Buffalo's environmental stakeholders is climate justice, water quality, and regenerative economies. All of these values correspond with the GFPP's socio-environmental accomplishments, such as decreased greenhouse gas emissions and water resulting from reduced animal product consumption, increased local purchasing, and improved working conditions. However, these victories were not achieved without overcoming numerous barriers, such as policy regulation, financial constraints, and logistical limits.

Yet despite these challenges, this assessment indicates that a majority of Buffalo's environmental stakeholders including Partnership for the Public Good, Crossroads Collective, and the University at Buffalo would be willing to participate in the GFPP. However, in order to increase interest, this report recommends providing local environmental stakeholders with information concerning successes, challenges, and best practices, the environmental impacts of food currently used by the target institution, and the potential effects of the GFPP on the local environment and the food system in general. Finally, this report recommends adding a policy change component, so as to remove existing policy barriers and increase the willingness of other, policy-oriented environmental stakeholders to participate in the Program's implementation.

Problem Statement: The Power of Procurement

The current food system disproportionately serves corporate interests at the expense of other food system actors[1]. Recognizing the many issues that stem from the conventional food system, food justice advocates have developed multiple approaches and strategies to transform the food system to work for the disenfranchised. One popular strategy is leveraging the purchasing power of public institutions to support the local food economy. Specifically, food system stakeholders promote green purchasing, or the shift of spending “away from goods and services that cause environmental and social harm, and toward products that are more environmentally sound and socially just,” [2].

Institutions provide an effective green purchasing platform as a result of the large-scale and multi-year contracts that they form with producers and distributors. Producers and distributors rely on the income generated from these contracts, giving institutions leverage to demand the type of goods or services that they wish to receive. As such, institutions have a much greater purchasing power than do individuals or households [3]. In addition, because institutions must purchase large amounts of goods and services, they are able to capitalize on economies of scale; therefore, they are able to keep prices low, despite the more expensive prices of “green” products [4]. However, ensuring that producers and distributors fully implement a contract’s green purchasing demands can be difficult for institutions due to a lack of supply chain transparency. In order to combat this, institutions need to ensure that all contracts include a system of accountability that mandates transparent reporting on the accomplishment of all goals and targets [5].

Using green purchasing to address the negative environmental impacts caused by the food system is particularly effective, especially as a method to fight climate change [6]. The food system contributes heavily to environmental degradation and greenhouse gas (GHG) emissions, and has been identified as one of the top-three contributors to climate change [7]. For example, it is estimated that conventional food production methods require ten calories of energy to produce one calorie of food [8]. However, food production methods are not the greatest contributor to food-related GHG emissions; instead, transportation, food packaging, and food waste are most responsible [9]. Targeting these issues through green purchasing demands forces those along the food supply chain to decrease transportation distance, packaging used, and waste produced. This,

in turn, will go a long way towards reducing the negative environmental impacts of the food system, and mitigating climate change [10].

Finally, using green purchasing to decrease institutions' detrimental environmental impacts and thus help to mitigate climate change is not only effective, it is also much cheaper than other mitigation efforts. For example, the cost for an institution to decrease food-related GHG emissions is much lower than the cost of transitioning off of fossil fuels by installing solar panels [11]. It is much easier for stakeholders to convince institutions to implement pro-environmental policies if they do not entail spending increases; therefore, green purchasing is an extremely efficient approach [12].

Goals and Objectives

The objective of this investigation is to assess the willingness of local environmental stakeholders to support the implementation of the Good Food Purchasing Program (GFPP) in Buffalo. Specifically, this report examines:

- 1) The importance of the GFPP, its value of environmental sustainability, and the role of environmental stakeholders in the Program's implementation
- 2) Potential local benefits and challenges of the GFPP's value of environmental sustainability
- 3) Local environmental stakeholders' potential participation in collaborative campaigns that target institutional purchasing power, particularly in the GFPP
- 4) Recommendations for increasing local environmental stakeholders' desire to implement the GFPP in Buffalo

In assessing local environmental stakeholders' potential participation, this investigation seeks to present the benefits of and barriers to successfully implementing the GFPP in Buffalo as a method of diminishing the negative environmental impacts of food production.

The Western New York Environmental Alliance

The group working to bring the GFPP to Buffalo is the Western New York Environmental Alliance, which is "a coalition of independent organizations that collectively represents the environmental voice" for the Buffalo region [13]. Founded in 2009, it is now comprised of 103 members who share a mission "to mobilize change through collective action

and collaboration, in order to ensure sustainable, thriving ecosystems and communities in Western New York.” In doing so, they work to ensure that environmental considerations represent a critical component in all local and regional planning decisions [14][15].

