

SCHOOL AND COMMUNITY NUTRITION SERVICES PERFORMANCE MANAGEMENT

March 6, 2017



SCNS TEAM

JULIA BAUSCHER, DIRECTOR, BS, SNS

COMPLIANCE

Terina Edington

- Consultants (6)
- Supervisor (1)
- Book Keeper (1)
- Clerk (1)

NSC

Dan Elnor

- Coordinators (2)
- Supervisors (4)
- Chef (1)
- Clerks (5)
- Secretary (1)
- Nutrition Assistants (33)
- Warehouse Workers (9)
- Drivers (13)
- Receiver/Forman (2)
- Custodians (2)
- Maintenance (2)

EQUIP. & F.S.

Gretchen Boyd

- Clerk (1)
- Sub Clerk (1)



SCNS TEAM – CONT.

RECORDS & REPORTS

Hannah Lehman

- Clerk (2)

OPERATIONS

Shawnalee Smith

- Clerk (2)
- Sub Clerk (1)
- Computer Lab Techs (3)
- Field Techs (2)

NUTR. INITIATIVES

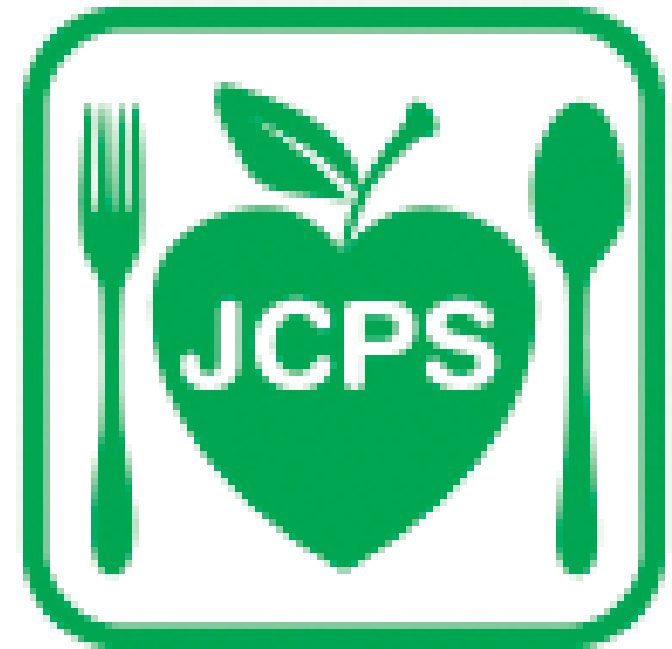
Andrea Wright

- Clerk (1)



SCNS PROGRAMS

- **National School Lunch Program**
- **School Breakfast Program**
 - Traditional
 - Grab and Go
 - Breakfast in the Classroom
- **Child and Adult Care Food Program**
 - TAPP Infants
 - Suppers
 - Head Start/Pre-K Snacks
- **Fresh Fruit and Vegetable Program**
- **Summer Food Service Program**



NATIONAL SCHOOL LUNCH PROGRAM

2013-
2014

• ADP = 60,943

2014-
2015

• ADP = 63,404

2015-
2016

• ADP = 67,410

2016-
2017 YTD

• ADP = 68,073

11.7% Increase!

- How many lunches are served annually?

YEAR	LUNCHES
2013-2014	10,421,172
2014-2015	11,095,728
2015-2016	11,796,755
2016-2017 Projected	11,912,850

1st Year
with CE



SCHOOL BREAKFAST PROGRAM

2013-
2014

• ADP = 36,827

2014-
2015

• ADP = 38,865

2015-
2016

• ADP = 41,999

2016-
2017 YTD

• ADP = 42,429

15.2% Increase!

- How many breakfasts are served annually?

YEAR	BREAKFASTS
2013-2014	6,300,858
2014-2015	6,798,743
2015-2016	7,349,884
2016-2017 Projected	7,427,282

1st Year
with CE



CHILD & ADULT CARE FOOD PROGRAM (CACFP)

JANUARY YTD	FY17	FY16	FY15
Supper Sites	88	82	74
Suppers Served	242,142	251,357	222,289
Change	-3.7%	+13.1%	

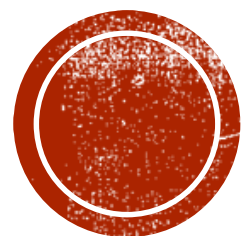
Decrease due
to KDE
changing site
guidelines



FRESH FRUIT & VEGETABLE PROGRAM (FFVP)

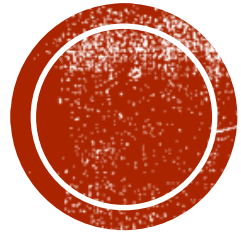
- Annual grant application for elementary schools
- Award based on at-risk numbers and student enrollment
- Record 45 schools received grants this school year - nearly 21,000 students benefit
- Interesting fruits and vegetables served:
 - Rainbow carrots
 - Lemon plums
 - Persimmons
 - Tri-colored cauliflower
 - Ugli fruit





PERFORMANCE BY AREA

SCNS STAFF



ADMINISTRATION & COMPLIANCE

TERINA EDINGTON, BS, MS, RD, LD, SNS

Administration &
Compliance

PROGRAM COMPLIANCE

WHAT HAPPENS ON THE LINE IS MOST IMPORTANT



PROGRAM COMPLIANCE

ON-SITE

- Site visits
- USDA Required Compliance Review
 - National School Lunch
 - School Breakfast Program
- CACFP Supper Program Review
- CACFP Snack Review
- FFVP
- Summer Food Service Program

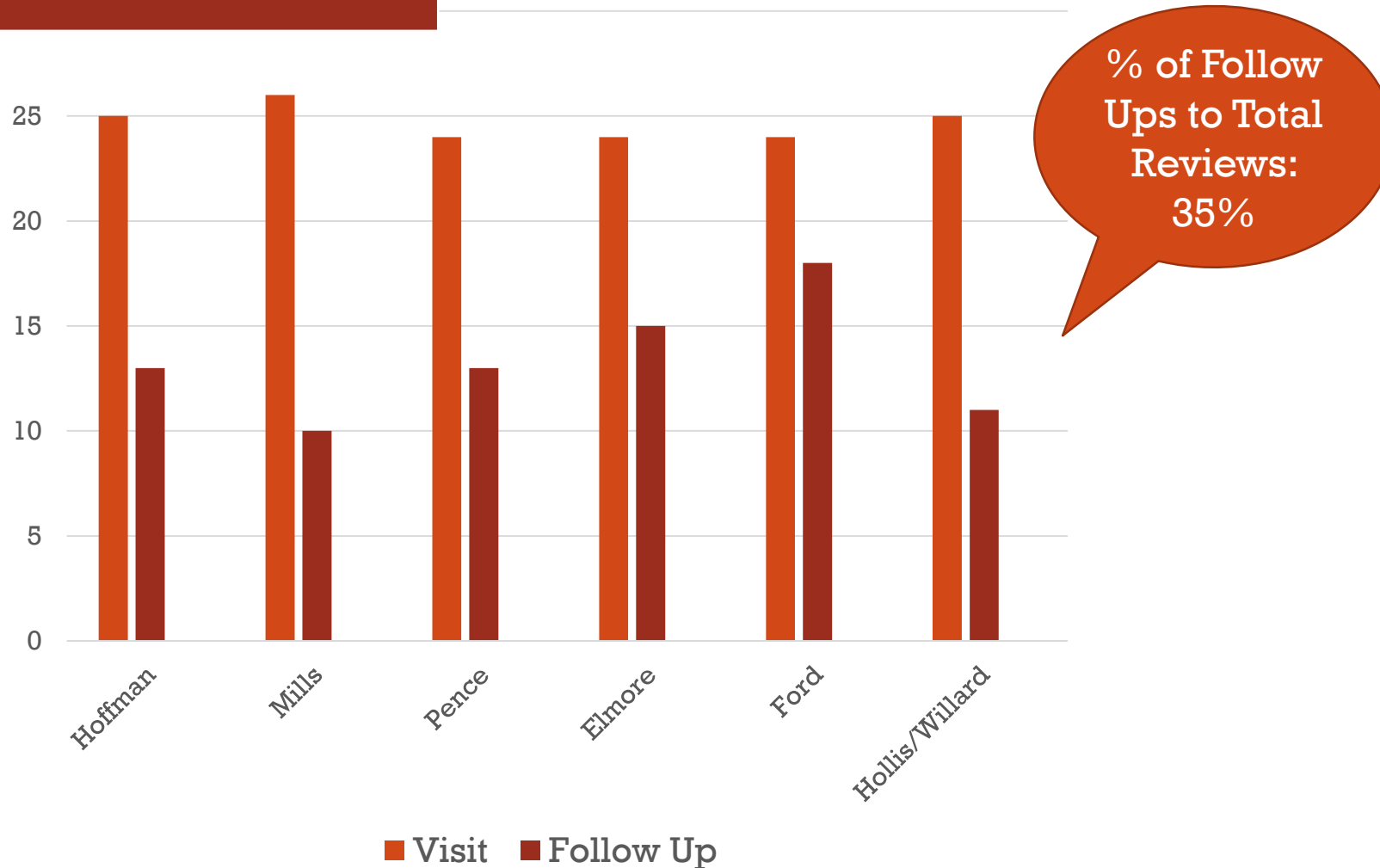
OFF-SITE (Monitor from desk)

- Temperature Monitoring
- Gain/Loss Report \$
- Participation
- Student Charges
- Inventory
- Production Records
- Ordering



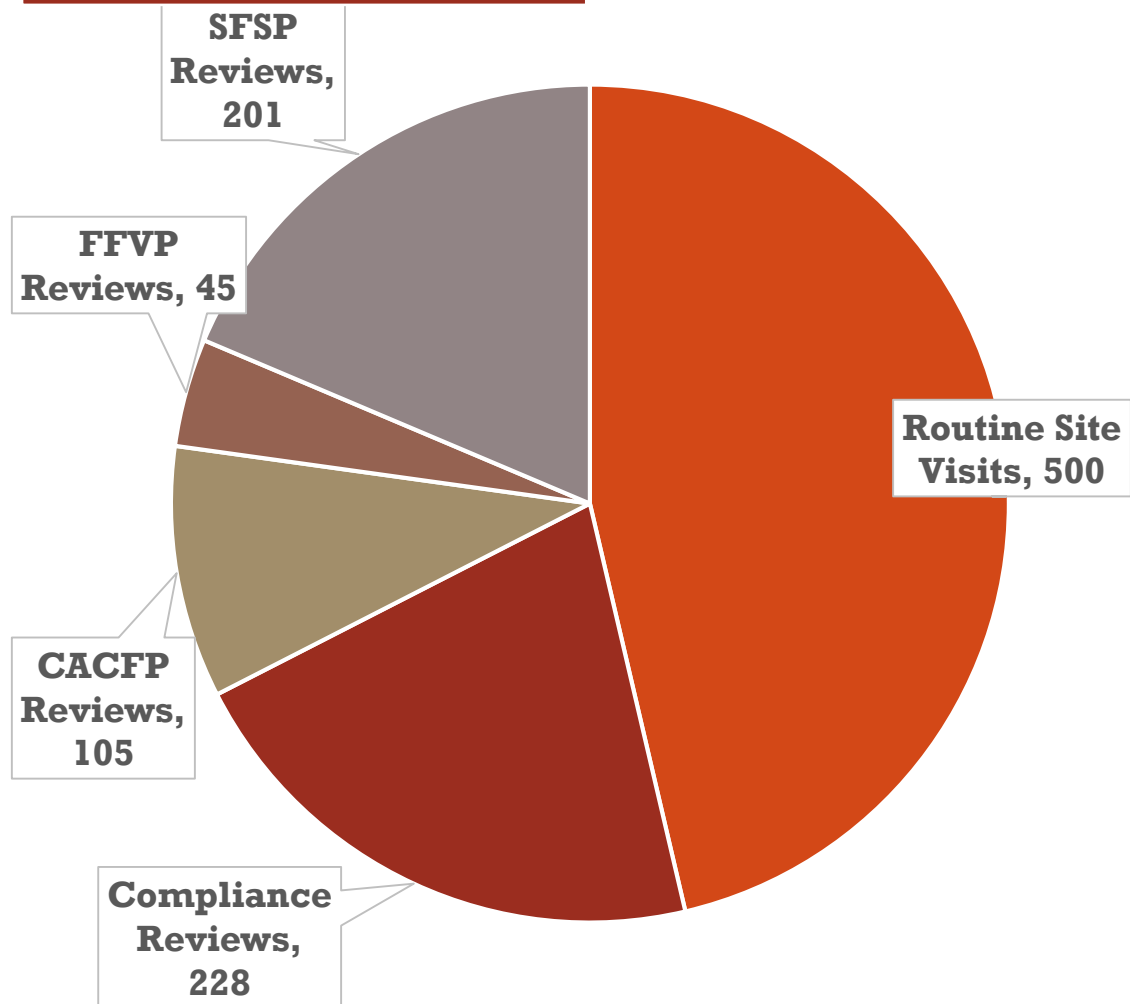
Administration & Compliance

USDA REQUIRED COMPLIANCE REVIEWS: 228



Administration & Compliance

TOTAL CONSULTANT VISITS SO FAR: 1,079



Administration & Compliance

YARD SIGN SUCCESS!

