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# Skamania Lodge

## Managing Food Waste

### Best Practices



Inspired by the American Hotel and Lodging Associations and the World Wildlife Fund's Leadership to Reduce Food Waste

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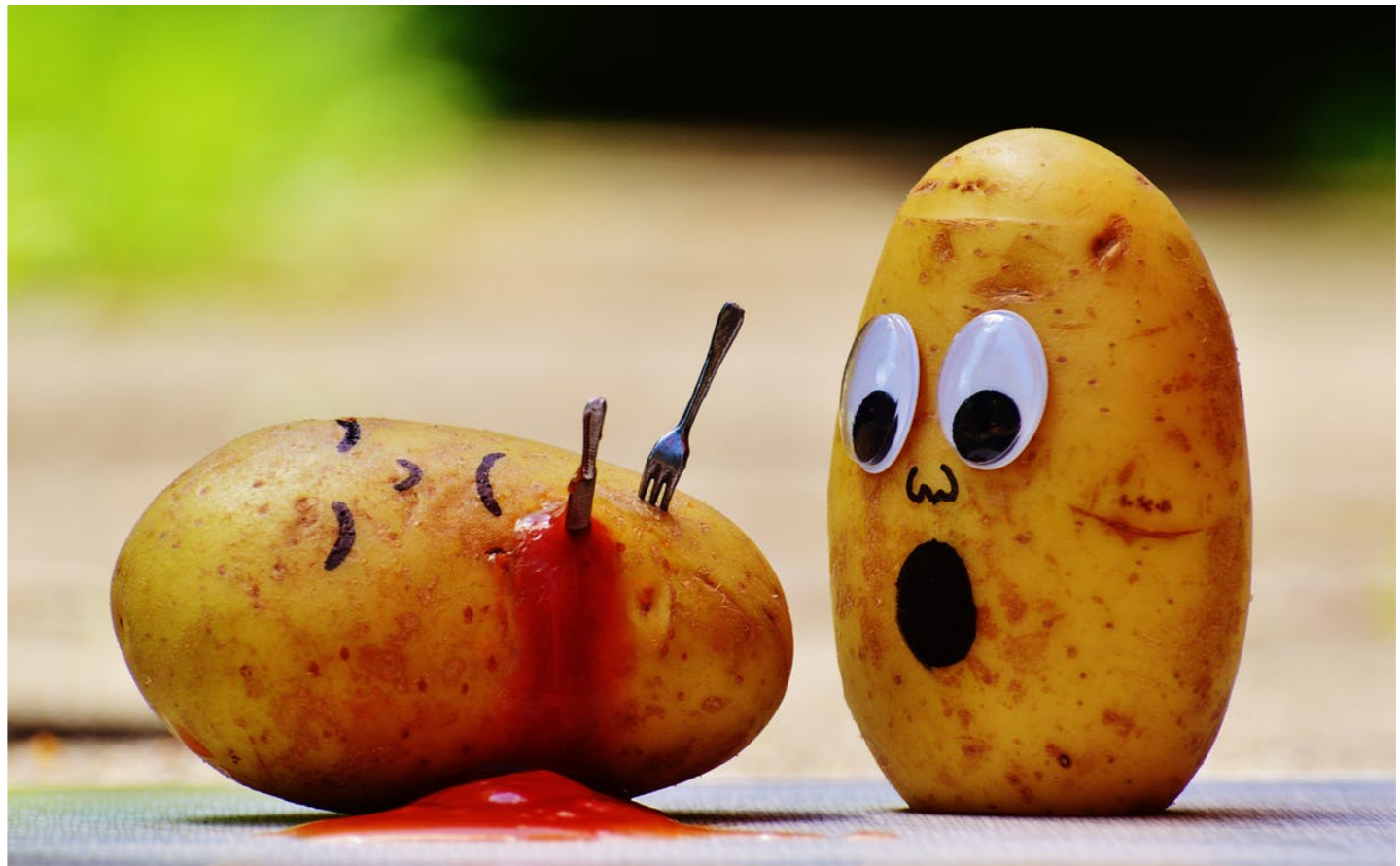
# Managing Food Waste

*Inspired by the efforts of the American Hotel and Lodging Associations and the World Wildlife Fund's Leadership to Reduce Food Waste*

Skamania Lodge is committed to reducing food waste by creating and following standards that embrace the entire business cycle from sales to execution. Reducing food waste is not only good for the environment, it can also generate considerable expense savings.