The Good Food Purchasing Program

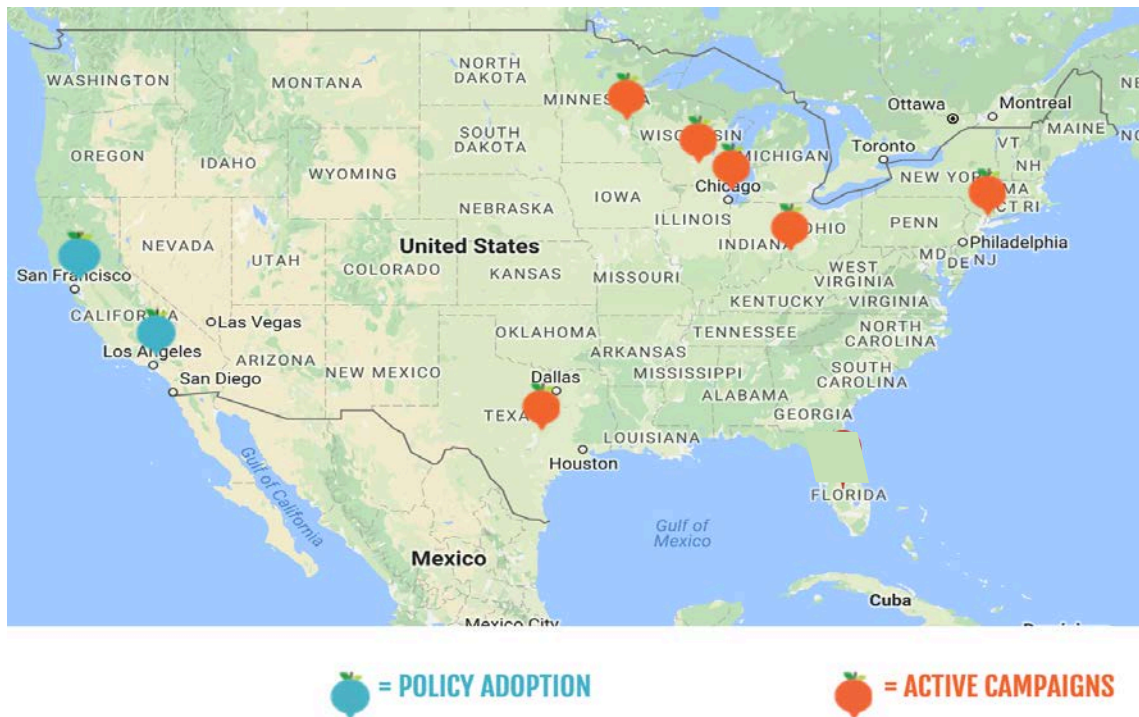
The GFPP was founded in 2012 and is coordinated by the Center for Good Food Purchasing and the Food Chain Workers Alliance. It seeks to transform the way public institutions purchase food by creating a transparent and equitable food system built on five core values: strengthening local economies, increasing the intake of nutritious food, improving workforce conditions, encouraging humane treatment of animals, and fostering environmental sustainability (Table 1) [16]. Through a metric-based, flexible framework, the GFPP helps institutions develop a baseline assessment for each of these five categories and then proceed through a process of setting goals, tracking progress, and celebrating success. Evaluations are based on third-party certifications that national experts have recognized as meaningful, such as Certified Organic or Fair Trade Certified [17]. Institutions are rated on a five-point scale for each of the five values. These points are then aggregated and institutions are then awarded a corresponding star rating, which ranges from one to five stars. Thus far, as shown in Figure 1, the GFPP has been adopted in three cities (Los Angeles, San Francisco, and Oakland), and there are active campaigns in six other cities (Austin, Chicago, Cincinnati, Madison, New York, and Twin Cities) [18].

The GFPP is implemented through partnerships formed between a multi-sector coalition, a local institution (usually the city school district), and political champions [19]. The multi-sector coalitions are composed of local stakeholders dedicated to at least one of the GFPP’s five core values, thereby ensuring that all five of the GFPP’s values are represented throughout the implementation and adoption processes. The partnerships formed help to garner community support, increase pressure on the institution, and maintain contract transparency and institutional accountability [20].

Table 1: Five Core Values of the GFPP [21]

GFPP Value	Description
Environmental Sustainability	Promote sourcing from producers who use sustainable production practices focused on preservation, conservation, and protection
Local Economies	Support robust regional economies by sourcing from locally-owned small and mid-sized agriculture and food processing operations
Nutrition	Foster health and well-being by increasing portion sizes of fruits, vegetables, whole grains, and minimally-processed foods, while reducing the amount of meats, saturated fats, and foods containing added sugars and salts, and eliminating artificial additives
Valued Workforce	Provide safe and healthy working conditions and fair compensation for all food chain workers and producers from production to consumption
Animal Welfare	Encourage healthy and humane care for farm animals

Figure 1: Cities with the GFPP [22]



Environmental Stakeholders

Environmental stakeholders, one of the main groups involved in existing GFPP multi-sector coalitions, comprise a large portion of active advocacy groups in Western New York. While the definition of environmental stakeholders may vary, the Western New York Environmental Alliance defines them as not-for-profit organizations and community groups, both established and emerging, with strong environmental interests. Environmental stakeholders in Buffalo seek to mobilize change through collective action and collaboration, in order to ensure sustainable, thriving ecosystems and communities by recognizing that the environment is directly and indirectly connected to economic growth, human health and well-being, and community (re)development [23]. This recognition makes environmental stakeholders critical partners for successful GFPP implementation. They regularly devise innovative solutions, such as community gardens [24] or sustainable low-income housing [25], that address the sustainability of a system: “economy, environment, empowerment,” [26], and which apply to the GFPP’s mission [27][28]. Therefore, environmental stakeholders in Buffalo serve not only to represent the GFPP’s value of environmental sustainability, but they also understand and appreciate the importance of the relationships between all five of the GFPP’s core values.