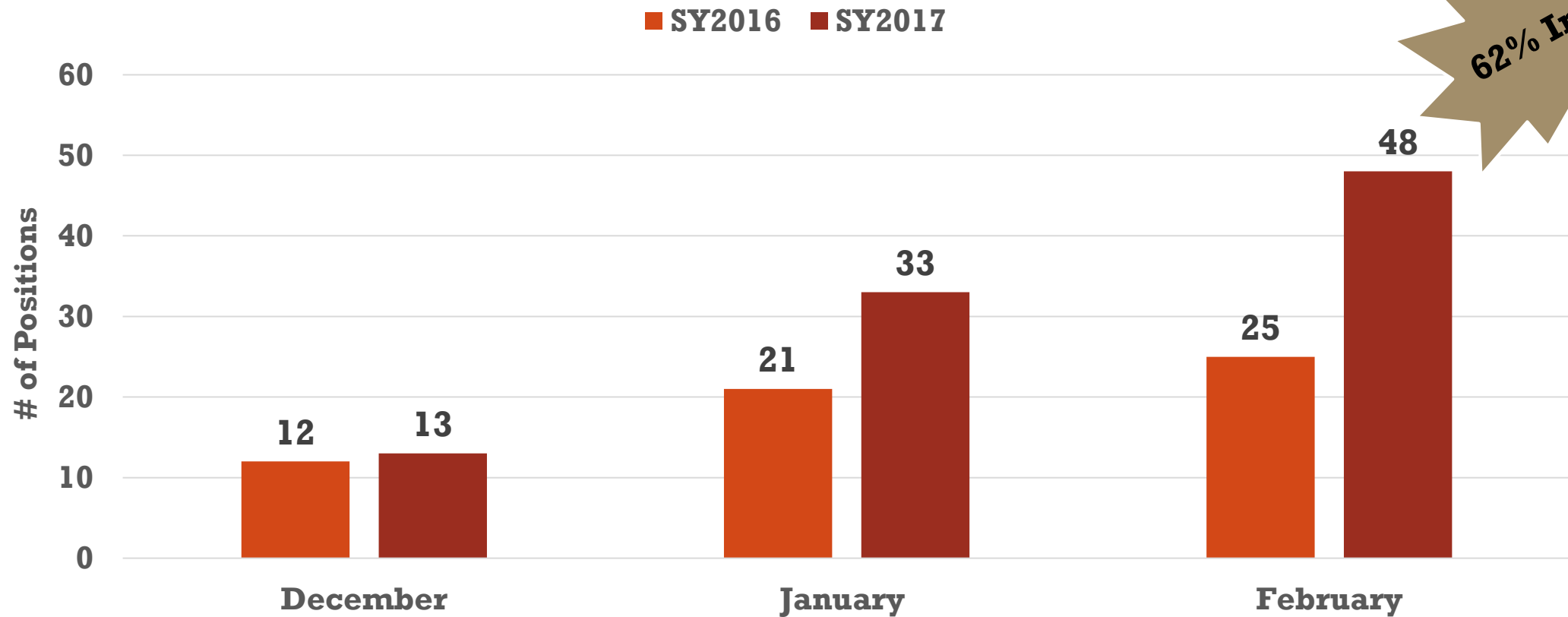
- 25 Signs placed @ strategic locations
- Outreach efforts to target specific communities
- Calls from 500+ individuals
- Common responses from applicants



Administration &
Compliance

TOP METRICS:

FULL TIME POSITIONS FILLED



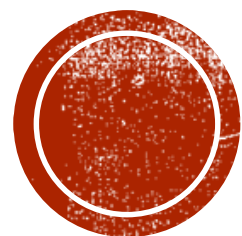
62% Increase



ADMINISTRATION & COMPLIANCE

STEPS IMPLEMENTED FOR IMPROVEMENT	OBSTACLES TO IMPROVEMENT	FUTURE PLANS/GOALS
Increased administrator presence in schools	Increasing complexity of school meal programs creates demand for more highly skilled managers	Electronic tool for compliance monitoring
Significant and rewarding efforts to recruit new employees	SCNS site-based employees do not report to SCNS administration	
Training implemented as a result of compliance reviews and site visit observations		

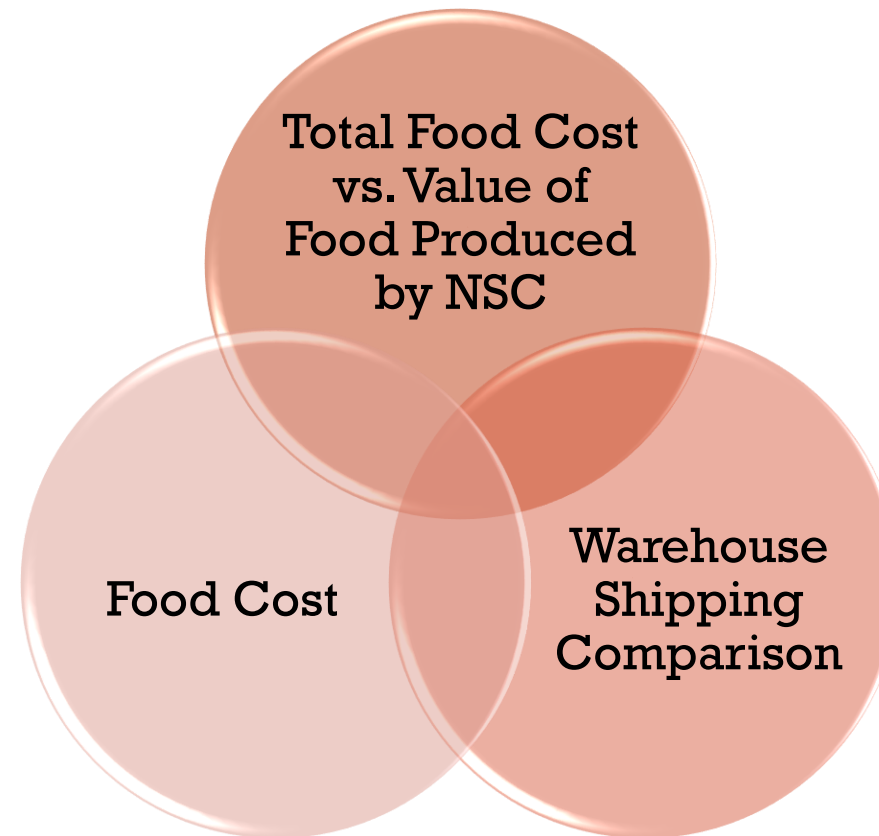




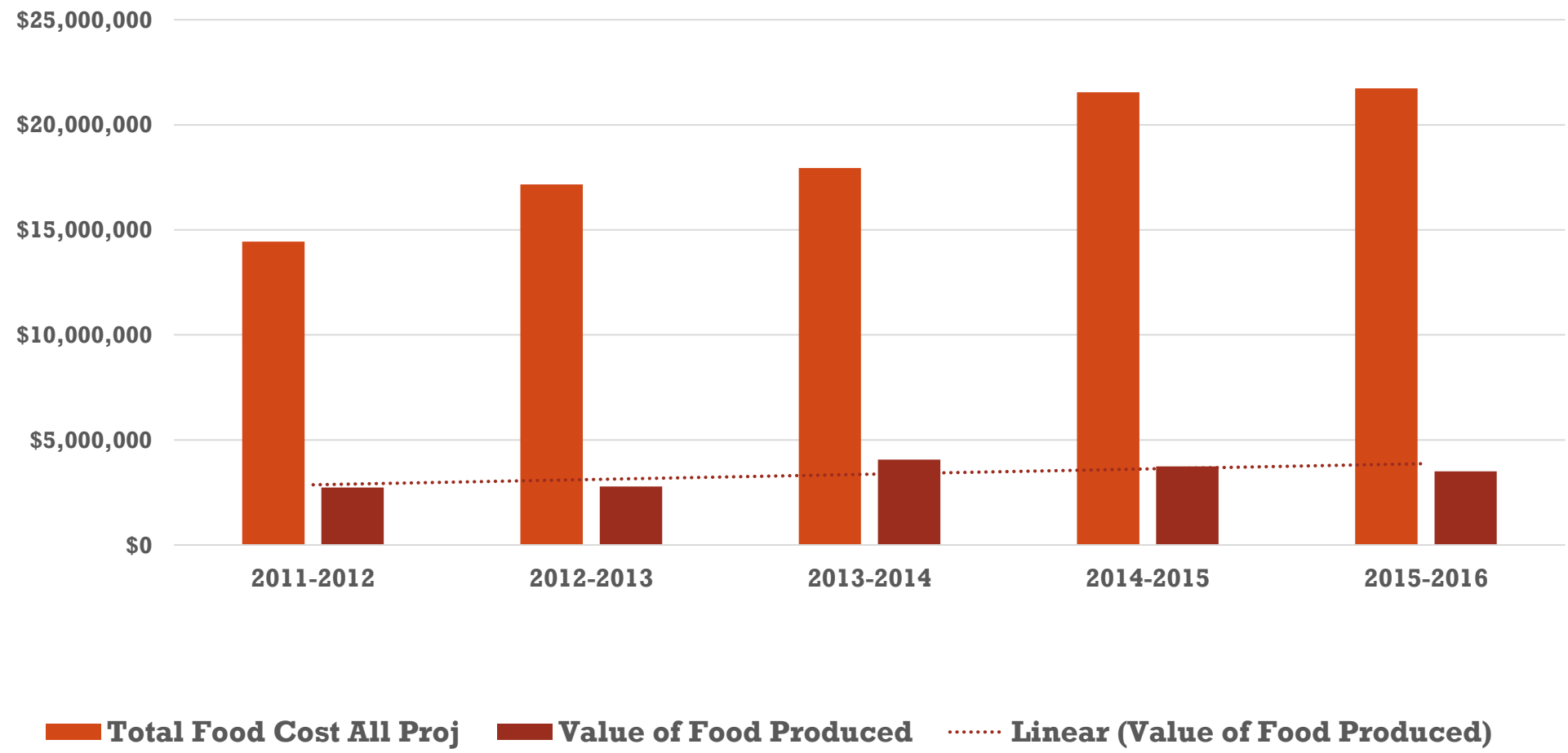
NUTRITION SERVICE CENTER

DAN ELLNOR, BA, C.P.-F.S.

TOP METRICS

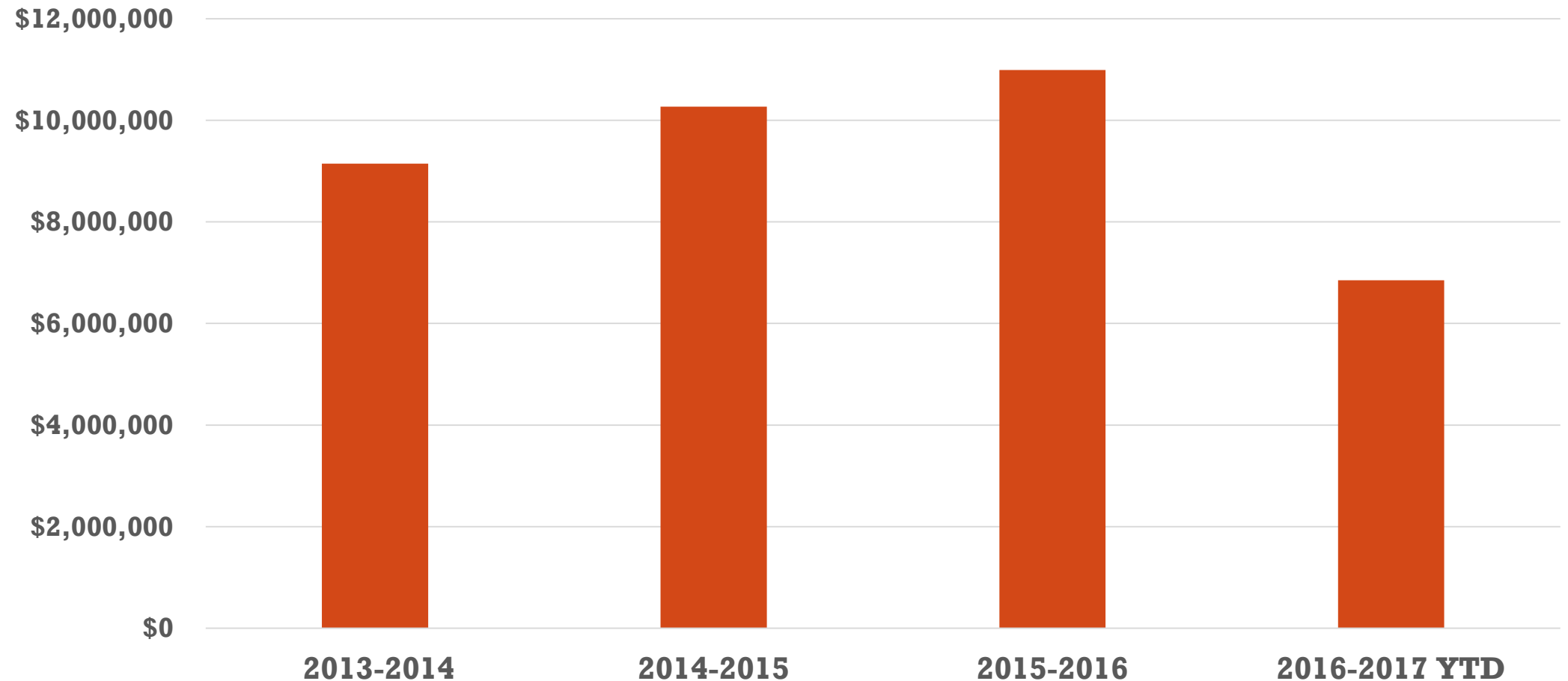


TOTAL FOOD COST VS. VALUE OF FOOD PRODUCED BY NSC

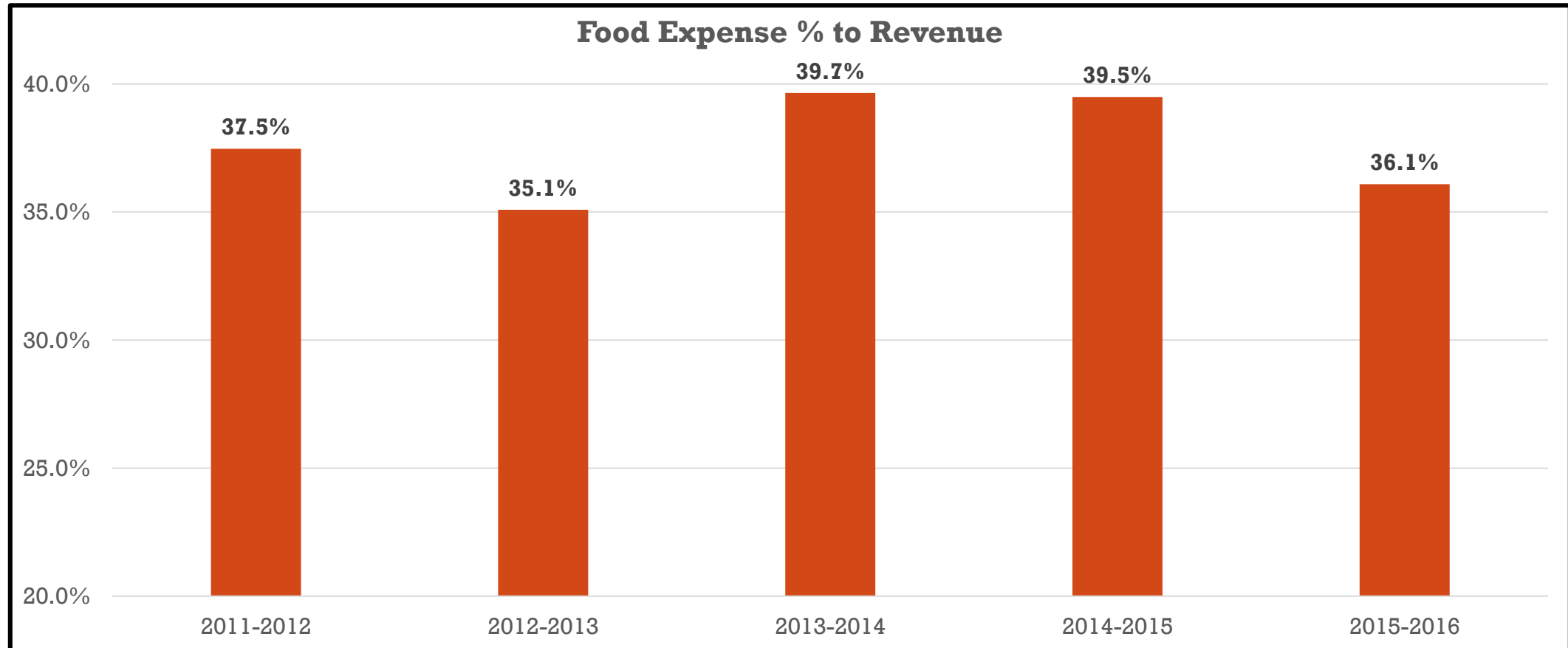


Nutrition Service
Center

VALUE OF GOODS SHIPPED FROM NSC WAREHOUSE ANNUALLY



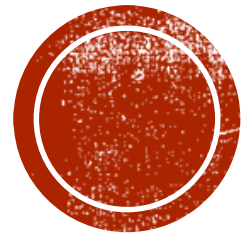
FOOD EXPENSE % TO REVENUE



NUTRITION SERVICE CENTER

STEPS IMPLEMENTED FOR IMPROVEMENT	OBSTACLES TO IMPROVEMENT	FUTURE PLANS/GOALS
All staff at NSC report to NSC Manager	Limited space and capacity at NSC	Juice delivered directly to schools
Streamlined NSC warehouse inventory	Aging equipment	FSMA implementation
Bottled water available on serving line (pilot)		Marketing campaigns around clean label initiative and F2S
Chef leading Culinary Team		



