Get Healthy Philly
School Food Reforms Status Report
Recommendations and Next Steps
August 2012

Funding for this project was made possible by Cooperative Agreement #1U58DP002626-01 from the Centers for Disease Control and Prevention, U.S. Department of Health and Human Services; and Get Healthy Philly, an initiative of the Philadelphia Department of Public Health. The views expressed in this report do not necessarily reflect the official policies of the Department of Health and Human Services; nor does mention of trade names, commercial practices, or organizations imply endorsement by the U.S. Government.

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Introduction

Get Healthy Philly is a ground-breaking public health initiative that brings together government, academia, and community-based partners to reduce and prevent chronic disease through access to affordable, healthy food and opportunities to be physically active.[1] Healthy and appealing school meals offer a critical opportunity to increase the nutritional quality of children's meals and improve children's eating habits. With support from *Get Healthy Philly*, S.R. Watkins & Associates (S.R. Watkins)[2] was retained to assess current school food practices and make cost-effective recommendations to improve nutritional quality and student acceptability.

This status report, authored by the Philadelphia Department of Public Health (PDPH), provides an update and suggested next steps for school food reforms in Philadelphia public schools conducted as part of *Get Healthy Philly*. Recommendations from the S.R. Watkins' Communities Putting Prevention to Work School Food Reforms Final Report ("Final Report")[3] are summarized by PDPH in Section C. In other parts of this report, PDPH provides background on school food in Philadelphia (Section A); an explanation of S.R. Watkins' objectives and methods (Section B); and a description of the recognized challenges faced by the Food Services Division (FSD) of the School District of Philadelphia (SDP) in implementing S.R. Watkins' recommendations (Section D). In Section E, PDPH recommends key next steps to ensure Philadelphia children get the high-quality, nutritious food they deserve.

A. The Philadelphia School Food Context

Each day, FSD serves approximately 60,000 breakfasts, 100,000 lunches and 5,000 after-school meals in 302 different locations in Philadelphia, including 21 charter schools. FSD receives federal and state reimbursements for participating in the National School Lunch and Breakfast Program. Approximately 76% of students in SDP are eligible for free or reduced-price meals.[4] As of SY2011-2012, the federal reimbursement rate was $2.79 for each meal served to a child eligible for free lunch. That reimbursement must cover food costs ($1.39) in addition to labor and administrative costs.

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[1] For more information visit www.phila.gov/gethealthyphilly or www.foodfitphilly.org

[2] The consulting team of S.R. Watkins & Associates consisted of: Shirley R. Watkins, former foodservice director for a large metropolitan school system and former Under Secretary of Food, Nutrition and Consumer Services with the U.S. Department of Agriculture; Thomas McGlinchy, former foodservice director and Chief Operating Officer for the School District of Philadelphia; Eric Shapiro, a professional experienced in school foodservice management, procurement and contract development; and Katie Cavuto-Boyle, a professional chef and registered dietician.

[3] The Final Report can be accessed at www.phila/gov/gethealthyphilly

[4] There is a tiered reimbursement rate to FSD depending on the household income of the child served. Families with incomes at or below 130 percent of poverty are eligible for free meals ($2.79 reimbursement). Families with incomes between 130 and 185 percent of poverty are eligible for reduced-price meals ($2.39 reimbursement).

The majority of FSD meal locations (233 schools) are "pre-plate" facilities where meals are prepared and packaged off-site and delivered daily. The remaining locations are "full-service" facilities (69 schools) where meals are prepared and assembled on-site.