Environmental Values in Buffalo

Buffalo’s Environmental Goals

Environmental stakeholders in Buffalo share two main characteristics. First, while no stakeholder’s goals are exactly the same, they all share a sense of purpose. In other words, each environmental stakeholder has a specific mission that they are pursuing, which is motivated by principle rather than by personal or financial gain [29]. Second, Buffalo’s environmental stakeholders share a willingness to partner and collaborate. They realize that the issues that they are trying to resolve are too large to be tackled without assistance, and that they are much more effective when working collectively [30]. Although there are numerous environmental issues that stakeholders are working to address in the Buffalo region, there are three main goals that unite them: [31]

- 1) Climate Justice: viewing climate change as an issue that impacts both the environment and the people, meaning that mitigation efforts need to balance environmental and social justice considerations

- 2) Water quality: understanding that water pollution poses negative consequences to the people as well as the environment, and therefore emphasis needs to be placed on the value of public access to water
- 3) Regenerative economy: linking the environment and the economy such that the economy is in the service of the environment, rather than the environment being in the service of the economy

Connecting Buffalo's Environmental Goals to the GFPP

The three goals that unite Buffalo's environmental stakeholders, climate justice, water quality, and a regenerative economy, emphasize the existence of socio-ecological connections. The same is true of the GFPP. Therefore, the GFPP does not introduce a new concept to Buffalo's environmental stakeholders, but rather a new approach to the concept that they regularly address. As a result, Buffalo's environmental stakeholders will not only be a benefit to the implementation of the GFPP, but the GFPP will also benefit these organizations by providing them with another leverage point to pursue their objectives [32]. For example, the GFPP promotes the purchasing of organic food, which is not grown with synthetic fertilizer containing elements such as phosphorus that pollute water ways through soil runoff. Thus, by supporting the GFPP, Buffalo's environmental stakeholders will be simultaneously working towards their own goal of increasing the region's water quality [33].

In addition to offering a new method to help accomplish their goals, the GFPP will provide Buffalo's environmental stakeholders with another platform upon which to build the partnerships that are important to these organizations' successes. First, partnerships help to decrease their operational costs; by combining their resources, they are able to work on issues in ways that they wouldn't be able to do alone [34]. Partnerships also allow stakeholders to share risks. Knowing that they are not alone but rather that they have support from others, increases environmental stakeholders' willingness to tackle issues that they would hesitate to address without knowing that others deem the issue to be important, as well [35].

Environmental Opportunities and Challenges

GFPP Environmental Successes

The cities that have adopted the GFPP have generated significant reductions in food-related environmental degradation and GHG emissions. Success in reducing negative environmental impacts on the food system is the result of many different pro-environmental contractual demands. The most successful environmental initiative has been a decrease in the purchase and consumption of animal products. Institutions participating in the GFPP are targeting animal products because they are the most resource-intensive foods in our diets. For example, it takes ten pounds of milk to make one pound of cheese. In order to produce the milk, animals (usually cows) must be raised, fed, housed, and sometimes transported, which cause significant harm to the environment and GHG emissions [36]. One of the most important resources used for animal products is water. Producing the cheese mentioned above requires 382 gallons of water, while one pound of beef entails the use of 1590 gallons of water. However, fruit and vegetables need less than 50 gallons of water to grow one pound of produce (see Figure 2) [37].

One of the first institutions to adopt the GFPP was the Oakland Unified School District (OUSD), in Oakland, California. Recognizing the large negative impact of animal products on the environment, OUSD has devoted a large portion of their GFPP efforts to promoting plant-forward menus, which emphasize increased servings of fruits and vegetables, and decreased servings of animal products [38]. In addition to simply changing the ratio of food types served to their students, OUSD has created weekly days devoted to a specific menu goal. For example, each week they have Meatless Mondays (no meat served), Lean and Green Wednesdays (increased portions of plant foods), and California Thursdays (food sourced only from California). As illustrated in Figure 2, these initiatives have helped OUSD decrease animal product purchased by 30%, and subsequently decreased OUSD's carbon footprint by 14%, reduced their water footprint by 6%, and has saved them \$42,000 [39].

The Los Angeles Unified School District (LAUSD) has taken similar steps to improve environmental sustainability by decreasing the amount of animal products purchased. Meatless Mondays and other plant-forward menu initiatives have helped LAUSD reduce their annual meat spending by 75%, saving 19 million gallons of water [40]. In addition, LAUSD's contracted producers have decreased pesticide use on crops or have transitioned completely to organic

production, added full-time, living-wage jobs, and improved the working conditions of both national and immigrant employees [41].

Figure 2: [42]