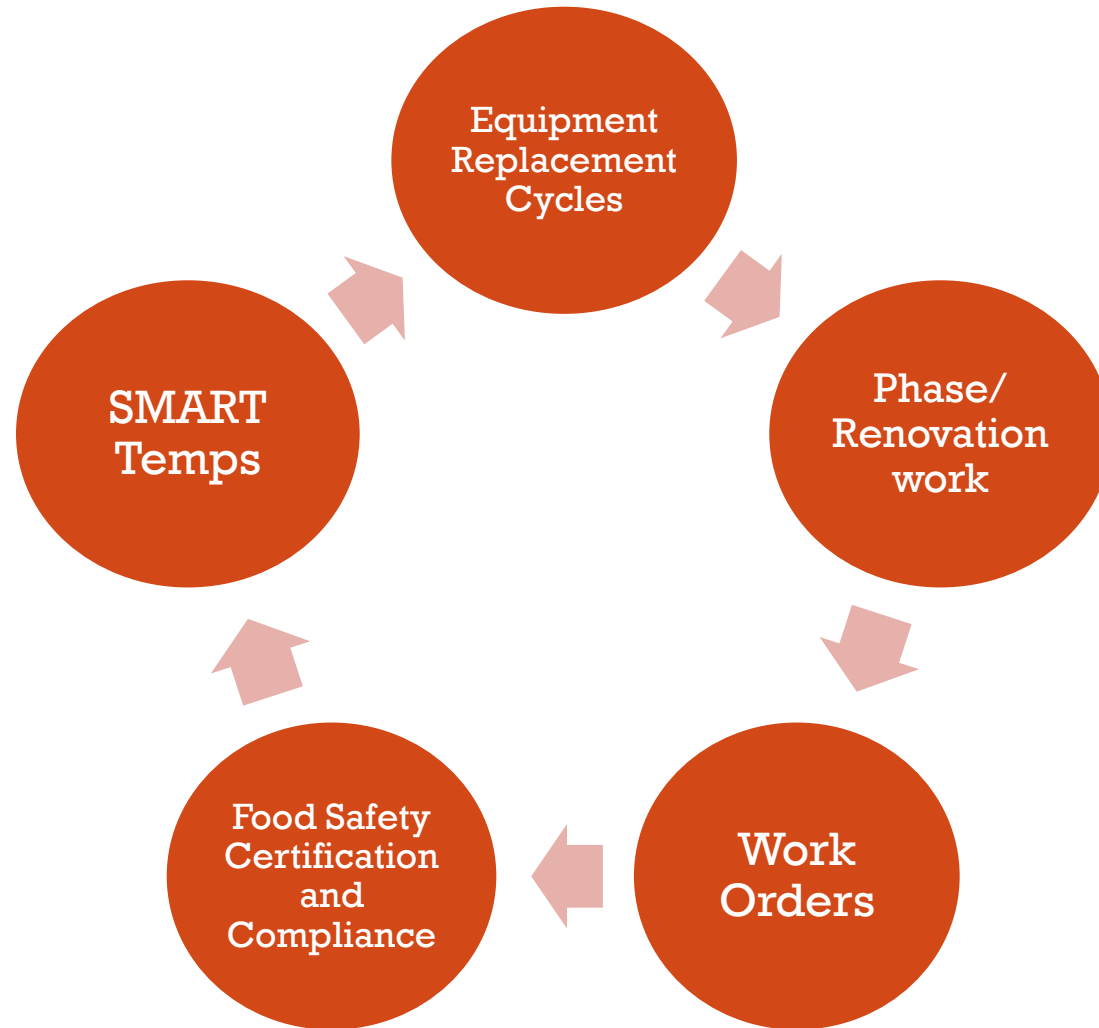


EQUIPMENT & FOOD SAFETY

GRETCHEN BOYD, BS, R.S.