The history of the pre-plate program is tied to both SDP's physical infrastructure (the capacity of school facilities) and FSD's staffing (the capacity to manage contracts and/or prepare and serve foods on-site). The pre-plate program began in the late 1960s to serve the many schools without kitchen or storage capacity to serve full-service meals. Today 180 school locations meet that definition. Initially, pre-plated meals were prepared in a central commissary (kitchen) operated by FSD and shipped to schools on a daily basis. In the mid-1970s high labor and food costs compelled FSD to close the commissary and work with outside vendors to supply prepared foods. In SY1985-1986, there were five contracts with different vendors for frozen pre-plated meals, cold/fresh components (e.g. juice, bread, fruit, etc.), frozen sandwiches, milk and meal distribution. In SY2004-2005, reduced administrative capacity to manage multiple contracts caused FSD to shift to a single-price-per-meal contract with one vendor. This switch enabled lower labor costs as the vendor became responsible for more of the logistics and oversight previously conducted by FSD staff.

Currently, the pre-plate contract is a fixed single-price-per-meal for breakfast and lunch. While per-meal costs are higher than those in the full-service program, there are fewer staff on site (1-2 food service workers) and less administrative requirements due to the consolidated contract. The Maramount Corporation has primarily serviced the pre-plate meals since 1985, and in SY2009-2010 (the current contract) Maramount was the only respondent to the RFP.

Similar to school districts across the country, SDP participates in the *USDA Foods* program. Formerly called "USDA Commodities," *USDA Foods* provides schools with "entitlement commodities" – which are frozen, fresh, canned or dried food products – that are incorporated into both pre-plate and full-service meals. Schools receive entitlement commodities already processed or raw products, such as meat, that are processed by contracted vendors. For example, raw beef or turkey is processed into Salisbury steak or beef patties. For pre-plate meals, the vendor receives foods already processed from contracted vendors to incorporate into the meal. Occasionally, "bonus" commodities become available due to agriculture surplus or depressed market prices and are provided to FSD at no additional cost. In SY2010-2011, FSD received entitlement and bonus commodities from *USDA Foods* valued at $4.14 million.

In addition to the pre-plate meals and *USDA Foods* processing contracts, FSD manages four other types of contracts: milk (for full-service), groceries and provisions, detergents and

disposables, and warehouse and distribution. The largest contracts are for the pre-plated meals ($28 million), currently serviced by the Maramount Corporation; and groceries and provisions ($4.2 million), currently managed by U.S. Foods.

Lastly, FSD operates a Farm to School Program ("Eat Fresh Here") in coordination with Fair Food, The Food Trust, and a local food distributor. The program supplements the traditional menu with fresh produce sourced from local farms and delivered directly to participating facilities. Most of the farm-to-school locations are full-service facilities. In SY2011-2012, twenty-five high schools participated in the Farm to School Program, purchasing a total of approximately 60,000 pounds of fresh fruits and vegetables for $50,000.

Two external factors significantly impacted the Philadelphia school food landscape during S.R. Watkins' consultation period. The first is SDP's ongoing budget crisis. In SY2011-2012, SDP implemented $752 million in program reductions to balance the budget, and anticipated a $269 million structural deficit for SY 2012-2013. To address budget challenges, FSD reduced administrative and field staff, eliminated lunch room monitors, and transitioned twenty-four full-service schools to pre-plate facilities in SY2011-2012. Overall, since SY2005-2006 FSD has reduced full-time staff by 54%.

The second external factor impacting school food during this time is the release of new U.S. Department of Agriculture nutrition standards ("USDA Standards") for the National School Lunch and Breakfast Program. Proposed standards were released in January 2011 and finalized in January 2012. By SY2012-2013, all FSD meals must be consistent with the new standards. FSD will receive an additional 6 cents reimbursement from USDA per compliant lunch served but the cost of full compliance is not yet known. The USDA Standards include the following (though this is not an exhaustive list):

- Increased frequency and variety of vegetables and fruits served;
- Increased whole grain food servings;
- Restricted fat content in milk to 1% fat or lower;
- Increased weekly servings of legumes (dry beans or peas); and
- Limited amounts of trans fats, saturated fats, sugar and sodium.