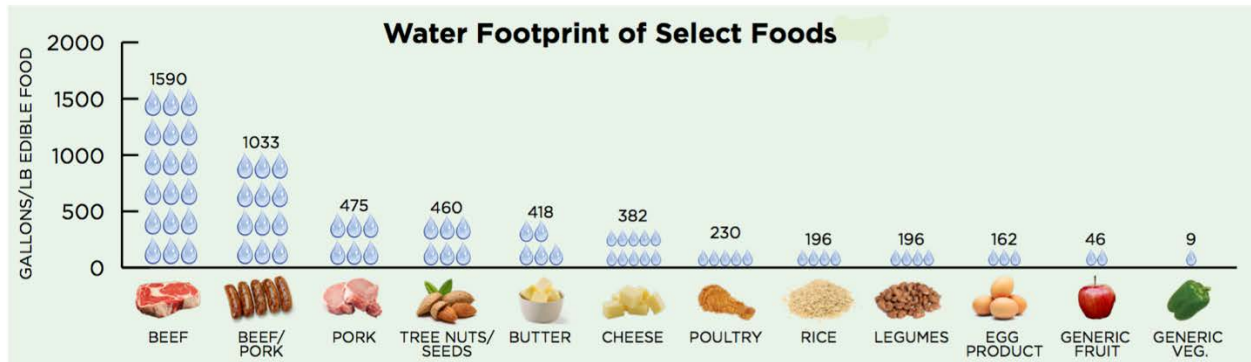
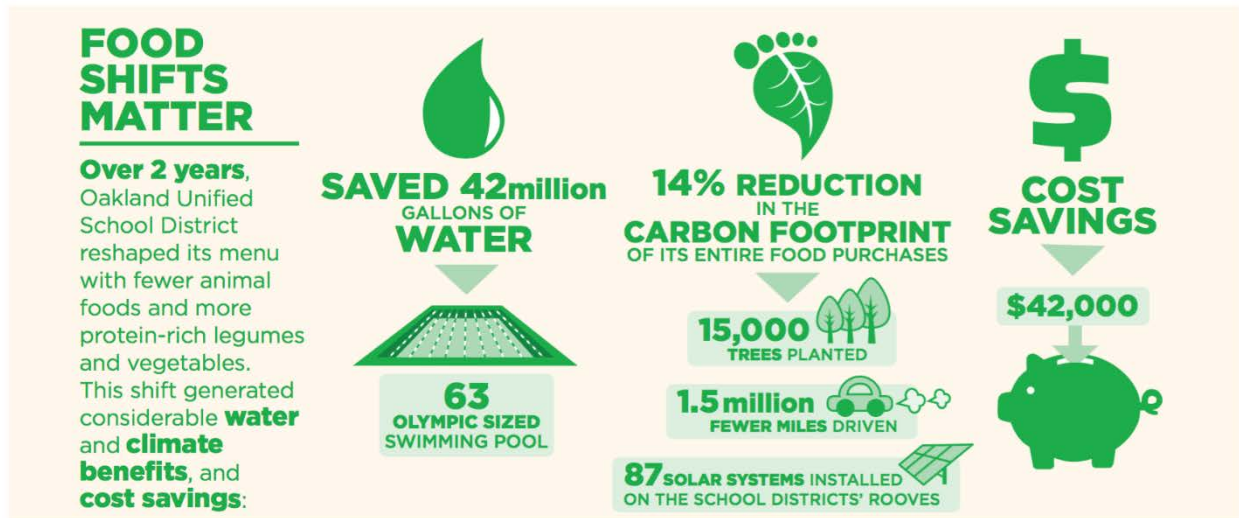


Figure 3: [43]



Environmental Challenges for the GFPP

A lot of environmental benefits can be realized through the successful implementation of the GFPP, including the reduction in water use, GHG emissions, synthetic pesticide and fungicide application, and water pollution from farm soil runoff [44]. However, institutions and their partners participating in the GFPP have to overcome many barriers in order to achieve these benefits. The primary hurdle is increasing the amount of sustainably-produced food purchased without exceeding the institution’s available budget. While it is true that institutions are able to

purchase such food for a smaller cost than individuals or small businesses, that does not mean that food produced in an environmentally sustainable manner is cheaper than conventionally-produced food [45]. Institutions generally have extremely constrained budgets and therefore they are unwilling, or even unable, to support any changes that increase spending. As a result, although institutions may want to support programs like the GFPP, they will not do so if the program necessitates budget increases [46].

In addition, institutions face logistical limits that may prevent them from adopting green purchasing. For example, the waste created by food packaging is responsible for a large portion of the negative environmental impacts generated by institutions; therefore, many GFPP institutions would like to buy food that comes with less packaging, like bulk foods or fresh, local foods [47]. However, bulk or fresh and local food require much more preparation and adequate storage once it reaches the institution, which requires specific facilities. If an institution does not already have those specific facilities, it is expensive not only to build them, but to train employees how to operate the facilities and how to prepare the new types of food [48]. Another logistical concern is preparing food that can be served to the institution's consumers while adhering to institutional serving guidelines. Buffalo Public Schools, for example, do not have knives in their cafeterias, which means that all new menu additions must not need cutting [49].

Institutions must also ensure the implementation of the GFPP does not violate any policy regulations. School districts, in particular, are highly regulated by both the state and federal government. This means that even if a food change achieves all of the GFPP's core values, such as a local organic fruit produced by well-treated labor, the institution cannot serve it if it violates the government's purchasing regulations [50]. For example, there is a law in Buffalo that forces public institutions to form contracts with the lowest bidder, regardless of the bidder's production practices or location. As a result, local public institutions are not allowed to give preference to local businesses or practices that adhere to the GFPP's five core values if contracts with them would be more expensive [51]. Government food subsidies represent another policy that poses a particular problem for Buffalo Public Schools. The federal government provides schools with free meat, which means that schools only have to pay for the meat to be processed and packaged. This has two primary consequences: 1) the school district has to accept the meat allotted to them by the government, and is only free to choose the processor- which has to be the cheapest one in the area, and 2) getting free meat is much cheaper than paying for fruits and vegetables, even

inexpensive ones [52]. As a result, it is much cheaper for Buffalo Public Schools to maintain their current meat consumption patterns than attempt to transition to the GFPP and plant-forward menus.

Finally, institutions must not only purchase food that complies with government regulations, but they must purchase large quantities of food. This is especially difficult for institutions because the majority of producers who adhere to the GFPP's five core values are small- to mid-sized producers, who do not produce the quantities needed [53]. Therefore, finding food that is within institutions' set budgets, conforms to logistical constraints, abides by government regulations, and fulfills the required quantities is extremely difficult.