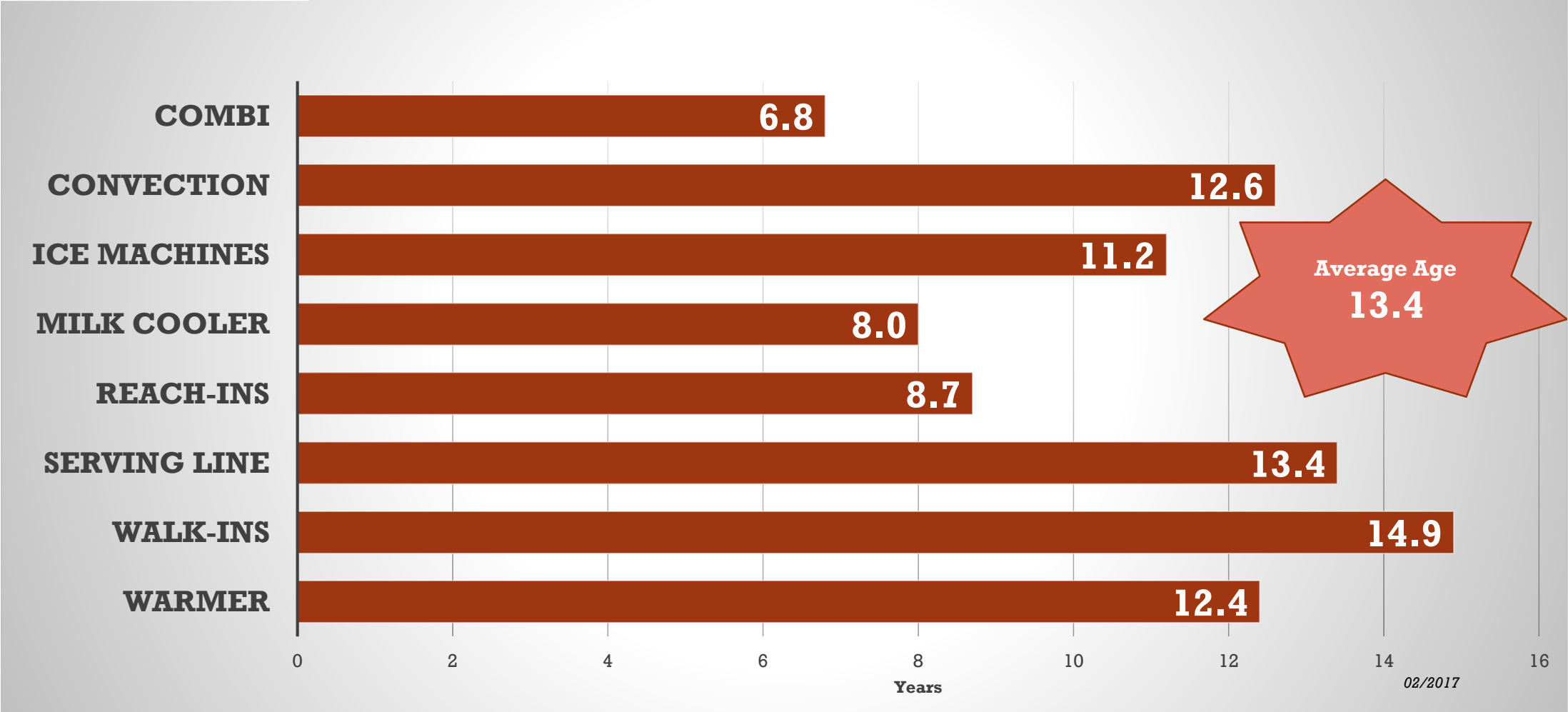
Equipment &
Food Safety

TOP METRICS

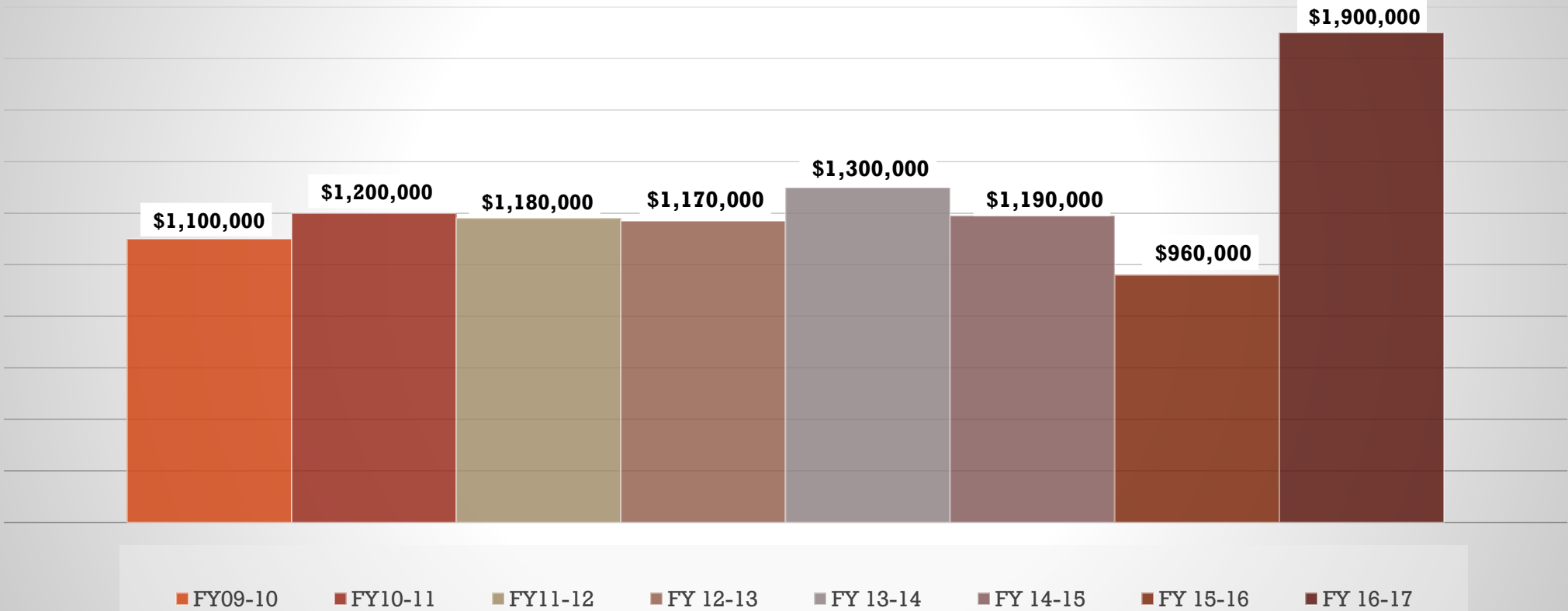


EQUIPMENT REPLACEMENT

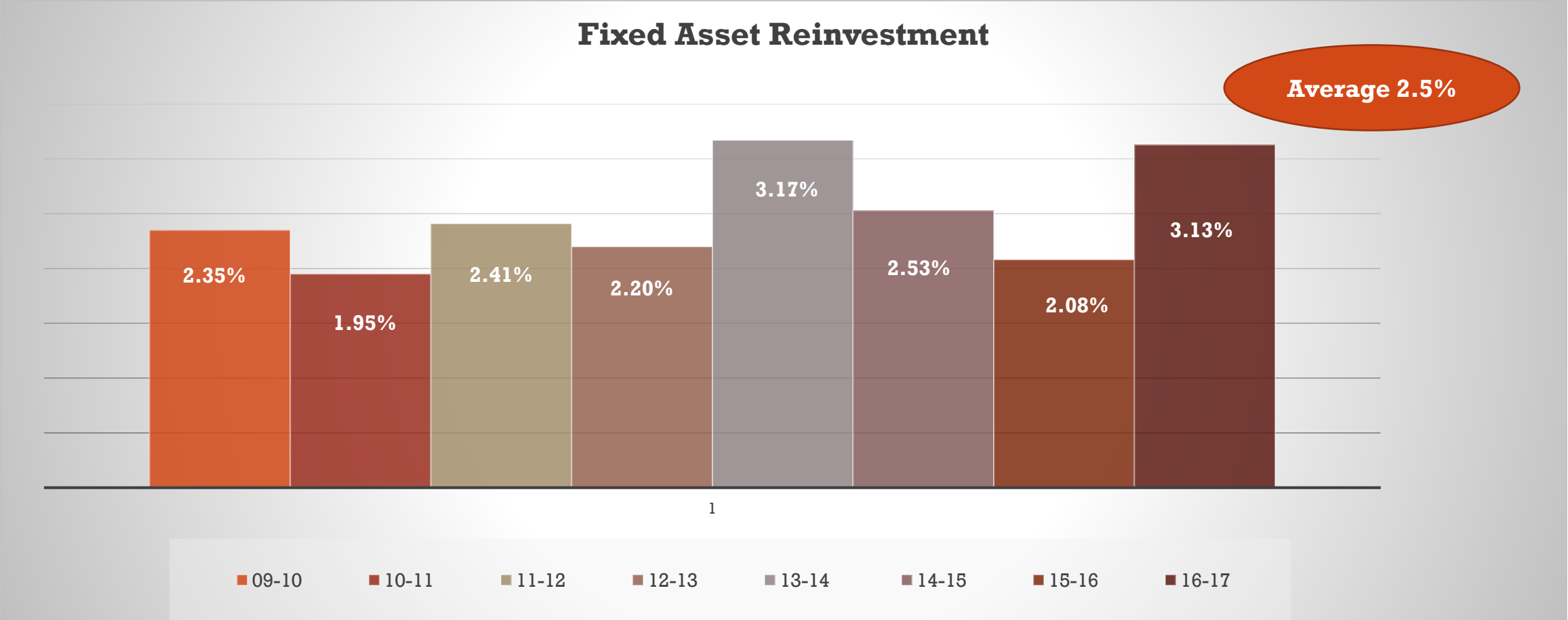
Average Age of Large Equipment



PHASE SUMMARY

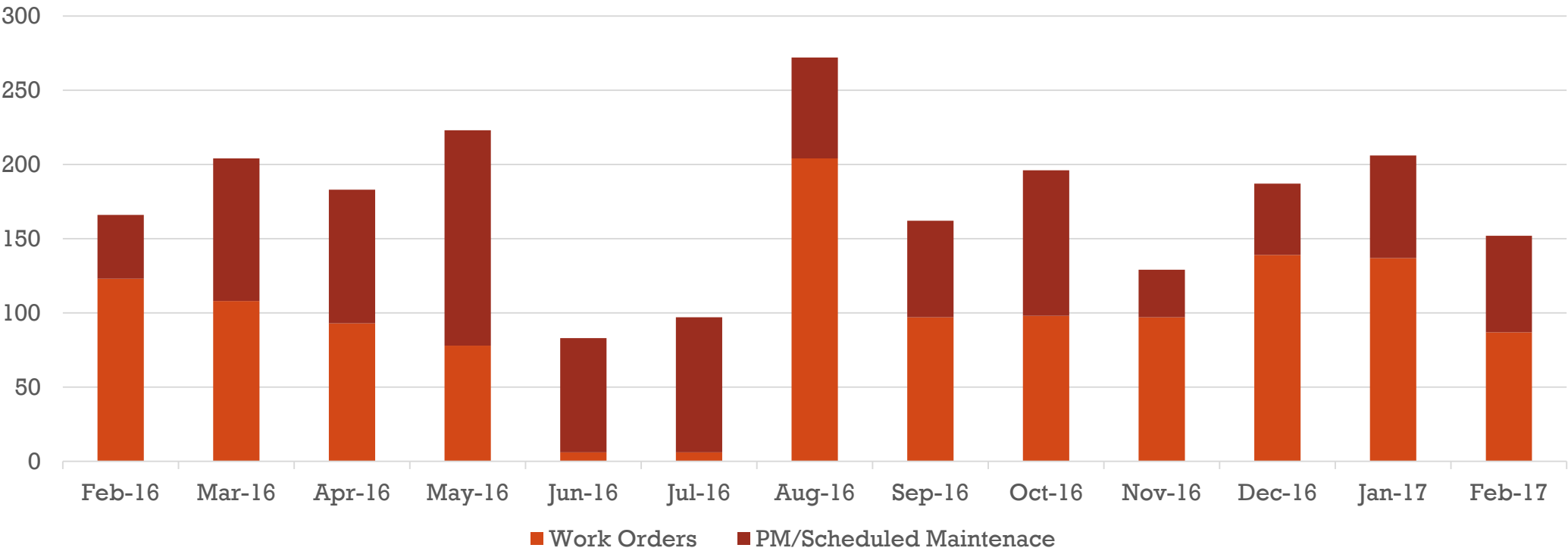


CAPITALIZATION



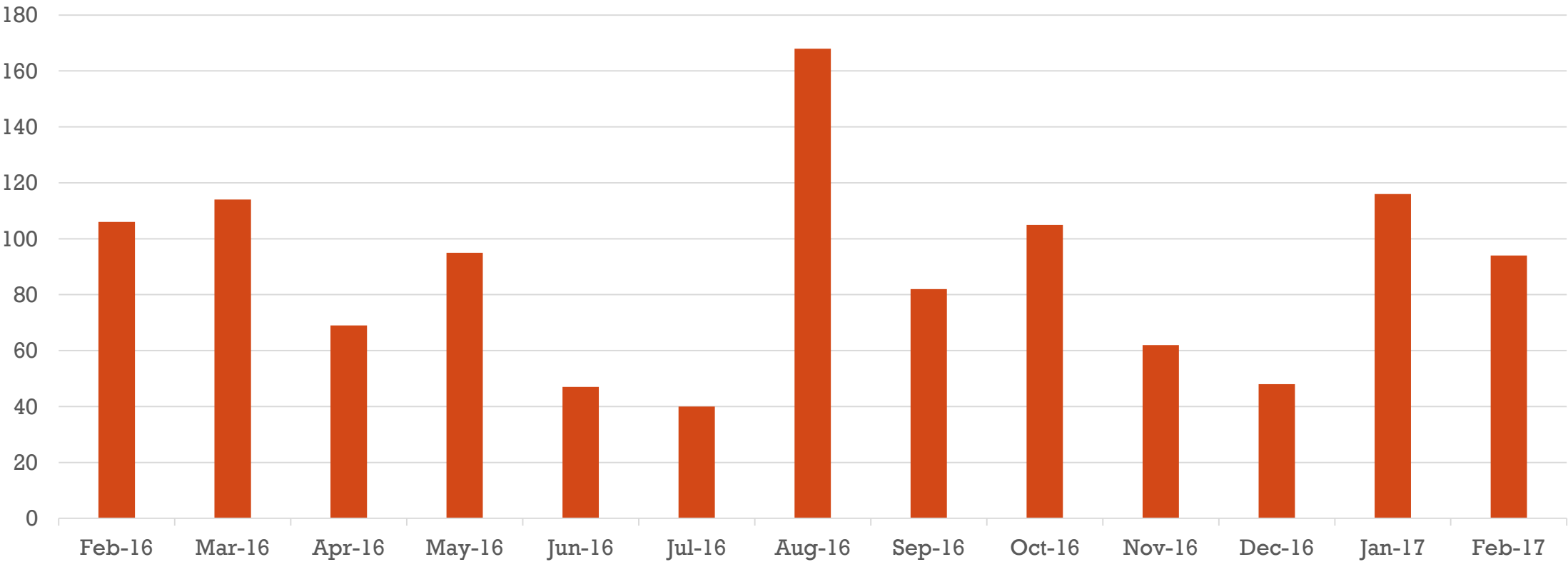
WORK ORDERS

Kitchen Tech Work Orders



WORK ORDERS

HVAC Refrigeration Work Orders



Equipment &
Food Safety

400 Food Safety
Certified
Employees

Third Party Auditor-
SMART Systems

Food
Safety

FDA Compliance

Monitor
refrigeration units
24/7-SMART Temps

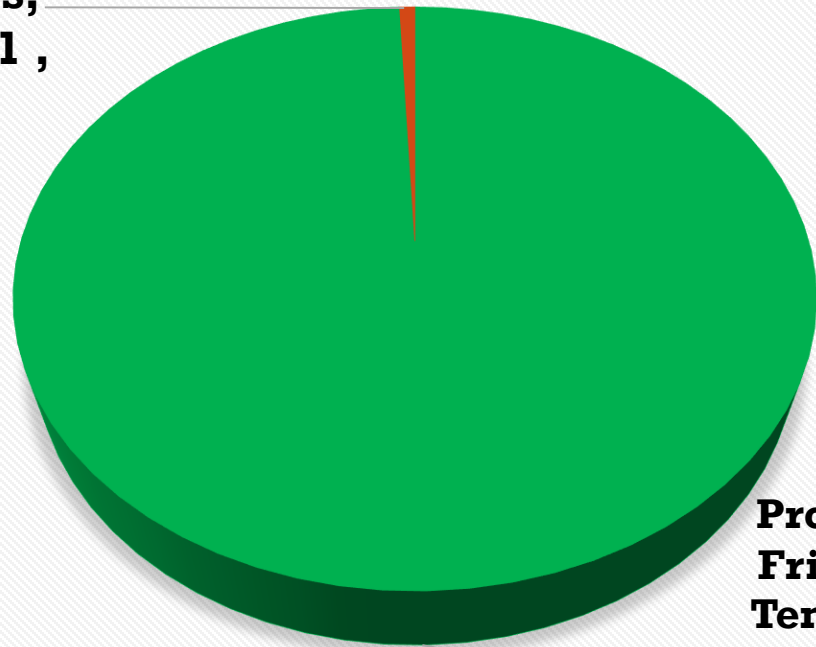


SMART TEMPS

Guards = 826 total

REFRIGERATION MONITORING

Alerts,
17,401 ,
1%

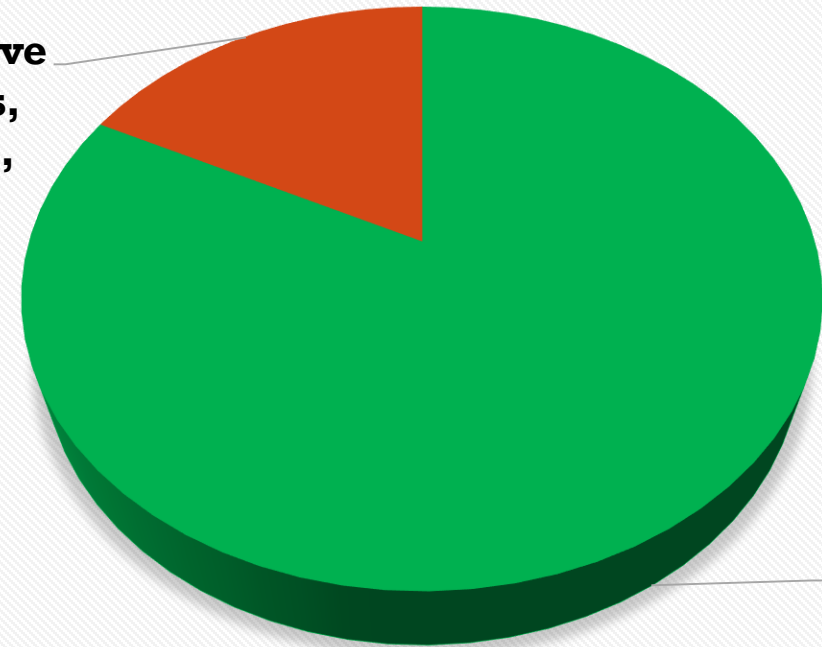


Proper
Fridge
Temps,
2,330,753, 99%

Shields = 438 total

FOOD PRODUCTION MONITORING

Corrective
Actions,
13,811 ,
18%



Proper
Food
Temps,
65,038 ,
82%

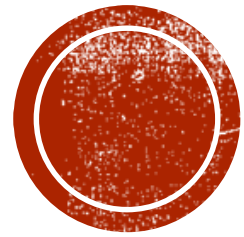
DATE RANGE: 1/21/2017 – 2/20/2017



EQUIPMENT & FOOD SAFETY

STEPS IMPLEMENTED FOR IMPROVEMENT	OBSTACLES TO IMPROVEMENT	FUTURE PLANS/GOALS
Created 5-year equipment replacement plan aligned with HVAC renovations	Inability to conduct preventative maintenance on refrigeration equipment	Decrease response time for HVAC work orders
Established “standardized” equipment plan for site kitchens	Need to “revamp” equipment procurement due to federal procurement requirements	Proactive approach to equipment replacement
Focused training with SCNS staff on food safety and equipment care	Rate at which equipment is failing vs. ability to replace	SCNS “Food Truck”



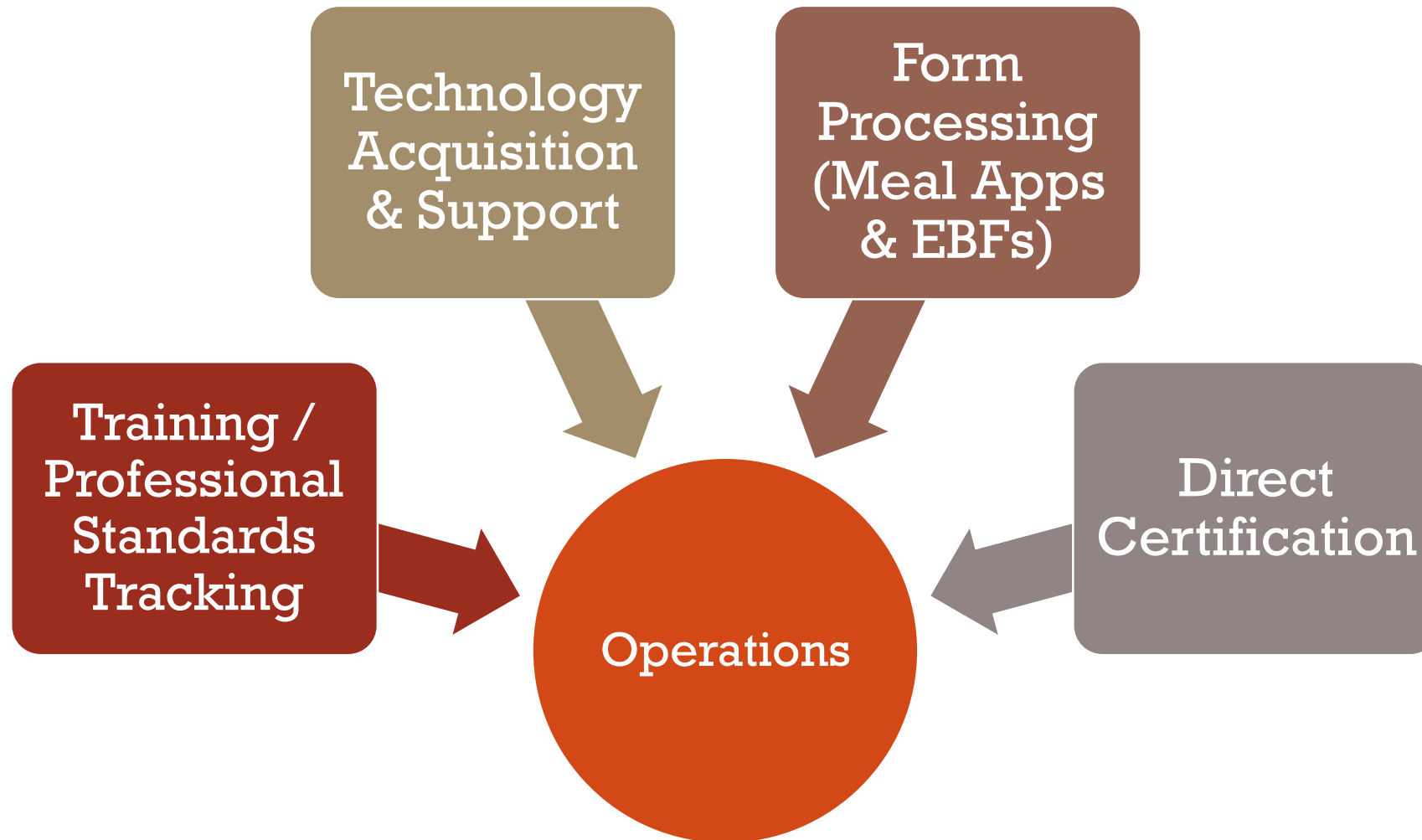


OPERATIONS

SHAWNALEE SMITH, BS

Operations

TOP METRICS



Operations

TRAINING REQUIREMENTS

Professional Standards (Federal)