B. S.R. Watkins' Objectives and Methods

Objectives

S.R. Watkins was tasked with completing the following objectives:

1) Review food procurement contracts, particularly the pre-plate contract, and recommend cost-effective revisions to increase quality and acceptability.
2) Recommend new menu offerings that align with the latest nutritional standards and include a 20-day cycle menu with recipes.
3) Assess kitchen equipment, space, and staff capacity in schools with kitchens to identify opportunities for improvement.
4) Evaluate different approaches to increase children's participation in the school food program and acceptability of foods.
5) Engage a food service expert without a traditional school food background to identify innovative strategies that will build interest and excitement in school food reforms.
6) Provide a summary of expected barriers to implementing recommendations.

Methods

From March 2011 - May 2011, S.R. Watkins conducted an initial assessment of the current school food program to identify areas of focus within the broader objectives. By conducting interviews, site visits, and an analysis of FSD budgets, contracts, and indicators, S.R. Watkins identified the following focus areas: the pre-plate program, student acceptability, new product sourcing and quality improvement.

From June 2011 - January 2012, S.R. Watkins conducted additional analysis based on the focus areas to prepare findings and recommendations. Ultimately, S.R. Watkins expanded focus from pre-plate contracts to look at efficiencies across all FSD food contracts. S.R. Watkins met with numerous food manufacturers to identify new food products and additional pre-plate suppliers. S.R. Watkins also organized a food expo for FSD staff to identify new products, testing one potential process for product sourcing. To assess student acceptability, S.R. Watkins conducted a taste test of proposed new menu items with youth participating in the Philadelphia Urban Food and Fitness Alliance (PUFFA).[5] Finally, S.R. Watkins identified and consulted with the Vetri Foundation for Children[6] as the nontraditional food service expert to identify innovative school food strategies. The Final Report was completed in March 2012.[7]

[5] PUFFA is a grassroots initiative that trains youth as Wellness Advocates to make positive changes in schools.
[6] The Vetri Foundation for Children was founded in 2008 by acclaimed chef Marc Vetri and restaurateur Jeff Benjamin. For more information please visit: www.vetrifoundation.org/
[7] The Final Report can be accessed here: www.phila.gov/gethealthyphilly

C. Key Findings and Recommendations

The following is a summary of select findings and recommendations from the Final Report. Please see the Final Report for a full list of findings and recommendations.

Key Findings

- FSD's current food service program is cost neutral for SDP's general fund.

- The gradual reduction of FSD staff due to SDP's budgetary challenges has resulted in inadequate staffing levels. This limits FSD's capacity to oversee food services, identify cost efficiencies and waste, and test new food products. For example, the entire procurement process, including ordering, contract compliance, and inventory management, is conducted by one full time employee.

- Based on the site visits, pre-plate facilities had poorer food quality and a larger amount of food waste compared to full-service facilities.

- Both pre-plate and full-service facilities lack a "quality improvement" program (see Appendix B) that ensures the cafeteria environment is respectful and appropriately supervised, and that the food served is age appropriate and appealing. Only one out of twenty sites visited - a full-service facility - had an effective quality improvement program in place.

- FSD menus lack sufficient variety due to a less than 20-day cycle menu.

- There are deficiencies in the pre-plate Request for Proposals (RFP) and contract that limit oversight, transparency, and competition. Identified deficiencies in the RFP include, but are not limited to:
    - Restrictive and proprietary language (e.g., requiring excessive and unnecessary processing and storage capacity by the vendor);
    - Lack of quality standards for product specifications (e.g. there is no listing of approved brands and no sampling protocols for new products);
    - Lack of control by FSD over menu development, including quantity and frequency of menu items;
    - Undefined number of total meals served;
    - No requirements for documentation of credits and rebates (e.g., the amount the vendor should credit FSD for receiving already processed *USDA Foods*); and
    - Weak requirements for program supervision and customer service.

- There are two potential competitors to the current pre-plate vendor.

- There are deficiencies in the *USDA Foods* processing contracts that need to be addressed. For example, these contracts include unclear or outdated provisions and do not specify a formal process for gaining feedback. Additionally, annual awards of one-year contracts add administrative burden, limit the ability to create partnerships with suppliers, and remove flexibility to accept bonus commodities from *USDA Foods*.