Participation Willingness of Buffalo's Environmental Stakeholders

This study examined the willingness of three key environmental stakeholders in Buffalo to participate in GFPP implementation: Partnership for the Public Good (PPG), University at Buffalo (UB), and Food and Water Watch (FWW). PPG is a coalition of over 250 community groups and advocacy organizations working to improve the Buffalo/Niagara region [54]. Many of PPG's members are environmental stakeholders, meaning that many of the initiatives that PPG tackles are environmentally-related [55]. UB is a public university that places a heavy emphasis on the importance of environmental and climate change research, while simultaneously trying to provide facilities that are increasingly environmentally sustainable [56]. The final key environmental stakeholder examined in this study was FWW, which employs policy advocacy and change to address environmental issues related to food and water [57]. These three environmental stakeholders represent prominent local environmental leaders with broad membership whose participation in the GFPP will be a positive signal to other groups in the area.

Generally the environmental stakeholders who participated in this study indicated willingness to participate in GFPP. For example, a key organizer within PPG stated that the GFPP is a program that PPG would be extremely interested in, adding that they are "a big fan," and are ready to work on it [58]. In addition, this key organizer for PPG mentioned that the Crossroads Collective, an alliance of eight organizations including PPG that focuses on building a new community economy in Buffalo and on climate justice [59], would also be a willing supporter and possible partner of the GFPP [60]. A key organizer in the Office of Sustainability at UB indicated that they would support bringing the GFPP to Buffalo, as well. Referring to his

definition of sustainability as “economy, environment, empowerment,” they surmised that the GFPP has a lot of potential for success because “any time you can bring the triple bottom line thing together, that’s usually where you get a lot more traction,” [61]. This key organizer further noted that such a program will bring partners’ price points down using economies of scale because working together to address multiple issues, as with the GFPP, allows the participating organizations to combine financial, time, and human resources [62]. The complete list of environmental stakeholders that this research found to be interested in implementing the GFPP in Buffalo can be found in Table 2.

Table 2:

Buffalo’s Environmental Stakeholders: Possible Participants in the GFPP as mentioned by Interviewees
Western New York Environmental Alliance
Partnership for the Public Good
Crossroads Coalition
University at Buffalo
Massachusetts Avenue Project
Grassroots Gardens
Sierra Club
PUSH Buffalo
Clean Air Coalition
Niagara Group
Western New York Council on Occupation Safety and Health
Field and Fork

At the same time, there was also hesitation among some environmental stakeholders, such as FWW, from committing to participate in the GFPP in its current form. While FWW shares many of the same values as the GFPP, their methods for addressing issues are completely different. Rather than using market mechanisms to influence change, FWW’s mission is, “to defend our most vital resources from corporate control and abuse and ensure that government does its job by fulfilling its obligation to protect our health, safety, and environment,” [63]. Therefore, FWW does not participate in campaigns that employ institutional purchasing power, because these efforts do not address government policy. As one FWW key organizer stated, FWW believes that “government has an obligation to protect health and safety and if something is good, we should make government make corporations produce or use it rather than using

incentive to influence them,” [64]. Therefore, unless a policy component is added to the GFPP efforts in Buffalo, FWW will not be willing to participate in the Program’s implementation.

Recommendations

A review of the GFPP and its successful implementation in other cities indicates that many of the GFPP’s environmental values and goals are similar to those of Buffalo’s environmental stakeholders. As such, local key organizers have expressed positive views on bringing the GFPP to Buffalo, and indicated that a majority of Buffalo’s environmental stakeholders would be willing to participate in the Program’s implementation. In order to increase Buffalo’s environmental stakeholders’ willingness to participate in the GFPP, the following recommendations are proposed:

- Provide potential stakeholders with information regarding the GFPP’s environmental successes in other cities, as well as details of best practices, to prove that the Program can achieve its goals
- Build as large a coalition as possible so as to maximize buy-in, as long as all participating stakeholders fully support the mission (although not all stakeholders need to have the same level of involvement)
- Create a clear and well-functioning campaign structure with an executive committee, in order to facilitate communication and decision making, and to ensure that each stakeholder has a designated role
- Conduct life cycle assessments of the main foods consumed at the target institution so as to learn which foods cause the largest environmental impacts and should be served less frequently
- Discuss the possibility of decreasing animal product consumption at the target institution, possibly by organizing weekly menu themes such as Meatless Mondays
- Assess the possibility of creating a facility where local farmers can aggregate their produce so as to reach the quantity needed by the target institution
- Consider if the GFPP in Buffalo should include a policy component so as to remove existing policy barriers, such as food subsidies and contract bidding regulations, and to increase the willingness of other, policy-oriented environmental stakeholders to participate in the Program’s implementation

Conclusions

This report investigates institutional purchasing power as used by the Good Food Purchasing Program. Specifically, the Program's value of environmental sustainability and its environmental successes and challenges experienced in other cities are assessed to determine if such an approach might be applicable to Buffalo. Despite the difference in campaign methods, the GFPP's values and goals are found to be similar to those of Buffalo's environmental stakeholders. In addition, the GFPP's environmental successes relate to issues of particular concern to Buffalo, such as water quality and the connections between the environment and social justice. Therefore, this analysis, including interviews with key local organizers, indicates that a majority of local environmental stakeholders would be willing to try and implement the GFPP in Buffalo.

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62. Key organizer at the University at Buffalo, Personal Communications, May 3, 2017.
63. Key organizer at the University at Buffalo, Personal Communications, May 3, 2017.
64. Key organizer at Food and Water Watch, Personal Communications, April 26, 2017.