Requirements
Vary by Job
Level

Source
Training
Materials or
SCNS-
Drafted

Nutrition Training (State)

2 hr/yr:
Cafeteria
Managers
Only

Counts
Toward
Professional
Standards

Kentucky ONE (State)

All SCNS school
employees

Within 40
days of hire

One-Time
Training

KDE-Provided
Mandatory
Materials

Civil Rights Training (Federal)

All SCNS
Employees

Required
Annually

KDE-
Provided
Video/PPT

Food Safety Certification (Local)

Manager,
Lead, Admin
Mandatory

Nutrition
Assistants
Optional

Required
Every 3-years

Food Safety Modernization (Federal)

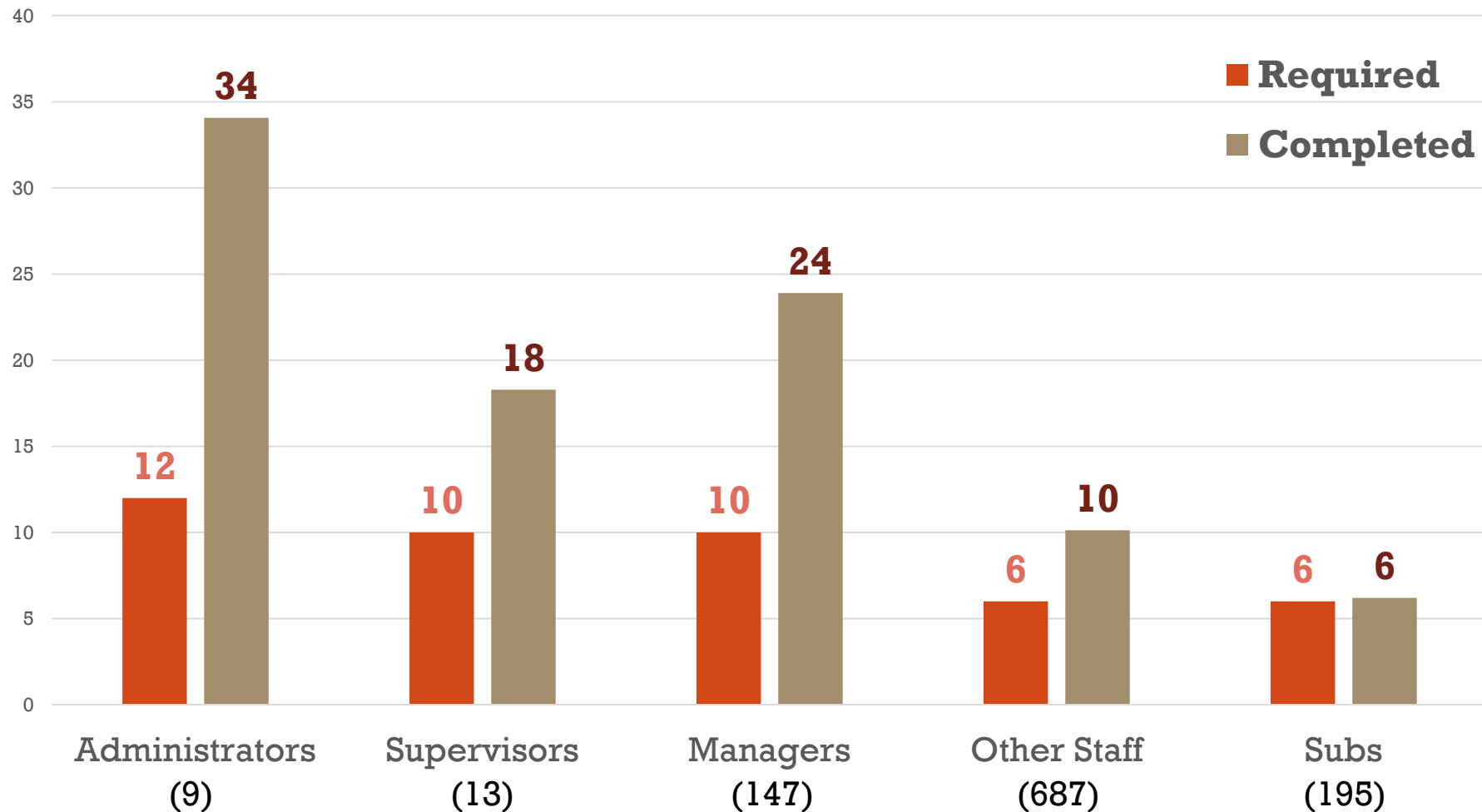
New
Requirement
per FDA

Preventative
Controls
Training

NSC-Only

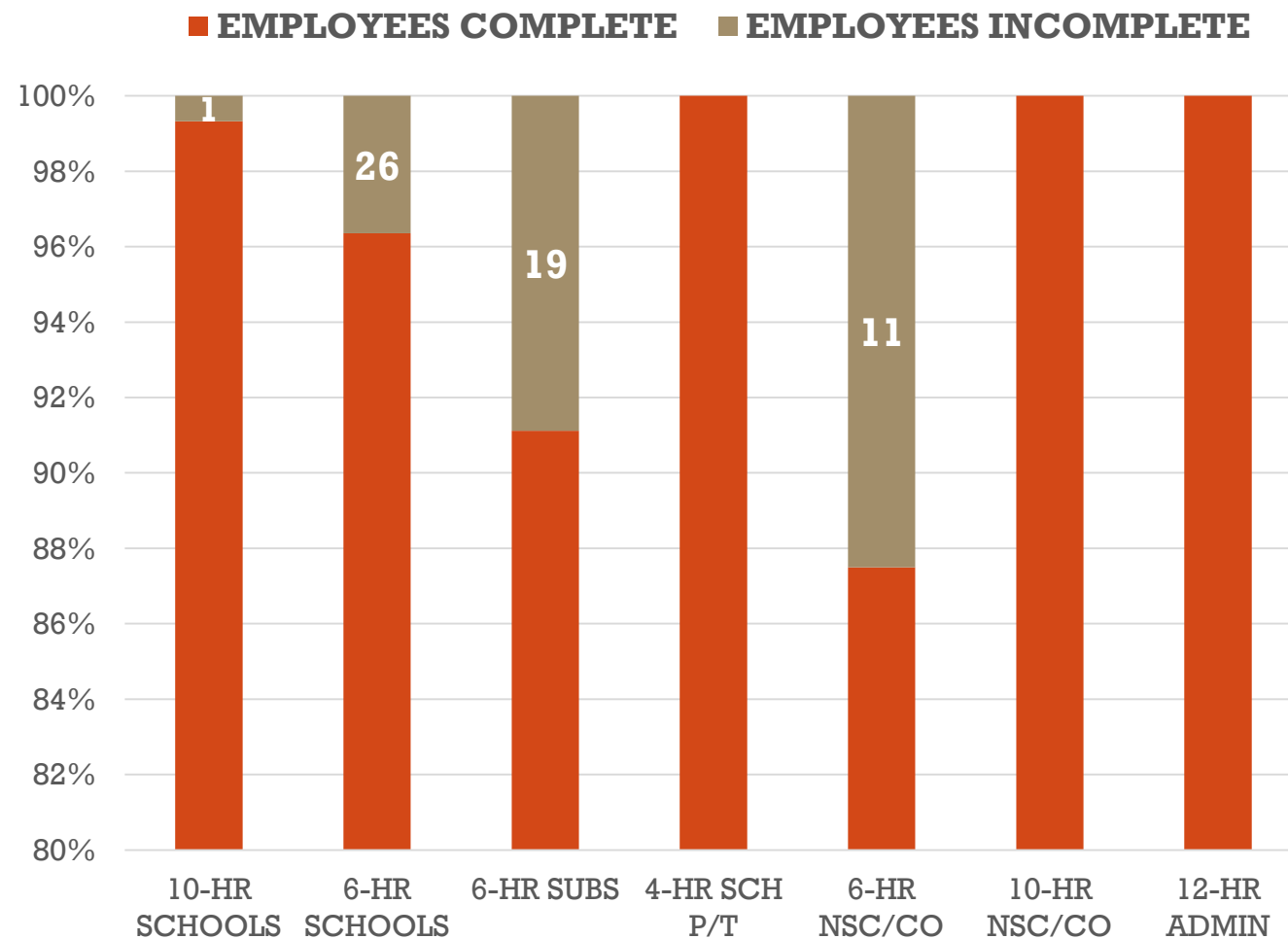
Operations

AVG. TRAINING HOURS COMPLETED VS. REQUIREMENT

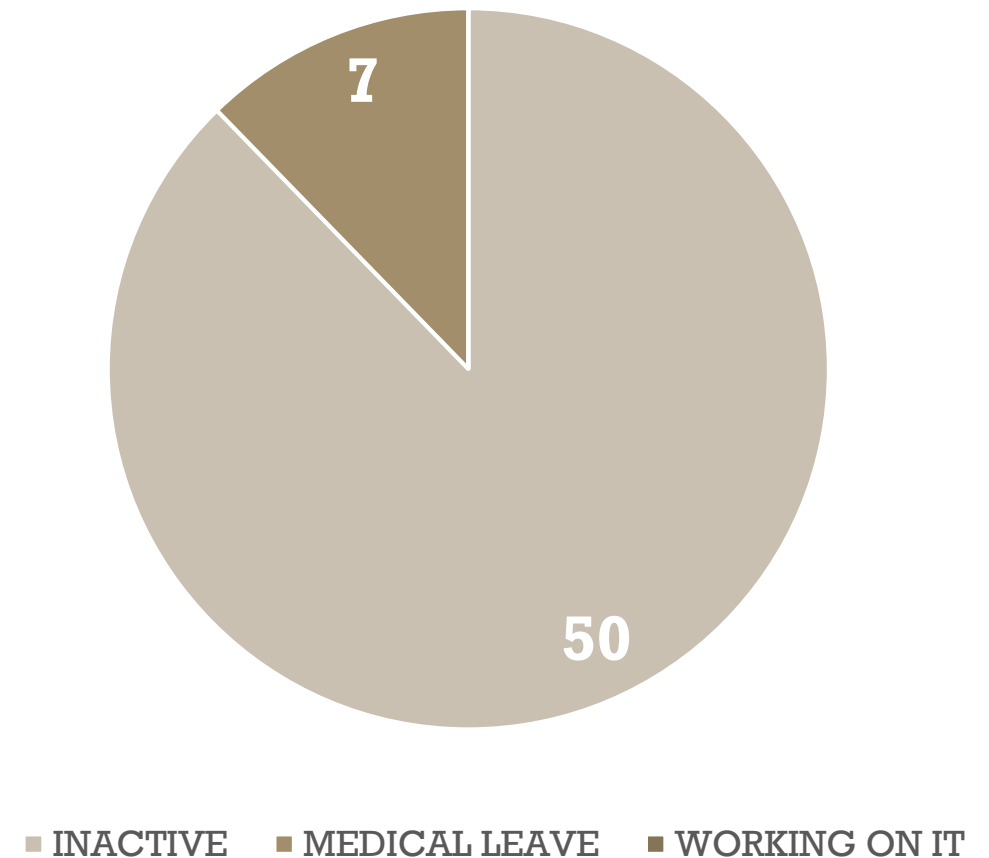


Operations

RATE OF COMPLETION

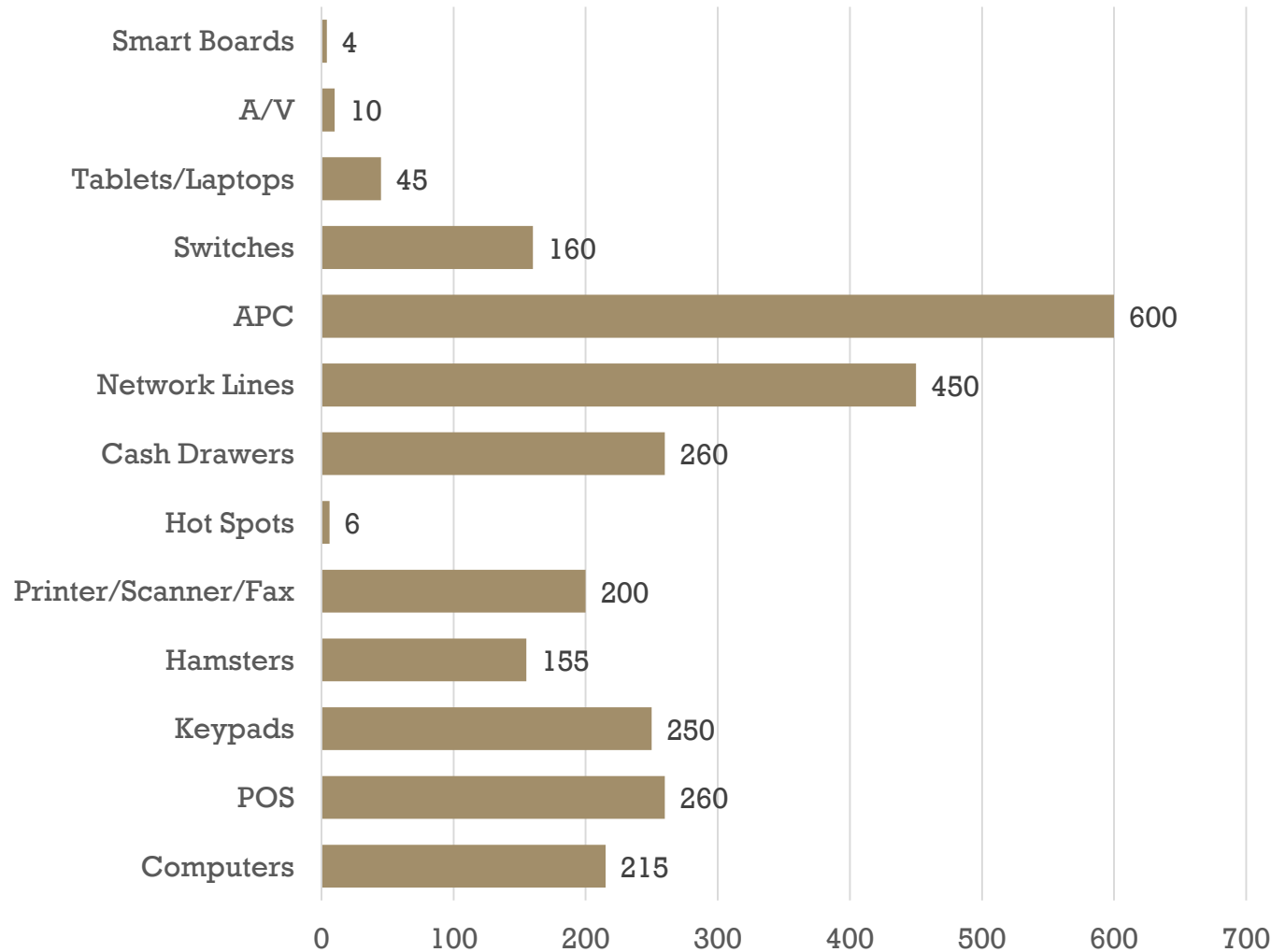


REASONS FOR INCOMPLETES



Operations

TECHNOLOGY HARDWARE & PERIPHERAL ASSETS



Total Piece
Count:
2,615

Total Asset
Value:
> \$1 Million

Total #
Locations:
149

Replacement
Cycle: 5
Years



Operations

SOFTWARE ACQUISITION & SUPPORT

Newton

Handles
\$60.5
million
in
Revenue

330
Users

Newton
POS

Handles
\$60.5
million
in
Revenue

450
Users

Franklin

Effects
Entire
Enrollment,
All Schools,
District
Budget.
Processes
55,000
forms,
56,000 DC

20
Users

Edison

Handles
Food &
Supply
Ordering &
Receiving,
Meal
Planning,
Production
and
Inventory

330
Users

Data
Center

Hub for all
MCS
Software –
Manage
System
Settings,
Scheduled
Jobs, EOY,
etc..