- Many food manufacturers and brokers are interested in developing new food products to meet USDA standards and providing staff training to FSD. This was evidenced by the fact that over 100 potential food products were developed and displayed at the food expo.

S.R. Watkins' short term recommendations (SY2012-2013):

1. **Menu:** FSD should incorporate the 20-day cycle menu for both pre-plate and full-service facilities (see Appendix A).

2. **Organization:** In order to efficiently operate the SDP's food program, FSD should augment staff in materials management, training and auditing areas.

3. **Pre-plate program:** FSD should establish a pilot program for 20-30 schools that tests the viability of a new pre-plate bidder and incorporates the element of "Offer v. Serve." Rather than being served an entire pre-packaged meal, students are offered individually packaged items and choose three of five items offered for a reimbursable meal. S.R. Watkins anticipated this would decrease food waste and cost while allowing students to make healthy choices.

4. ***USDA Foods*:** FSD should improve the specifications in *USDA Foods* processing contracts. FSD should also implement a longer term contract (five years) with vertically integrated suppliers[8] for beef, poultry and chicken. This will allow the SDP to garner better pricing and tap into the suppliers' marketing and research and development funds.

5. **Vendor and product sourcing:** FSD should improve staff outreach to identify new food products and equipment.

[8] Vertically integrated suppliers control the livestock from birth to finished product, with tight management of supply and operating costs.

6. **Customer feedback:** FSD should routinely conduct student and staff taste tests. FSD should initiate a structured program in partnership with a nutrition education program such as Eat.Right.Now[9] to elicit ongoing student feedback on proposed menu offerings.

7. **Training:** FSD should partner with a volunteer chef to create short training videos on preparing and serving new menu items for kitchen production teams.

8. **Innovative strategies:** FSD should incorporate the following strategies identified by the Vetri Foundation for Children into all of the above recommendations:
    - Provide fresh, nutritious food that tastes good to kids.
    - Properly train the staff such as cafeteria managers and cooks in base kitchens on food preparation, production, budgeting, good food ordering practices, and management.
    - Ensure adequate adult supervision in the lunch room.
    - Get children involved to create buy-in.
    - Conduct pilot family style service in an elementary school to encourage table manners, etiquette and eating new and unfamiliar foods.

S.R. Watkins long term recommendations (SY2013-2014):

1. **Procurement logistics:** FSD should establish a Centralized Distribution Center (CDC) that could serve both the pre-plate and full-service programs. In the CDC model, an outside vendor orders, receives, stores, and distributes products procured by FSD. S.R. Watkins estimated the CDC model would allow economies, efficiencies, and control over procurement and product sourcing. However, S.R. Watkins was not able to outline specific cost implications or savings in this scope of work because the model needs to be tested in the marketplace.

2. **Pre-plate contract:** FSD should address the identified deficiencies in the RFP by either (1) re-bidding the contract with revisions in the current single-price-per-meal format or (2) breaking the contract into individual bids and utilizing the Central Distribution Center model. If the contract is rebid in the single-price-per-meal format, S.R. Watkins recommends the following changes:
    - Eliminate restrictive and proprietary language.
    - Clearly reflect nutritional quality standards and operational requirements.

[9] Eat.Right.Now is a nutrition education program operating in XX schools across SDP through partnerships with many community based organizations. They provide in-classroom lessons, events, and marketing materials.

- Provide historical usage and reasonable estimated serving frequencies for sample menu items.
- Provide detailed information on past and estimated usage of *USDA Foods*.
- Require the bidder to provide detailed information on the calculations used to determine all credits quoted.
- Include the evaluation of food samples as a part of the rating process used to select the successful contractor.
- Add vendor supplied service representatives to augment FSD supervision, training food safety, and sanitation inspection.

3. **Pre-plate to full-service ratio:** FSD should limit the conversion of full-service schools to the pre-plate program. Pre-plate should only be employed in facilities that do not have operational kitchen equipment. Until trained staff is available at these sites, FSD should supplement with a combination of prepared and self-prep items.