Appendix A

Email Sent to Potential Interviewees

Dear _____,

My name is Jessica Gilbert, and I am a Geography Ph.D. student at the University at Buffalo. I am currently doing a research project focusing on the potential of bringing the [Good Food Purchasing Program](#) (GFPP) to Buffalo. The GFPP is a program co-run by the [Center for Good Food Purchasing](#) and the [Food Chain Workers Alliance](#) that seeks to transform the way public institutions purchase food by creating a transparent and equitable food system built on five core values: strengthening local economies, increasing the intake of nutritious food, improving workforce conditions, encouraging humane treatment of animals, and fostering environmental sustainability. The GFPP is the first procurement model in the country to support these food system values in equal measure and provides a flexible framework in developing a values-based supply chain that works in tandem with existing efforts to expand good food in the region. Specifically, I am trying to understand the potential interests, benefits, and deterrents that the GFPP in Buffalo could pose to local environmentally-focused organizations and stakeholders.

Because your organization is such an important leader in addressing local environmental issues, I would like to gather your input regarding the GFPP and the environmental opportunities and challenges that the program could bring to Buffalo. In addition, it would be valuable to learn if and how your organization integrates food system considerations into your environmental programming, as well as if you see this program's environmental values and goals aligning with those of your organization. Would you be willing to let me call and interview you about these topics? This would only take about 30-45 minutes of your time, and your views would benefit this research immensely.

Thank you so much for your time, and I look forward to hearing from you!

All the best,

Jessica Gilbert

Interview Questionnaire

- 1) Can you tell me a little about yourself, your role here at [insert organization name] and your involvement in food work in the City of Buffalo/Erie County?
- 2) How does your organization integrate food system considerations into the environmental programming that they do?
 - a. Probing questions
 - b. Do they know what a food system is?
- 3) How important are food system considerations in the work that the [organization] does?
- 4) Can you share examples of projects undertaken by [insert name of organization] where food system impacts and benefits were considered?
- 5) What is your organization's involvement with institutional food purchasing?
 - a. Do they know what institutional purchasing is?
- 6) What are some environmental impacts of institutional purchasing programs – either directly or tangentially?

Probes:

 - a. Carbon footprint
 - b. Waste
 - c. Sustainable practices
 - d. Clean air; clean water
 - e. Etc [add more appropriate probes]
- 7) Before I contacted you, had you heard of the Good Food Purchasing Program?
 - a. What is your understanding of this program? (Would you like me to explain more about it?)
- 8) Do you consider any of the GFPP's values, particularly that of environmental sustainability as overlapping with the values of your organization?
 - a. Which ones?
 - b. How do they define environmental sustainability?
- 9) Are there any values that your organization has that you do not believe are included in the GFPP?
 - a. Which ones?
 - b. Are these values important, and should they be included?

- 10) What do you think some of the environmental opportunities might be with this type of institutional food purchasing program?
 - a. In general, and in relation to organizations like yours?
- 11) What do you see as some of the environmental challenges that this type of program might present?
 - a. In general, and in relation to organizations like yours?
- 12) Do you see GFPP as potentially benefiting organizations like yours?
 - a. As being detrimental?
- 13) How motivated would [organization name] be to sign onto the GFFP coalition?
- 14) What resources would be useful to [name organization] to:
 - a. Get a better sense of the GFPP?
 - b. Learn more about the level of engagement that organizations like yours might have in this program?

Appendix B:

Buffalo’s Coalitions (referenced in this report): Partners and Members

<p>Partnership for the Public Good</p>	<p>¡Buen Vivir! Gallery for Contemporary Art 2-1-1 WNY ACCESS of WNY Adults Loving Intentionally Affordable Housing Clinic, UB Law School African Cultural Renaissance Program Allentown Association, Inc. Amalgamated Transit Union 1342 Artfarms Buffalo Arts Services Initiative of WNY Back to Basics Ministries Bak USA BCAT Belmont Housing Resources for WNY Boys and Girls Clubs of Buffalo BreadHive Worker Cooperative Breast Cancer Network of WNY, Inc. Buffalo Adjunct Movement Buffalo and Erie County Botanical Gardens Buffalo Architecture Foundation Buffalo Arts Studio Buffalo Cannabis Movement Buffalo City Mission Buffalo Federation of Neighborhood Centers Buffalo First! Buffalo Green Power Buffalo Heritage Carousel Buffalo Human Rights Center Buffalo Niagara RiverKeeper Buffalo Olmstead Park Conservancy Buffalo Parent Teacher Organization Buffalo Peacemakers Buffalo Prenatal Perinatal Network Buffalo Recycling Alliance Buffalo ReformED Buffalo ReUse Buffalo String Works Buffalo Tenant Advocacy Group Buffalo Urban League Buffalo West Side Environmental Defense Fund Burchfield Penney Art Center Burmese Community Services, Inc. Burmese Community Support Center Campaign for Alternatives to Isolated Confinement, WNY Chapter Canadiana Preservation Society Canopy of Neighbors Catholic Charities of Buffalo CCNY, Inc. Center for Employment Opportunities Center for Reinventing Government Center for Self Advocacy Center for Sustainable Communities and Civic Engagement, Daemen College Center for Urban Studies, SUNY Buffalo CEPA Gallery</p>	<p>King Center Charter School Lakeview on the Park and Family Homes Lancaster-Depew FCU LaSalle Development, LLC Latin American Cultural Association (El Buen Amigo) Leadership Buffalo Learning Disabilities Association of WNY Legal Aid Bureau of Buffalo Legal Services for the Elderly, Disabled or Disadvantaged of WNY, Inc. LegalShield/IDShield Liberty Partnerships Lipsitz & Ponterio Literacy New York Buffalo-Niagara Little Portion Friary Maritime Charter School, Ships Ahoy Sailing School Martha Mitchell Community Center Massachusetts Avenue Project Masten Block Club Coalition Matt Urban H.O.P.E. Center McCullagh Coffee Metro CDC Delavan Grider Community Center Morlock Foundation Inc. Mothers of Those in Crisis Mulberry Street and Friends Block Club National Lawyers Guild (Buffalo Chapter) Nativity of the Blessed Virgin Mary Church Neighborhood Health Center Neighborhood Preservation Coalition of NYS Neighbors and Friends Fight for Justice at 1001 East Delavan Net Positive Inc. (The Foundry) Network of Religious Communities New York Sustainable Agriculture Working Group Nickel City Housing Cooperative No Labels Clothing Cooperative None Like You, We Care Outreach Northeast Kidney Foundation Olmstead Center for Sight & 2-1-1 WNY Open Buffalo Orchard Community Initiative (OCI) P2 Collaborative of WNY Peace of the City Ministries Peaceprints of WNY Presbytery of Western New York Preservation Buffalo Niagara Pride Center of Western New York Prisoners are People Too Project Slumlord Public Accountability Initiative PUSH Buffalo Rental Registry Task Force Respiratory and Environmental Consultants</p>
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	<p>Church of the Nativity UCC - Community Outreach Committee Citizen Action Citizens Against Casino Gambling in Erie County Citizens for a 21st Century Park on the Outer Harbor Citizens for Regional Transit Citybration Civil Service Employees Association Local 003 Clean Air Coalition Coalition for Economic Justice Coalition of Positively Charged People Columbus Park Association Communications Workers of America, District 1, AFL-CIO Communications Workers of America, Local 1168 Communications Workers of America, Mercy United 1133 Community Action Organization of Erie County Community Economic Development Clinic, UB Law School Community Foundation of Buffalo Community Health Worker Network of Buffalo Contractor Training Coalition, Inc. Cornell University Cooperative Extension of Erie County Cornell University ILR School - Buffalo Creating Assets, Savings & Hope (CASH) Creighton, Johnsen & Giroux Curtis Urban Farm Foundation Dance Days of Buffalo Disability Education and Advocacy Network (DEAN) District Parent Coordinating Council Dopeness Project DTW Landscaping & Snow Removal ECBA Volunteer Lawyers Project Educators for a Better Buffalo El Museo Elmwood Avenue Festival of the Arts Emerging Leaders in the Arts Buffalo (ELAB) Erie County Prisoners' Rights Coalition Erie County Reentry Taskforce Erie County Restorative Justice Coalition Erie County Youth Bureau Fargo Estate Neighborhood Association Fargo House/Assembly House 150 FedGreen First Presbyterian Church FLARE (Filmore-Leroy Area Residents, Inc.) Food Bank of WNY For Our Daughters Inc. Friends of the Night People Fruit Belt United, Inc. Fruit Belt/McCarley Gardens Housing Task Force FruitBelt Coalition, Inc. Gerard Place Housing Development Fund Company, Inc. Global Justice Ecology Project GO Bike Buffalo Goodwill Industries of WNY Grassroots Gardens</p>	<p>Restore Our Community Coalition, Inc ReUse Action Rosetta Ward Foundation Say Yes Buffalo Sierra Club Niagara Group Signity Financial Sisters of Social Service Social Justice Committee - St. Joseph's University Parish Squeaky Wheel Stop the Violence Coalition Subversive Theater Collective Sugar City SUNY ATTAIN Lab @ Niagara Falls Housing Authority SUNY Buffalo State Center for Excellence in Urban and Rural Education Sustainable Earth Solutions T Batchelor Geriatric Advisory Group Tapestry Charter School Teaching and Restoring Youth (TRY) Teens In Progress The Belle Center The Parent Network of WNY The Service Collaborative of WNY The Writer's Den Theodore Roosevelt Inaugural National Historic Site Thrive Media Group True Bethel Baptist Church UB Humanities Institute UB Institute for Research and Education on Women and Gender UB SSW Immigrant and Refugee Research Institute Ujima Company, Inc. United Auto Workers - WNY CAP Council Region 9 United Partners for Public Education United Steel Workers District 4 United Way of Buffalo & Erie County Unity Fellowship Church Univera Healthcare University District Community Development Association Upstate New York Transplant Services Urban Community Corporation Urban Roots Community Garden Cooperative, Inc. Utica Heights Block Club Vision Niagara VOCAL-NY VOICE Buffalo WASH Project Wellness Institute of Greater Buffalo and Western New York West Side Community Collaborative West Side Community Services West Side Neighborhood Housing Services Western New York Area Labor Federation Western New York Apollo Alliance Western New York Coalition for the Homeless</p>
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	<p>Greater Buffalo Cultural Alliance Greater Eastside Fields of Dreams Block Association Greater Royal Worship Center Greater Works Christian Fellowship Green Gold Development Corporation Groundwork Buffalo Habitat for Humanity - Buffalo Hallwalls Contemporary Art Center Harvest House Heal Thy Biz Online Heart of the City Neighborhoods, Inc. Helping Empower At-Risk Teens (HEART Foundation) Helping Families and Children of America Inc Hispanic Heritage Council of WNY, Inc. Hispanics United of Buffalo, Inc. Homeless Alliance of Western New York Houghton College Buffalo Housing Opportunities Made Equal (H.O.M.E.) Imani S&L Virtual Services, LLC Independent Health Foundation International Institute of Buffalo IRAQI American Society It Takes a Village Action Organization Jericho Road Community Health Center Jewish Family Services John R. Oishei Foundation Journey's End Refugee Services, Inc. Junior League of Buffalo Jurisdiction Wide Resident Council (BMHA) Just Buffalo Literary Center</p>	<p>Western New York Council on Occupational Safety and Health Western New York Independent Living Western New York Land Conservancy Western New York Law Center Western New York Peace Center Western New York Peer Networking Group Western New York Sustainable Energy Association Western New York Veterans Housing Coalition Inc. Western New York Women's Foundation Westminster Economic Development Initiative (WEDI) Westminster's Adult Ministry Westminster's Partnering Ministry White Bicycle Women Against Violence Everywhere (W.A.V.E.) Women, Children, and Social Justice Clinic, UB Law School Workforce Development Institute - Western Region Working Families Party - WNY Chapter WUFO Mix 1080 AM Young Audiences of Western New York Young Citizens for ECC YWCA of WNY</p>
<p>Crossroads Collective</p>	<p>African Heritage Food Co-op Coalition for Economic Justice Open Buffalo Massachusetts Avenue Project Partnership for the Public Good</p>	<p>Public Accountability Initiative PUSH Buffalo Ujima Company WASH Project</p>
<p>Western New York Environmental Alliance</p>	<p>AWARE (Association for Wild Animal Rehabilitation and Education) Adirondack Mountain Club Niagara Frontier Chapter Alliance for the Great Lakes Alpha Kappa Chi Beyond Waste WNY Buffalo Audubon Society Buffalo CarShare Buffalo First Buffalo Institute of Urban Ecology, Inc. Buffalo Local Initiatives Support Corp. Buffalo Museum of Science Buffalo Niagara RIVERKEEPER Buffalo Olmsted Parks Conservancy Buffalo Ornithological Society Buffalo Recycling Alliance Buffalo ReUSE Buffalo Urban Outdoor Education Foundation Buffalo's Young Preservationists Center for Environmental Initiatives Chautauqua Citizens Respond to Climate Crisis Chautauqua Watershed Conservancy Citizens Campaign for the Environment Citizen's Environmental Coalition</p>	<p>League of Women Voters of Chautauqua County Little Lake George, Inc. Lt. Col. Matt Urban Human Services Center of WNY Massachusetts Avenue Project Nature Ed-Ventures NY-GEO (New York Geothermal Energy Organization) New York State Outdoor Education Association New York Sustainable Agriculture Working Group Niagara County Community College Horticulture Program Niagara Gateway Columbus Park Association Niagara Share Niagara University: ReNU Niagara Nickel City Housing Cooperative Nurse Rise ~ Nurses for Safe Water Partnership for the Public Good Penn Dixie Paleontological & Outdoor Education Center Pfeiffer Nature Center POWR Protecting Our Water Rights</p>