## Team Members

- Trudi Hanson, F&B Director
- Matt Hale, Executive Chef
- Joe Connell, Purchasing Manager
- Chasee Connell, Banquet Manager
- Kristin Waymire, Director of Conference Planning
- Steven Pickering, Chief Engineer
- Ken Daugherty, General Manager



Skamania Lodge®

# Foreword

*Forty percent of the food that is grown in the United States never gets eaten. Food waste is a tragedy when 50 million Americans are considered 'food insecure'. The team at Skamania Lodge has created an excellent food waste reduction guide. This guide can be utilized by any hotel, catering company, or restaurant. The industry has truly needed a comprehensive plan for addressing food waste and this one does just that!*

***Kathy McGuire, Owner, 3 Pillar Solutions***

# Introduction

*Food waste is a world-wide issue. The American Hotel and Lodging Association and the World Wildlife Fund are working diligently to raise awareness of this issue. Skamania Lodge created a team to take on the challenge of reducing food waste by creating a step by step guide outlining the processes from sales, to operations and all the way through equipment maintenance to minimize food waste. This guide is free and it is meant to be shared with resorts, hotels and restaurants, with the intent of creating a movement that will spread amongst the industry. The team at Skamania Lodge is proud to share this guide with the world.*

# Sales and Marketing

## SALES BEST PRACTICES

1. Communicate the Mission with our Guests
2. Messaging to the Client / Guest Regarding our Commitment to Reducing Food Waste
3. Donation Programs
4. Promote the Property Green Initiatives
5. On-Going Continual Improvement

## Sales Phase

### Communicate

- Add verbiage to contracts and menus regarding overage to promote sustainability. For example, “Skamania Lodge takes pride in it’s sustainability efforts, therefore we will use individual and or smaller portion sizes when possible, and refresh more often to lessen waste. Food will be prepared to serve your guaranteed number of guests.”
- Communicate Chef’s Philosophy to Minimize Waste. Explain the Chef’s food “philosophy” in the sales process to avoid different expectations. For example, “Our Chef’s philosophy is to create a memorable culinary experience through smaller portions, impactful presentations and thoughtful menu design, purposely intended to minimize waste throughout each process.”

### Promote

- Promote donation program if you have one in place.
  - Bill Emerson Good Samaritan Food Donation Act – 1996.
  - <http://www.feedingamerica.org/about-us/partners/become-a-product-partner/protecting-our-food-partners.html>
- Clearly outline property’s “Green” initiatives during the sales phase.

### Continual Improvement

- Meet with the Chef regularly to understand policies regarding food waste.
- Add verbiage to your website outlining the property’s food philosophy and sustainability practices.

# Menu Planning - Pt. 1

## MENU - BEST PRACTICES

1. Custom Menus
2. Rotational Menus
3. Utilizing the Elements of the Complete Meeting Package.

## Menus

- Eliminate custom banquet menus by creating menus for each market. The menus are the same, but will have less option and a different price point to fit that market. This allows the Sales Manager flexibility and takes “custom menu” out of the conversation. Take the main menu and tailor down pricing and options. SMERF and Government are going to have different budgets than Corporate or Association. It is recommended to create one menu for each of these markets that are similar in their main components, but are tailored down for the markets they’re designed for.
- Create menus that showcase rotational menus for breakfast, breaks, lunch. Breakfasts, breaks and lunches will feature a rotating selection of items to offer variety while minimizing waste.