3 Users

Admin
Console

Maintains
Security
and
Upgrades
for MCS
Software

5 Users

Time
Clock
Manager

Tracks &
Reports
on \$24
Million in
Labor
Expenses

350 Users

Time
Clock
Plus

Tracks &
Reports
on \$24
Million in
Labor
Expenses

1100
Users

Operations

SOFTWARE ACQUISITION & SUPPORT

**Smart
Find
Express**

Substitute
Management
Software for
900
Employees &
Subs

**175
Users**

**Nutri
Slice**

Online
Menu

175 Users,
Public

**My
School
Bucks**

Online
Meal
Payment
Program

8 Users,
Public

**My
School
Apps**

Online
Meal
Application
Program

8 Users,
Public

**Microsoft
Task
Scheduler**

Manage
Scheduled
Tasks on
MCS App
Server

**3
Users**

**Infinite
Campus**

Research
Student HH,
Report
Eligibility,
Verify
Special
Dietary &
Attendance

**350
Users**

**Share
Point**

Share Dept.
Documents,
Procedures,
Forms,
Images &
Reports

**350
Users**

**Microsoft
Office**

Research
Student
HH, Report
Eligibility,
Verify
Special
Dietary &
Attendance

**350
Users**

Operations

THE IMPACT OF FREE/REDUCED ELIGIBILITY

Households

Student Meal Cost

Fee Waivers

KEES Scholarships

ACT/SAT Test Fees

College Entrance Fees

Open Enrollment Transportation

SCNS

Meal Reimbursement

Severe Need Reimbursement

Participation

Site Enrollment Data



District Funding

Title One Funding

SEEK Funding

FRYSC Funding

E-Rate Discount

Grants

Other

School Report Card

Public Image of Schools

Public Image of Community

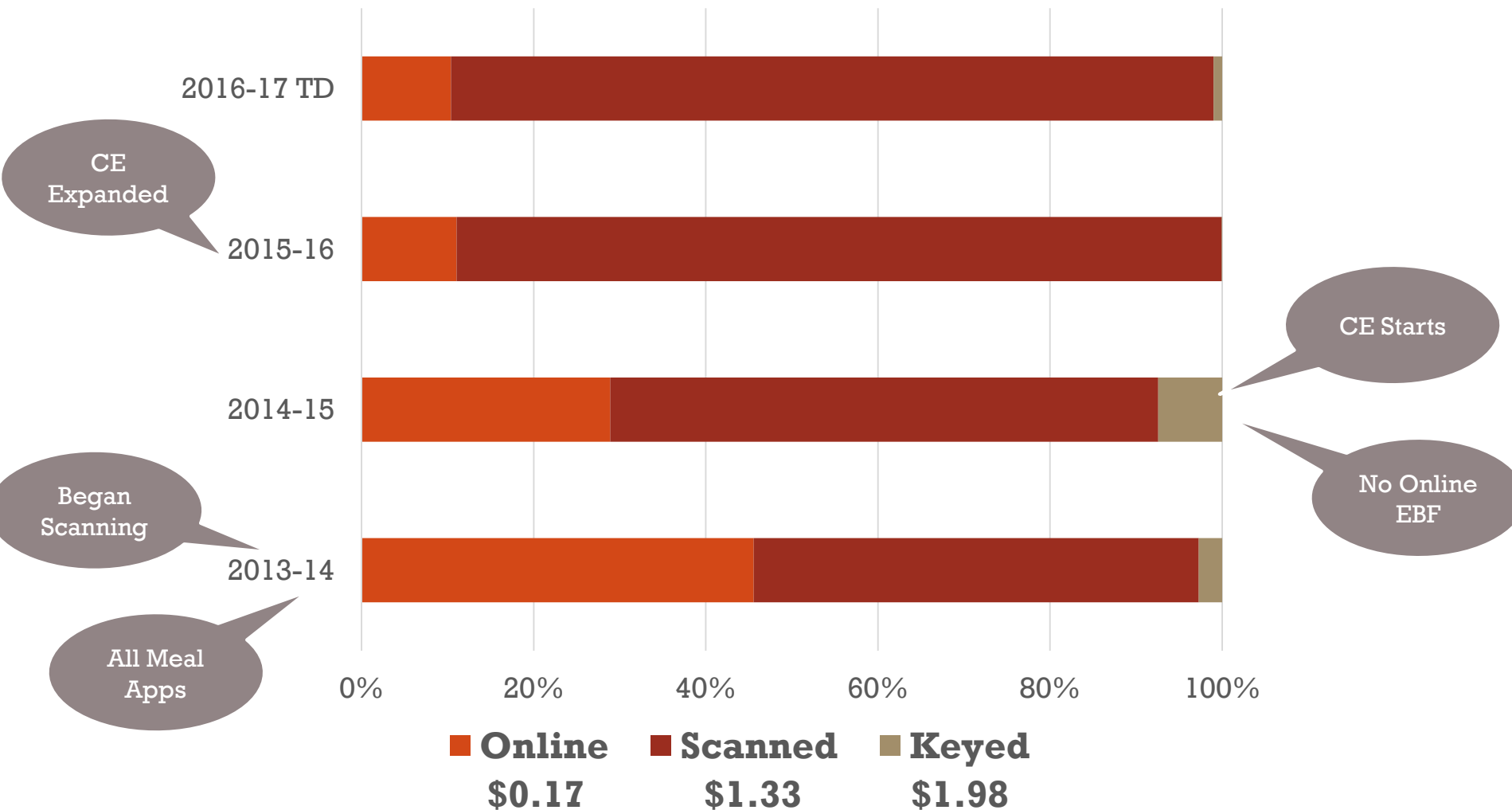
Community Support

67.76%

Current JCPS F/R

Operations

FORMS PROCESSED BY METHOD

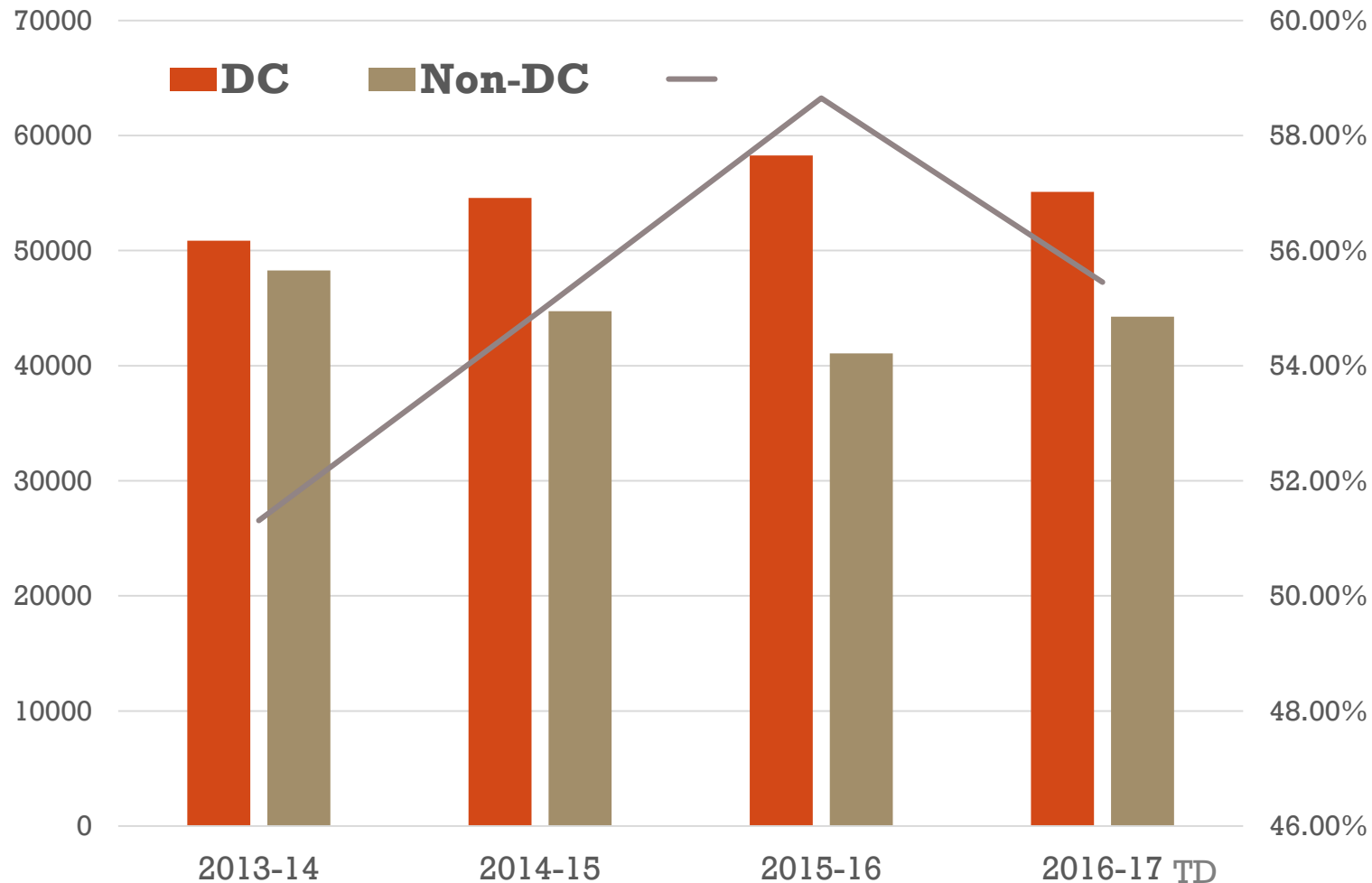


TOP REASONS FOR UNPROCESSED FORMS:

Duplicate Forms
Student Not Found
No Signature
Missing HH Members List
Missing Income
Missing Inc Frequency
Invalid SSN

Operations

DIRECT CERTIFICATION TRENDS



56%

Of JCPS Students
are Directly
Certified

82%

Of JCPS students
eligible for F/R
Directly Certified

OPERATIONS

TRAINING/
TRACKING

TECH PURCH
& SUPPORT

	STEPS IMPLEMENTED FOR IMPROVEMENT	OBSTACLES TO IMPROVEMENT	FUTURE PLANS/GOALS
TRAINING/ TRACKING	Focused on identifying Training Needs & Regulations	Time to train – Contract days vs. PD requirements	Additional trainers and creative formats
	Instituted formal coded tracking procedures and monitored compliance	Intricate 3-level coded tracking requirements & documentation	Source a tracking software designed for a large district
TECH PURCH & SUPPORT	Utilizing Remote Assistance to provide better support	USDA vs. JCPS Procurement Requirement conflicts	LANDesk integration for SCNS work orders
	Structured Software Training Calendar with automated registration	Support – Software capabilities vs. USDA/KDE compliance	Source Time Keeper Software (Time Clock Plus)
	Additional Computer Lab Technician	Broad range of user skills	Central Office/NSC computer upgrade (summer/fall '17)

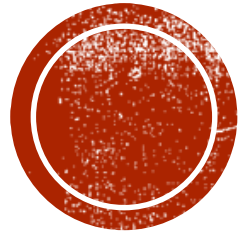


OPERATIONS

DIRECT
CERTIFICATION
FORM
PROCESSING

STEPS IMPLEMENTED FOR IMPROVEMENT	OBSTACLES TO IMPROVEMENT	FUTURE PLANS/GOALS
Automated EBF reports to Principals and designees	School personnel not following procedure	Develop IC Report for schools to view who needs EBF form on demand/see incompletes
Redesigned form processing work flow to address critical needs / error reduction	KDE not approving online EBF form	Obtain approval for online EBF form
Worked with vendor to develop HH Utility Match tool	Infinite Campus data fluidity (info deleted, backdated, hh set-up, etc.)	Expand use of HH Utility Match tool
Filter Agency lists to search for known issues	Name mis-matches (long or double names, spaces, special characters, suffixes)	Work with vendor to improve unmatched reporting capabilities