	<p>Citizens for Regional Transit Clean Air Coalition of WNY Clean Production Action Coalition for Economic Justice Coalition on West Valley Nuclear Wastes Community Action Organization of Erie County, Inc. Community Foundation for Greater Buffalo Community Power for Health and Justice Concerned Residents of Portland, NY + People Like Us (Crop Plus) Cornell Cooperative Extension of Chautauqua County Cornell Cooperative Extension of Niagara County Daemen College Center for Sustainable Communities and Civic Engagement Design to Live Sustainably Engineers for a Sustainable World – University at Buffalo Chapter Environmental Justice Action Group of WNY Environmental Network Family Environmental Health Resources Field & Fork Network Fillmore Corridor Neighborhood Coalition Friends of Reinstein Nature Preserve, Inc. Friends of Times Beach Nature Preserve Food Bank of WNY Forest Lawn Global Justice Ecology Project Grassroots Gardens of Buffalo Green Buffalo Runner Green Gold Development Corp. Green Options Buffalo GreenWorks Buffalo Niagara Groundwork Buffalo Hawk Creek Wildlife Center, Inc. Healthy Kids, Healthy Communities Buffalo Jamestown Audubon Society, Inc. Keep Western New York Beautiful Keep Westwood Green League of Women Voters of Buffalo Niagara (LWVBN)</p>	<p>PUSH Buffalo Residents for Responsible Government Re-Tree WNY Roger Tory Peterson Institute of Natural History Sail Buffalo Sierra Club, Niagara Group SOLE of Buffalo SUNY Fredonia Campus Climate Challenge SUNY Fredonia Sustainability Committee The Elmwood Avenue Festival of the Arts The Food Bank of WNY The Great Lakes Experience The Learning Sustainability Campaign The Nature Conservancy of Central & WNY The Paleontological Research Institution & its Museum of the Earth The Service Collaborative of WNY The Worker Institute at Cornell Tobacco-Free Erie-Niagara Tonawanda Creek Watershed Committee U.S. Green Building Council – New York Upstate Chapter UB Sustainability University Heights Collaborative Wellness Institute of Greater Buffalo WNY Apollo Alliance WNY Land Conservancy WNY Peace Center WNY Sustainable Energy Association (WNYSEA) Wild Kritters of Niagara County Wild Spirit Education Wind Action Group WNY Drilling Defense WNY Earth Day Committee Workforce Development Institute Western Region World on Your Plate 21st Century Park on the Outer Harbor Inc.</p>
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