## Elements of the Complete Meeting Package

- Always look for ways to utilize components of the Complete Meeting Package when selling menus to group. The major components of the package are:
  - Group meals are taken in the Dining Room whenever possible.
  - Continuous Break Stations: It is recommended to eliminate multiple break options and create one continuous break option that rotates daily, this break is designed to be shared by multiple groups in a common space. If guests want a variation to this menu or would like the break inside the room, the group would need to pay more for this experience. Multiple break stations create unneeded waste. This concept also works well with breakfast and even lunch. Create a rotational menu, priced appropriately and be prepared to explain the value and benefits to the customer.

# Menu Planning Pt. 2

## PLANNING PHASE - BEST PRACTICES

1. Menu Matching
2. Client Expectations
3. Special Orders

### Menu Matching

- Implement a menu matching policy amongst your planning team. Some systems such as Delphi, have a way to alert you of menus in place already that day for another group which allows you to choose the same one and create a menu match for all groups that day.
- Reference completed BEOs (Banquet Event Orders) when planning menus for a new group arriving within 10 days to match menus already in place.

### Setting Client / Guest Expectations

- Explain to client, food will be prepared to serve guaranteed number of guests. Stop the practice of preparing 3% over guarantee. This is becoming an industry standard and when explained, it makes sense to the clients.
- Collect all dietary restrictions from client in advance and communicate with kitchen.
- Update counts from clients 30, 10, 5 and 3 days out. Communicate with clients as often as feasible to better understand the meal count so food can be ordered and/or adjusted in advance. Kitchen must pay close attention to Change Orders.

### Special Orders

- Any special orders should have a premium charge attached. Breaks are set in common areas and are designed to be shared. Individual and/or smaller portion sizes will be utilized when possible and refreshed more often to lessen waste.

# On-Site Plan

## ON-SITE PLAN - BEST PRACTICES

1. Importance of Pre-Conference Meetings with Clients
2. Communication with Client
3. Team Feedback

## Onsite Plan

- Hold onsite pre-cons (Pre Conference Meetings) as much as possible. This allows the operations team to understand the client and group profile and ask questions about their meals that will help with preparedness and production.
- Have a policy that the Banquet Manager or captain is consistently checking with client prior to meals to review head count, dietary needs, room set, etc.
- Have system in place with your banquet team (Captain Reports) which outline any guest feedback, final numbers, food waste, etc. This gives the kitchen an insight into their habits and time to adjust if needed for the next meal.



# Purchasing Pt. 1

## PURCHASING - BEST PRACTICES

1. Dark Stops
2. Food Pars
3. Deletions System
4. Banquet Planner Communication

## Purchasing - Food Order Creation

- Do not allow “Dark Stops.” (Deliveries without purchasing personnel on duty to receive the product.)
- Food ordering pars must be changed based on demand such as time of year and business mix. Keep inventory at a minimum to minimize waste.
- Never create standing orders. Check all pars and needs for every single order. Take a physical inventory.
- Keep your normal outlet pars and banquet pars separate. Determine outlet needs first and add banquet order to it.
- Once orders are placed, use a deletion system for your banquet food to deduct banquet items for the week or order period. As banquet food is issued, delete it from your banquets needs list to prevent over ordering.
- Work with the planners to assure head counts are accurate, especially with bigger groups and plated events. Order to these counts.

# Purchasing - Pt. 2

## RECEIVING, STORAGE & ISSUING - BEST PRACTICES

1. Receiving Products
2. Issuing Products

### Receiving and Storage

- Verify all orders are complete upon delivery. Use your scale to verify all weights. Check in and check off all products.
- Rotate **all** Stock.
- Check physical condition and dates for all foods coming in.
- All fish and shell fish is stored on ice with a perforated pan for proper drainage. Ice changed twice per day.