NUTRITION INITIATIVES

ANDREA WRIGHT, BA, MEd

Nutrition Initiatives

TOP METRICS

OUTREACH

GRANTS

MARKETING



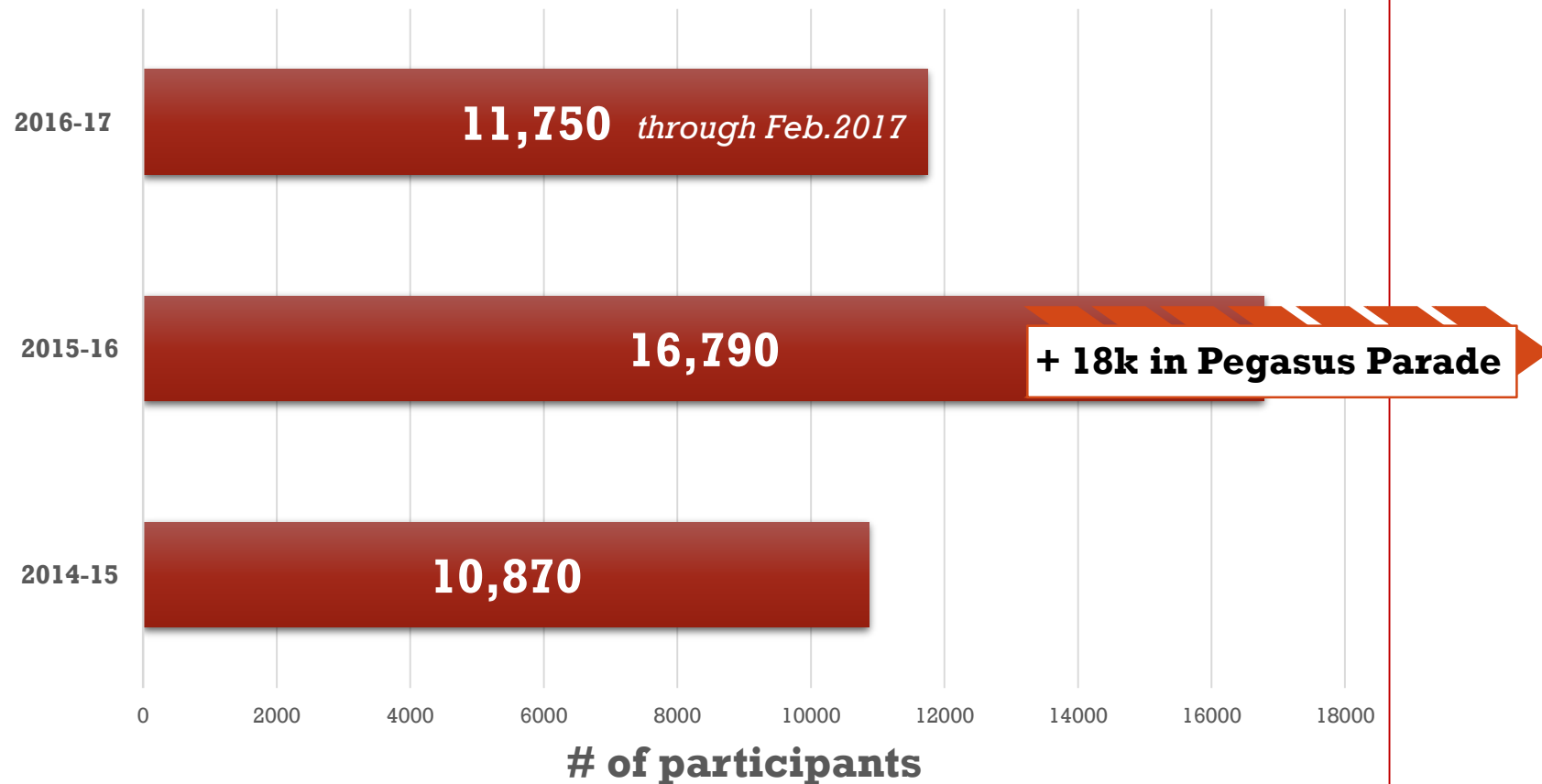
Nutrition Initiatives

OUTREACH

25 Student
Nutrition Advisory
Councils
~
300 students



Coral Ridge SNAC group



- Health Fairs
- FIT Lit Nights
- School Wellness days
- Community events
- In-class presentations
- SNAC
- Chef Demos

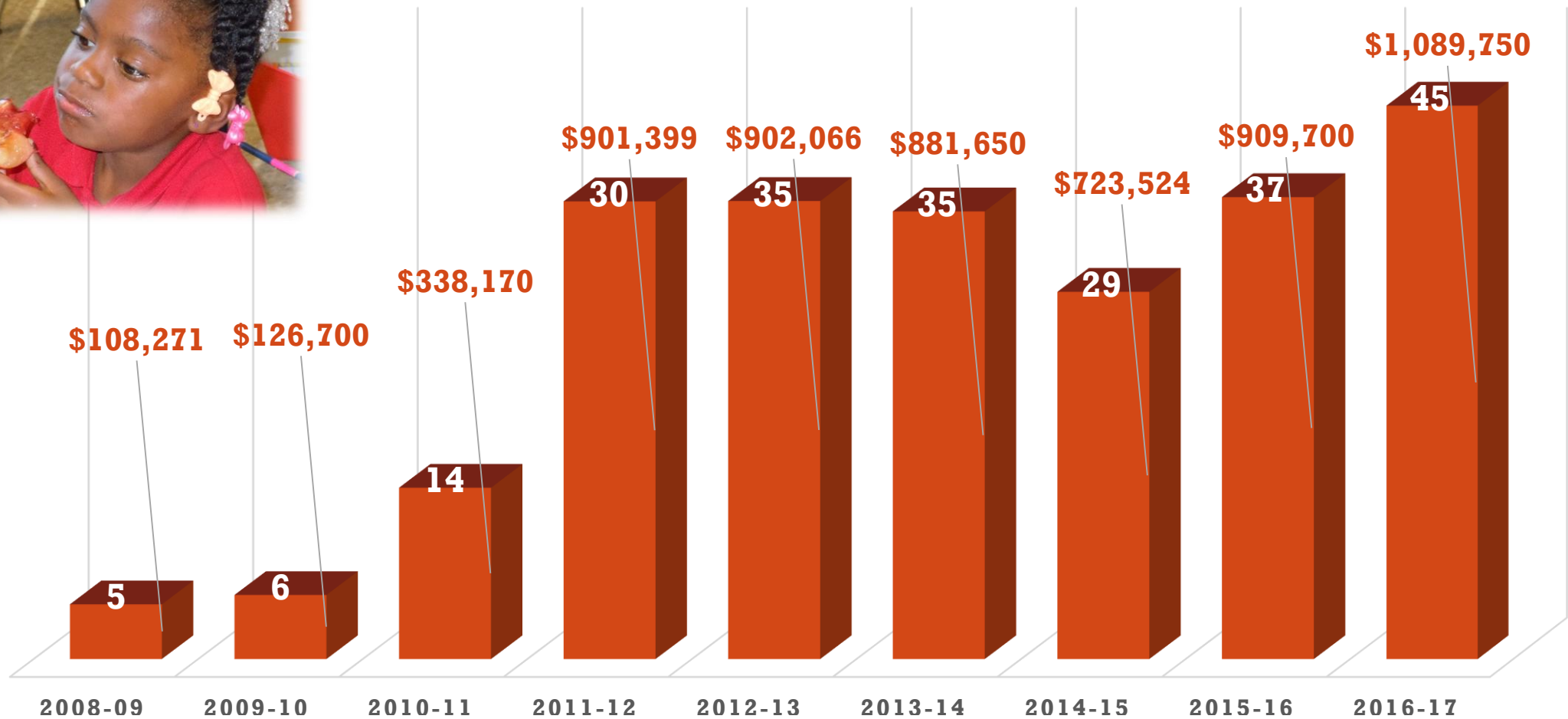


Nutrition Initiatives

GRANTS: FFVP

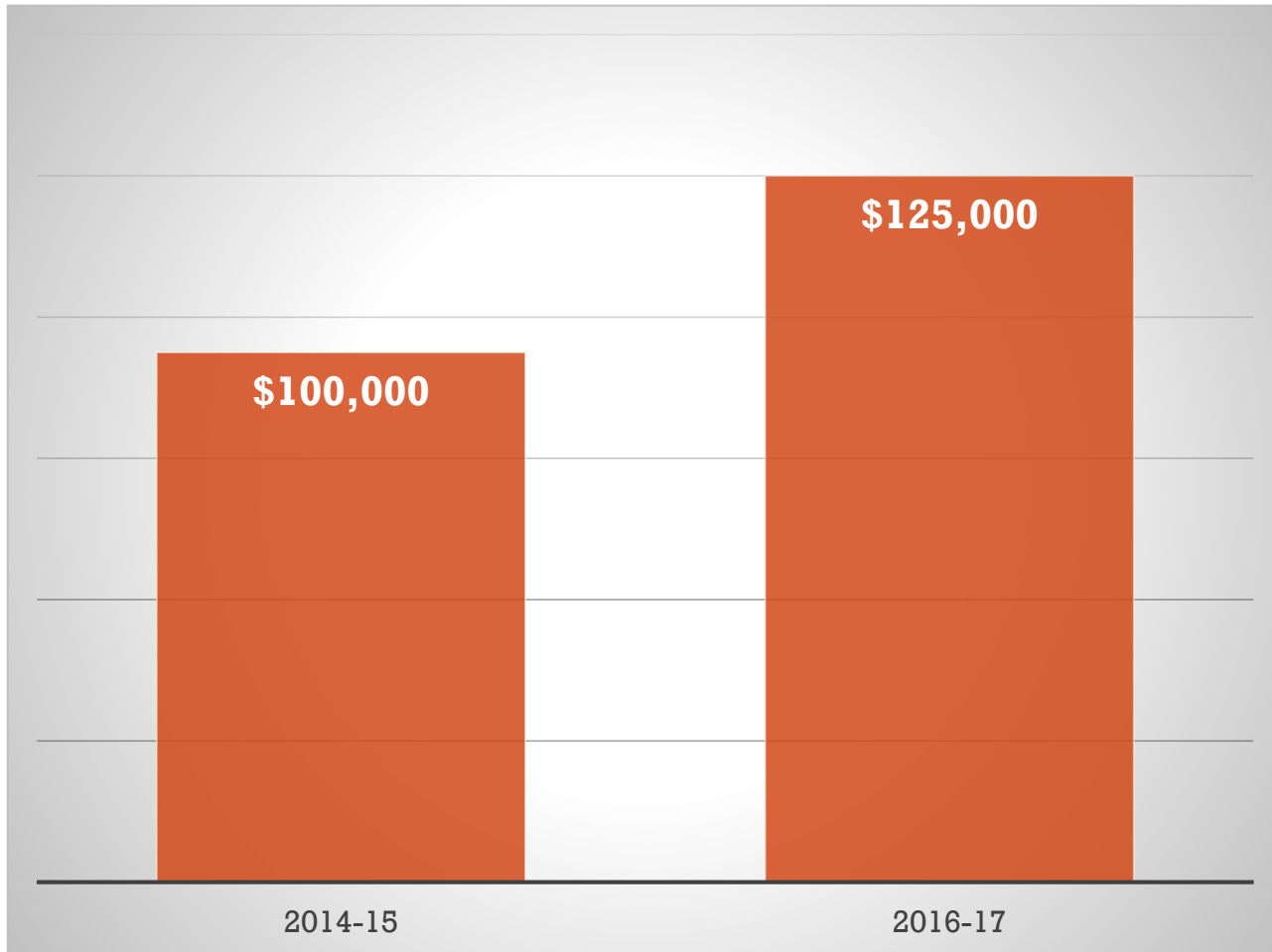
Total
Funding =
\$5,981,230

■ Amount ■ # of Schools



GRANTS: EQUIPMENT

Total
funding=
\$225,000



- Combination Ovens
- Walk-In Coolers
- Walk-in Freezers



Nutrition Initiatives

MARKETING

- NutriSlice - ↑ views by 100%
 - SY 2015 - 468,091
 - SY 2016 - 936,764
- Signage- posters, nutrition info, daily menus, promotions
- Décor for serving lines and cafeterias
- Social media and website
- SNAC (Student Nutrition Advisory Council)



Rubber Ducky Day



Schools ordering
promotions
SY17: 82
SY16: 51

31 more
schools
involved

35 different
promotions
offered

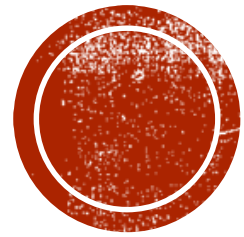
SY 17: 790 Orders Filled
SY 16: 530 Orders Filled



NUTRITION INITIATIVES

STEPS IMPLEMENTED FOR IMPROVEMENT	OBSTACLES TO IMPROVEMENT	FUTURE PLANS/GOALS
Better utilization of Materials Production time and talent	Time constraints on managers relevant to merchandising efforts	Targeted marketing campaigns related to waste reduction and reimbursable meals
SY17 Marketing Plans created by all sites	Grant administration process	Grant for Seneca FFA greenhouse
Collaborating with Communications dept. on social media efforts	Increasing # of request to participate in school events but limited staff members	Grant for SCNS Food Truck
Presentations created for Chef Chris to deliver to diverse audiences		