D. Challenges to Implementation

SDP's ongoing budget crisis will continue to impact FSD's administrative and staff capacity to operate the school food program and to implement recommendations. S.R. Watkins estimated an average cost of $1.69 to $1.73 for the new 20-day pre-plate menu. However, this is more than the current cost of $1.39 and a test in the marketplace through bid issuance is required to verify S.R. Watkins' estimate. S.R. Watkins felt it was reasonable to expect savings through increased competition, but also assumed that any cost of the menu changes would need to be offset in other areas of the food program budget.

Additionally, increasing the number of procurement contracts (through the development of a Centralized Distribution Center) and revising the RFP would place additional requirements on FSD and SDP's reduced administrative staff. For example, Procurement Department resources would be needed to revise specifications, evaluate bids, and prepare contract awards. Legal Department resources would be needed to review bid language and structure contracts, and Finance Department resources would be needed to pay vendor invoices. Innovative private sector partnerships might be necessary to make changes at a school level, such as finding replacements for lunch room supervision or equipment upgrades. Finally, S.R. Watkins felt that implementation would be most successful with support from SDP leadership and within the context of a strategic plan.

E. Next Steps

FSD has worked to ensure that meals meet federal nutrition standards within a cost-constrained, limited-reimbursement environment. However, the quality and acceptability of school food would benefit from improvements. S.R. Watkins' report identified both specific and broad changes FSD can make to enhance school food. Although ongoing budget constraints make reform challenging, there is an opportunity for FSD to lay the foundation for long-term change while implementing more modest steps in the near future. Immediate next steps include:

1. **An additional serving of fresh fruits and vegetables should be provided every day in both pre-plate and full-service facilities to meet new federal nutrition standards.** These fruits and vegetables should be of high quality and showcase wide variety including green, red, and orange vegetables and legumes. The offerings should be reflective of students' tastes and preferences. Their consumption should be promoted via effective strategies (e.g. placement at the beginning of the serving line) and monitored through plate waste studies in partnership with PDPH.

2. **Pre-plate schools with kitchen facilities, which were previously full-service, should transition back to full-service.** At least ten schools should be converted back to full-service this coming school year, with a plan to transition five to ten schools each year thereafter. These schools should be prioritized based on operational capacity and measures of need (e.g., eligibility rates for free and reduce-price meals).

3. **The pre-plate RFP should be revised to improve competition, accountability, and transparency of the pre-plate program, resulting in higher quality bids and, ultimately, healthier and more appealing food.** The RFP and contract changes recommended by S.R. Watkins will make the vendor more responsive to quality, ensure FSD has control over menu development, and better identify component costs and savings.

4. **Innovative private sector partnerships to improve food quality and food environments should be pursued.** In partnership with PDPH, FSD should explore opportunities to improve the school food environment (e.g. equipment upgrades, cafeteria redesigns, volunteer lunch monitors) and pilot additional strategies to increase consumption of new menu items (i.e., family style dining or behavioral economics).

Through *Get Healthy Philly*, PDPH will partner to develop tools and processes to improve school food, including but not limited to:

- engaging students as leaders and participants in new school reforms;

- monitoring the quality and appeal of new menu items and disseminating results;
- providing oversight and management of a plate waste study, including a focus on new fruits and vegetables; and
- researching and helping to implement innovative private sector partnerships.

Questions and feedback on this report or suggestions to improve school food can be sent via email to Amanda Wagner, Food Policy Coordinator with the Department of Public Health (amanda.wagner@phila.gov).