### Issuing

- Make sure FIFO rules are being used in the warehouse or storage areas at all times. Make rotation obvious for the kitchen staff.
- Train entire culinary team on the FIFO system assuring all older items are used first. Rotate **all** items, even in the dry warehouse.
- Verify and document all items leaving warehouse.
- Daily, tour the main kitchen storage areas and walk in coolers to return unopened products that will not be used in the immediate future. Add them back to the warehouse stock as “first to use” products. This is most helpful just before orders are completed.
- Do not allow kitchen/banquet staff to take more product than they need. It is sometimes easier for the culinary team to take cases instead of an amount closer to what they may need, but this causes excess inventory in the production kitchen and might cause the purchasing manager to order product in the warehouse that is not needed. Issue the proper amounts based on the real need to limit overstocking of the kitchen storage areas.

# Purchasing - Pt. 3

## SECURITY AND GENERAL - BEST PRACTICES

1. Storeroom Security
2. General Storeroom Procedures

### Storeroom Security

- Install camera at door of purchasing warehouse.
- Food storage needs to be in the warehouses where access is limited.
- Limit keys to Managers and supervisors.
- Use electronic keys that are assignable and do not allow keys to be loaned.
- The key that was used to access the storeroom determines accountability.
- If product is needed after Purchasing hours a verified key holder must access the warehouse.
- If product is taken after hours, a requisition, signed by the key holder must be left for the Purchasing Manager.
- Purchasing is manned 7 days a week allowing adequate time to requisition food during normal business hours.

### General

- Clean and organize storeroom and walk in coolers daily.
- Identify items that must be used quickly and communicate to the Chef.
- Keep a waste sheet for any items that go bad and turn in to the Chef and Director of Finance monthly.
- Continually communicate with the Chef regarding products that need to be used.
- Constantly check walk in temperatures and communicate any variances to Engineering.

# Kitchen - Pt 1

## KITCHEN - BEST PRACTICES

### 1. Production

1. Product Availability
2. Portion Sizes
3. Yield
4. Plate Recipes
5. Chef Tech
6. Menu Matrix

## Production

- Recipe Development, Portion Control, Monitoring Menu Items
  - Check availability of products over the life of the menu item i.e., Salmon during season.
  - Determine portion sizes of all items, not just the protein. Understand that many vegetables are more expensive than the protein item and must be costed.
  - Determine method of portion control i.e., weight or volume.
  - Assure that cooks are always using the proper portion control devices.
  - Make sure the portioning mechanisms, scales and portion cups, are available, there is enough and they are in good working order.
  - Calculate yield into the recipe cost. i.e., if salmon has 20% waste, this must be figured into the cost.
  - Utilize a yield test for any item that has considerable waste, even vegetables.
  - Create plate recipe considering all items on the plate.
  - Enter all recipes into Cheftech and check cost % and gross profit per item. Chef tech will alert for any price changes.
  - Utilize the menu matrix tool in your outlets at the end of each month to determine how each item is selling, and what the potential product cost and gross profit is. Eliminate non-movers as they often end up in the trash.

# Kitchen - PT. 2

## PRODUCTION STANDARDS - BEST PRACTICES

1. Written Production Standards
2. Cover Forecasts
3. Production Lists
4. Team Training
5. Use Plan for Prep Scraps

## Production Standards

- Have written production standard for per-person per oz. for both banquets and outlets.
- Forecast covers and create production standards based on forecast. (Final counts on change orders or Final forecasted counts from Outlet Managers (Day of).
- Banquet and outlet Chefs prepare production lists based on production standards from BEO's and cover forecast. Cross check with change logs prior to production.
- Follow all specs of production unless otherwise directed by the Exec. Chef or Division Chef.
- Train all team members to follow production standards.
- Have a use/plan for scraps from prep. Utilize everything possible in additional items such as soup, stock, sauces etc.