RECORDS & REPORTS

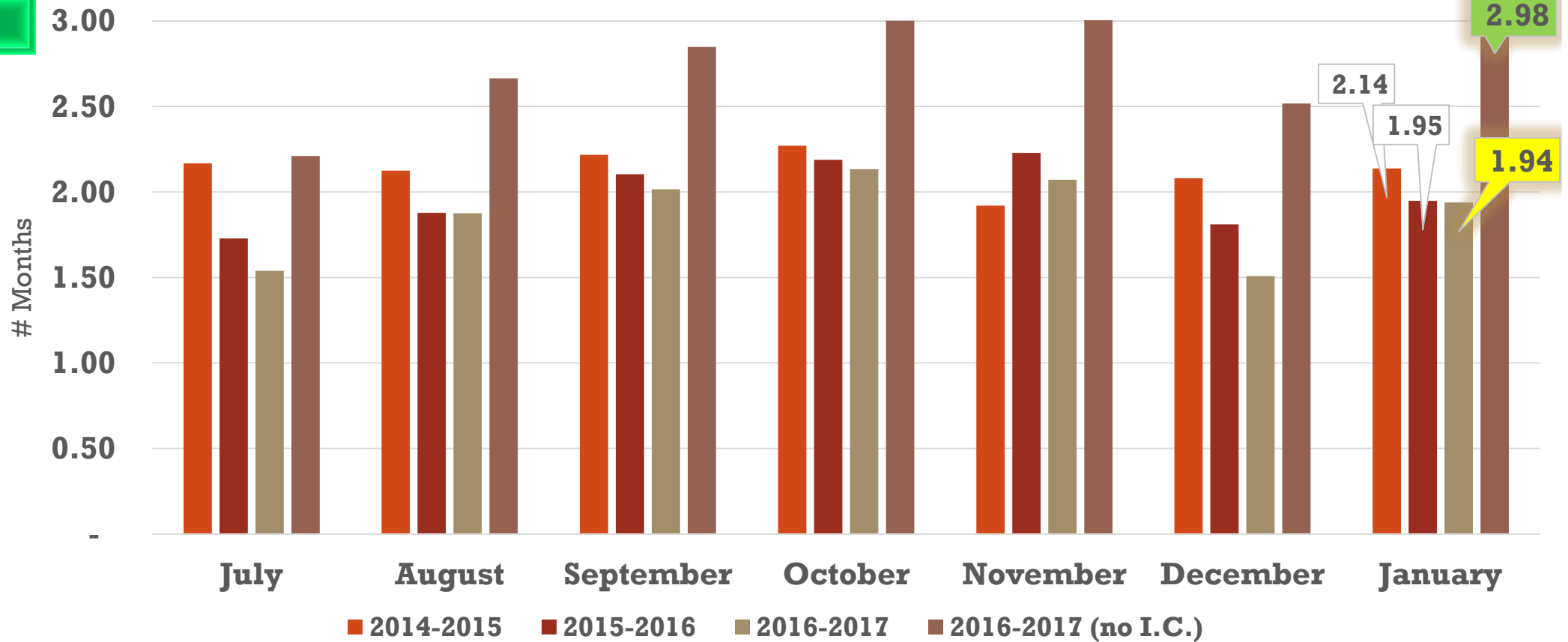
HANNAH LEHMAN, BS, CPA, SNS

TOP METRICS

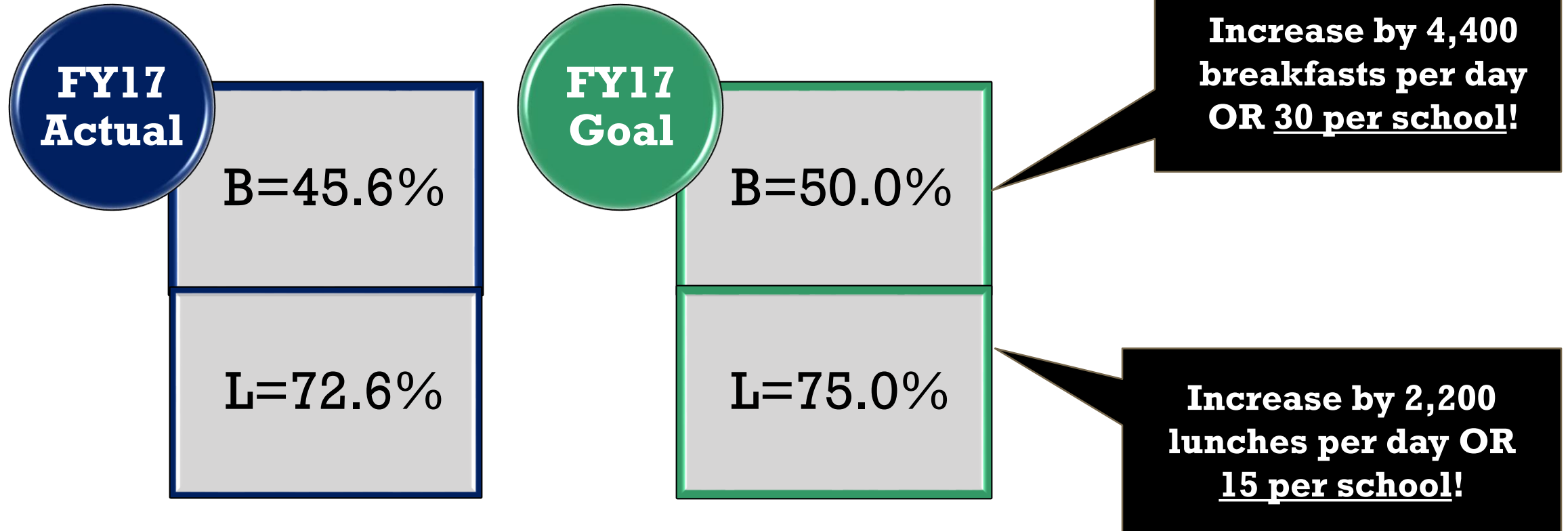


OPERATING FUND BALANCE

GOAL



A.D.P. CHALLENGE



Records & Reports

Elementary:

B: 64%

L: 81%

Middle:

B: 37%

L: 80%

GOALS:

B: 50%

L: 75%

High:

B: 26%

L: 63%

Special:

B: 53%

L: 63%



GAIN LOSS REPORTS

3 main sections:

- **Overview**
 - Average Daily Participation – B & L, Benchmark tracking, Average Lunch Meal Plate Cost
- **Revenues**
 - NSLSBP, Special Programs, Cash Sales
- **Expenses**
 - Food, Labor, Other Direct Costs, Indirect Costs, Central Office Costs

SCNS SCHOOL SITE MONTHLY GAIN/LOSS									
School Name:	Loc #:	Month/Year:	# Lunch Days Served:	# Breakfast Days Served:					
Atherton	018	Sept 2016	20	20					
Membership	1,477	Avg Daily Att	1,386	Value of Inven Hand @ End of Month					
Free	567	ADP Breakfast	197	\$ 7,620					
Reduced	109	ADP Lunch	760						
Paid	801								
% Students Eating Breakfast (ADA)		14.24%	% of All Students Eating Lunch (ADA)		54.85%				
Total Labor Cost per ADP Equivalent		\$ 0.84	Food % to Revenue		38.81%				
Purchased Food Used per ADP Equivalent		\$ 1.31	Labor % to Revenue		24.81%				
Average Lunch Meal Plate Cost		\$ 2.06	Other % to Revenue		10.10%				
Average Lunch Meal Plate Cost for Level		\$ 2.69	Total Exp % to Rev.		73.73%				
REVENUE									
Bkfst Reimbursement Rates	Free	\$ 1.71	# Served	3,944	\$ Earned	6,744.24			
	Reduced	\$ 1.41		-		-			
	Paid	\$ 0.29		-		-			
	Additional Needy Reim					\$ 1,301.52			
	Total			3,944		\$ 8,045.76			
Lunch Reimbursement Rates	Free	\$ 3.24	# Served	15,193	\$ Earned	49,225.32			
	Reduced	\$ 2.84		-		-			
	Paid	\$ 0.38		-		-			
	Total			15,193		\$ 49,225.32			
			# Served		\$ Earned				
At-Risk CACFP Suppers	\$ 3,307.5		-			-			
At-Risk CACFP Snacks	\$ 0.84		-			-			
Head Start Snacks	\$ 0.84		-			-			
Pre-K Snacks	\$ 0.07		-			-			
Total			-			-			
FFVP Reimbursement						\$ -			
Total Federal Reimbursement						\$ 57,271.08			
Cash from Daily Sales									
Breakfast	\$ -								
Lunch	\$ -								
Misc Ala Carte	\$ 2,434.55								
Total Cash from Daily Sales						\$ 2,434.55			
Total Commodities Revenue						\$ 2,883.80			
TOTAL REVENUE						\$ 62,389.43			
EXPENSE \$									
NSLSBP Purchased Food Used (based on inventory)						\$ 24,216.33			
FFVP Food Expense						\$ -			
CACFP Food Cost (based on Food Pre-Cost)						\$ -			
Total Food Expense						\$ 24,216.33			
NSLSBP Labor (per biometric time clock, includes fringe, includes FFVP labor)						\$ 15,478.28			
CACFP Labor (per biometric time clock, includes fringe)						\$ -			
Total Labor Expense						\$ 15,478.28			
NSLSBP Other Direct Cost (supplies, disposables etc.)						\$ 1,469.20			
FFVP Other Direct Cost (Supplies, Admin Labor)						\$ -			
Special Programs Offered:						Total Other Direct Cost \$ 1,469.20			
CE School	YES					Central Office/NSC Support & Services \$ 2,833.51			
BIC	No					Indirect Cost (14.21%) Salaries/Fringe \$ 2,199.46			
CACFP	No					TOTAL EXPENSES \$ 45,996.78			
FFVP	No								
CE Year	2015-2017								
NET GAIN/(LOSS)						\$ 16,392.65			

Records & Reports

GAIN LOSS REPORTS

EXPENSES			
NSL/SBP Purchased Food Used (based on inventory)		\$	20,056.86
FFVP Food Expense		\$	-
CACFP Food Cost (based on Food Pre-Cost)		\$	31.20
Total Food Expense		\$	20,088.06
NSL/SBP Labor (per biometric time clock, includes fringe, includes FFVP labor)		\$	14,180.58
CACFP Labor (per biometric time clock, includes fringe)		\$	-
Total Labor Expense		\$	14,180.58
NSL/SBP Other Direct Cost (supplies, disposables etc.)		\$	1,083.02
FFVP Other Direct Cost (Supplies, Admin Labor)		\$	-
Total Other Direct Cost		\$	1,083.02
Central Office/NSC Support & Services		\$	2,895.64
Indirect Cost (14.21%) Salaries/Fringe		\$	2,015.06
TOTAL EXPENSES		\$	40,262.36
NET GAIN/(LOSS)		\$	9,818.72

Special Programs Offered:

CE School	YES
BIC	YES
CACFP	YES
FFVP	YES
CE Year	2014-2015

**Always
look at
the
bottom
line!**

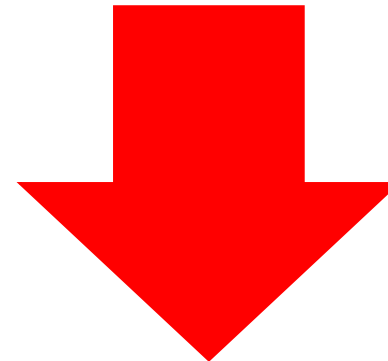


ANALYZING THE GAIN LOSS REPORTS

- Reviewed monthly with Central Office admin team
- Identifies areas of improvement and training opportunities for individual schools and the program as a whole
- Managers get both a month-to-date and a year-to-date report



Top 5 schools'
Net Income =
\$653,765



Bottom 5
schools' Net Loss
= **(\$113,249)**

(As of January 2017 YTD)



REVENUES (SY 2016)

*Average daily
revenues =
\$318k*

Other, 3%
Cash Sales, 6%
CACFP, 1%
Summer, 1%

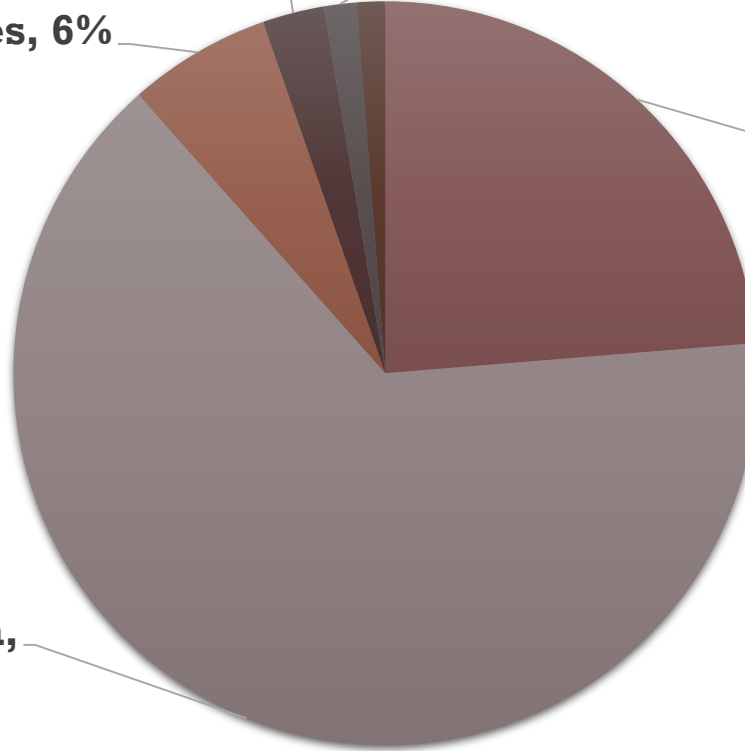
Cash Sales have declined
due to CE implementation
& expansion

**Breakfast
Reim, 24%**

**Free Breakfast
Reimbursement =
\$2.04**

**Free Lunch
Reimbursement =
\$3.24**

**Lunch Reim,
65%**



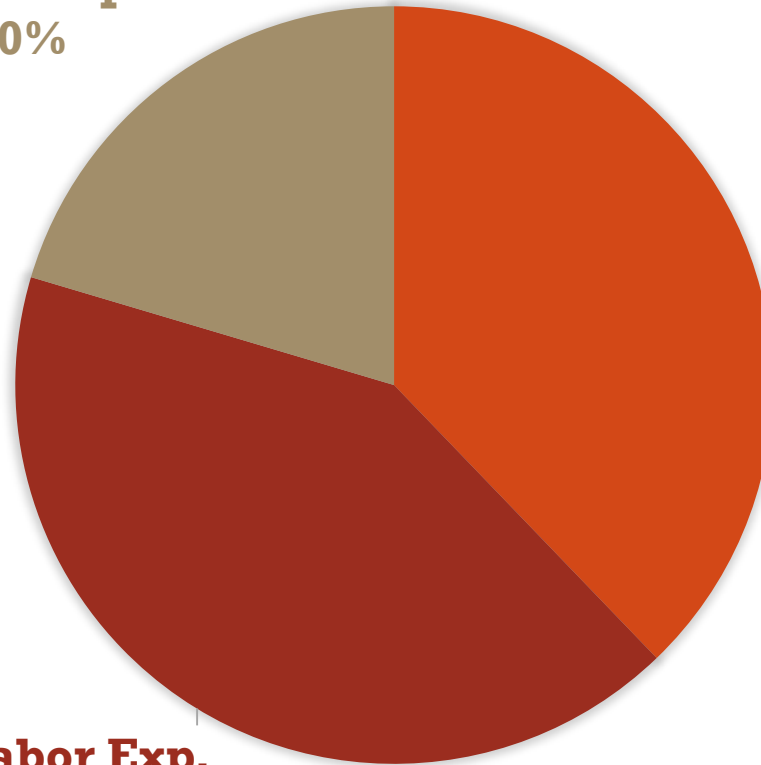
EXPENSES (SY 2016)

*Average daily
expenses =
\$285k*

Other Expenses
include:

- Supplies
- Equipment
- Technology
- Central Office expenses
- Indirect Costs
- Fuel/trucks

Other Exp.
20%



Food Exp.
38%

The Food Expense
benchmark is 40%
to total Revenue

The Labor Expense
benchmark is 40-
45% to total
Revenue

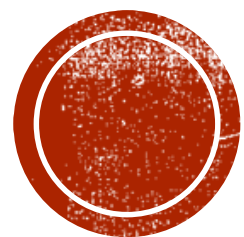
Labor Exp.
42%



RECORDS & REPORTS

STEPS IMPLEMENTED FOR IMPROVEMENT	OBSTACLES TO IMPROVEMENT	FUTURE PLANS/GOALS
Hands-on training on Individual Gain Loss Reports	Indirect Costs / Decreasing Operating Fund Balance	Increase Participation (CE, new menu items, Clean Label campaign, etc.)
Monthly Financial Reports provided to all SCNS Admin	Difficulty in aggregating data from multiple software systems – need a more streamlined system	Satellite meal service at some of the schools with fluctuating enrollment and a consistent net loss for their program
Overtime tracking at schools to identify/address understaffed sites or time management issues	Staffing Issues	Streamlined system to aggregate data from multiple software sources easily and efficiently





CLOSING COMMENTS





Star Cafe



PLEASE NOTE
STELLA GILL
NISE SAYLOR
ONA GILBERT

Certificate of Achievement
Submitted: 2/20/2020
Submitted by: [illegible]
Submitted to: [illegible]