# Kitchen - Pt. 3

## REQUISITIONING - BEST PRACTICES

1. Keep Storage Areas Neat and Clean
2. Label Products
3. Food Waste Bins
4. Stagger Firing at Banquet Events
5. Overproduction Use Plan

## Requisitioning Product from Main Storeroom

- Keep refrigeration and production storage areas neat, clean, labeled and organized to make it easy to determine products on hand.
- Shop for product in production kitchen before going to main storeroom and requisitioning it.
- All prepped food needs to be on a speed cart labeled for the group or outlet. Product must be bagged to prevent unwanted flavors and foreign materials contaminating the food. Date with prepped date.
- Watch food waste bins, if you have an over production problem, you will find it there
- Stagger fire all large groups; this prevents over firing of food. i.e., fire 50% - 70% of the product in the beginning and fire as needed. Communication with banquet captain is key.
- All banquet production is stored and labeled in production refrigerators or hot boxes and is issued by the culinary leads as needed.
- Freeze over production; use this product for soups or other products that use cooked food.
- Have a use/plan for items produced but not utilized. Utilize everything possible. Cool, and reuse if possible. Utilize in associate cafeteria. Make soups, stocks, etc.
- Vacuum seal all items that are not cooked off and freeze to maintain product quality and eliminate freezer burn.
- When freezing product, freeze in smaller bags or IQF (Individual Quick Frozen.) This will make it easier to use for smaller groups.

# Service - Pt 1

## SERVICE - CULINARY - BEST PRACTICES

1. Food Presentation
2. Banquet Line Consolidation
3. Chef's Responsibilities and Communication

## Buffets / Receptions

- Use small pans for small groups and change them out often. This also provides opportunity to better present the food and eliminates waste.
- At receptions, spread out the food. It displays better, provides better access for the guests and we typically find that they eat less food.
- When working larger groups with multiple buffet lines, consolidate after the group has been through the first time to one line and continue to pare down product on smaller trays and pans keeping the buffet looking great throughout the event. This controls production and buffet quality.
- Always have a chef or a lead issuing from the banquet kitchen and walking the stations to better understand how much product is still needed.
- Check display dishes before and during to make sure they are hot or cold as intended.
- At carving stations or action stations, make sure the carver is clear on portion size. Smaller is better. If they want more the guest will come back.

# Service - Pt. 2

## SERVICE - CULINARY - BEST PRACTICES

1. Meals - Plated, Family Style
2. Post Meal

### Plated Meals

- Encourage plated and family style events.
- Always serve bread for all breakfast lunch and dinner events.
- Ensure kitchen leadership is represented at all BEO meetings and collecting guarantee's and room set. Groups will often guarantee less than the room is set for. Confirm to prepare to the guarantee, not 3% over.
- Review special request and dietary needs.

### Post Meal

- Communicate with banquet staff on how much was left over at end of event.
- All left over food that hasn't been issued to the banquet room can then be moved to another party, go to one of the outlets, cooled down and stored or frozen.
- Track all food waste utilizing waste sheets. Chef reviews with culinary leadership to evaluate production standards.
- Dispose of food that cannot be saved into organic product only buckets for evening processing in the digester. If you do not have a digester, consider composting or engaging a composting company to collect and take to their composting site.
- Read the captains reports for critical information regarding group that will help with production of next meal.



# Service - Pt. 3

## SERVICE - BANQUETS - BEST PRACTICES

1. Beverage Service
2. Importance of Communication
3. Pre-set Concerns
4. Salad Dressing
5. Water Stations

## Plated Events

- Offer non-alcoholic beverages table-side, do not pre-set. Utilize central service station.
- Banquet Captain should communicate with client and banquet kitchen on accuracy of numbers, dietary restrictions and set number in the room.
- Avoid preset dessert or salads, guests often will request an alternative or have dietary restrictions that will force staff to switch out from what is preset, thus wasting the product.
- Put dressing in small dish on tables for guests to dress salads themselves. This takes care of guests who will complain of too much dressing or not wanting dressing at all.
- For meetings, set water stations versus bottled water or water service. By using water stations we eliminate plastic bottle waste as well as water waste from untouched pitchers.

# Service - Pt. 4

## SERVICE - BANQUET - BEST PRACTICES

1. Buffets and Reception Style Events
2. Post Service

### Buffet / Reception Style Events

- Smaller buffet dishes, individual portions and market fresh style of presentations work best. This enhances presentation and limits waste.
- Buffets should always start with the least expensive to the most expensive at the end.
- Avoid large bowls of dressing, toppings, etc.
- Train buffet staff when to break down multiple buffets and how to condense food in those scenarios. Pacing down the buffets once the guests have gone through once will save product. Utilize the same practices for brunch or reception stations.
- Place beverage stations in room vs. presetting tables.

### Post Service

- Complete waste logs per in house policies.
- Communicate immediately to banquet chef when service is complete for review of leftovers.
- Use composting measures and recycling sorting.
- Train staff on proper disposal procedures.
- Take note of any anomalies; group did not like chicken, group was 30 people short of their guarantee, group had 15 more vegetarians than expected. All this will be critical in communicating to the banquets kitchen for their next meal.
- Complete a captains report for each meal with final numbers, food waste, guest feedback etc., anything that will be valuable in improving their service and eliminating waste on their next meal.

# Maintenance - Pt 1

## MAINTENANCE - BEST PRACTICES

1. Power Outages
2. Equipment
3. Maintenance

### Power Outages

- In case of power outage or equipment failure, move all refrigerated products that are in units that are not on backup power to units that are.
- Perishable food is the priority. i.e., fish and other proteins are higher priority than a box of apples.

### Equipment

- If possible, install programmable thermostats in walk-in freezers and coolers.
- Program will monitor the system and will alert you to temperature spikes. These will automatically defrost on a set schedule. Reduces ice buildup on coil and allows for proper airflow. Less ice ensures correct temperature regulation.

### Maintenance

- Perform Quarterly Preventative Maintenance. Director of Engineering reviews all quarterly reports.
- Inspect equipment with Chef monthly to ensure proper functioning.
- Inspect and replace any and all door seals.
- Replace door closers and latches as needed.
- Schedule coil cleaning quarterly as part of the quarterly Preventative Maintenance program.
- Replace any defective air curtains for walk-in coolers.

# Maintenance - Part 2

## MAINTENANCE - COMMUNICATION - BEST PRACTICES

### 1. Food Waste Plan

### Communication & Accountability

- Have a Food Waste plan in place and create training manual outline.
- Include in all on-boarding documentation for all F&B positions.
- Discuss at quarterly department meetings.
- Set expectations upfront and hold team accountable. Use quizzes, verbal tests, inspections, etc.
- Create and implement incentive plan for team members who are setting the example in these initiatives.
- Review your menu matrix with the F&B leadership monthly and make changes as necessary.
- Review your waste logs with F&B leadership. This can be done as part of weekly Banquet Event Order Meeting.

# Food Waste Plan

## FOOD WASTE PLAN

1. Create Food Waste Plan
2. Deep Fryer Oil
3. Communication

## Food Waste Plan

- All food waste with the exception of the following is separated into organic product buckets and disposed of in the food digester, nightly. All food waste is weighed, recorded and reviewed daily by the Exec. Chef.
- Exceptions:
  - Pineapple tops
  - Beef Bones
- Send to compost company if available.

## Deep Fryer Oil

- Utilize Fry-Lows to extend the life of the frying oil.
- Recycle Fry Oil – agreement with 3rd party recycler.

## Communication

- Create Monthly Meetings to Discuss Food Waste and Sustainability Efforts.
- Set expectations and hold team accountable. Use quizzes, verbal tests, inspections etc.
- Create and implement incentive plan for team members who are setting the example in these initiatives.
- Review menu matrix with the F&B leadership monthly and make changes as necessary. Eliminate slow moving items.
- Review waste logs with F&B leadership, which can be done as part of weekly BEO meeting.

# Thank You

*I'd like to thank the team at Skamania Lodge for their hard work and diligence to create this guide and to share it with the industry.*

*I'd also like to thank Kathy McGuire with 3 Pillar Solutions for reviewing the content and encouraging us to take our plan and create this e-book.*

*Together, we can all make a difference.*