Appendix A: S.R. Watkins' 20-day cycle menus

LUNCH

Pre-plate Menu

School District of Philadelphia

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Unbreaded Fish Filet Or Grilled Chicken Breast WM Seasoned Broccoli Whole grain dinner roll Celery sticks 100% Fruit Juice *	Grilled Chicken Tenders Or Meatloaf Spinach Fresh Orange	Live Smart Deep Dish Pizza Or Garden Salad With Garbonzo Beans Diced Hard Boiled egg Grape Tomatoes Balsamic Dressing Baby Carrots Fresh Pear	Italian Turkey Hoagie Or Fresh Deli Sandwich on Whole Grain Bread Side of Lettuce, tomato & Onion Fresh Banana	Black Bean Empanada Or Egg Roll with Vegetable Fried Rice Peas & Carrots Fresh Apple Celery sticks
Meatballs (reduced sodium) Over whole grain pasta Or Macaroni and cheese (reduced fat whole grain) Peas Baby carrots 100% Fruit Juice	Roast Turkey Or Salisbury Steak With Seasoned breaded Okra Mashed sweet potatoes Dinner Roll WG Fresh Orange	Soft Taco Meal (Beef, chicken or turkey) Whole Wheat Tortilla Or Reduced Fat Hamburger Mexican Style Corn Celery sticks Fresh Banana	Fresh Tuna Salad Platter Or Fresh Lite Chicken Salad Platter with Lettuce, tomato, onions Whole Grain Bread Stick Fresh Pear	Black Bean Mexican Pizza or Fresh Salad (iceberg & romaine combination) Topped with Turkey or chicken strips Diced Hard Boiled Egg Grape Tomatoes w/ Honey Mustard dressing Sliced Apples
Southwestern Flatbread Chicken Sandwich or Philly melt (Cheese and turkey pep on a Pretzel bun) Celery sticks Fresh Orange WG Breaded Green Beans	Turkey Burger on Whole Grain Bun Or Meatball Sandwich Side salad Pineapple Cup	Sicilian Pizza Plain Or Sicilian Pizza w/ pepperoni (soy bacon or turkey pep) Side salad Fresh Banana	Turkey Lasagna Or Vegetarian Chili Whole Wheat Bun Peas Fresh Pear Baby carrots	Oriental Chicken Strips Or Boneless Buffalo wings Over long grain rice Fresh Celery and Carrots w/dipping sauce 100% Fruit Juice
Salisbury Steak w/ Country Gravy Or Turkey Patty Mashed Potatoes Green Beans Whole Wheat Bun 100% Fruit Juice	Whole Wheat Penne Pasta Or BBQ Chicken Patty on Whole Wheat bun Seasoned Broccoli Baby carrots Fresh Pear	Whole Grain Cheese Pizza Or Hot Dog on Whole Wheat Bun Fresh Cut Carrots Fresh Orange	Fresh Turkey Sandwich Or Reduced Fat Hamburger on Whole Wheat Bun Side of Lettuce, tomato & Onion Fresh Banana	Whole Grain Chicken Nuggets Or Boneless Buffalo Wings Whole Grain Breadstick Apple Slices Peas & Carrots

***Fat Free and 1% milk will be available each day**

This menu was planned to meet the 2012 USDA guidelines of new meal pattern.

LUNCH

Full-service 20- Day Cycle

School District of Philadelphia

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Turkey Burger on MG Bun Or Multigrain Chicken Tenders Sweet potato fries Baked Breaded Okra Fresh Fruit Medley	Lasagna Roll Ups or Chicken Quesadilla Roasted Kale Shredded Carrot Salad Fresh Apple Wedge	Pasta Salad (white beans and cheese) with Pesto (option to add chicken) Or Mediterranean Turkey Wrap Green Salad with Shredded Carrots and Peppers	Turkey Club Salad Or Vegetable Chili Corn on the Cob Raw Grape Tomatoes Pineapple	Baked Fish Or Turkey Fajitas or Mini Tacos Roasted Carrots and Parsnips Raw Cucumber Slices Pear
Meatball Parmesan Sub Sandwich (Turkey Meatballs) Or Thai Chicken Salad Roll Roasted Broccoli Raw Baby Carrots Fruit Medley	Breakfast for Lunch: Egg and Turkey Sausage Quesadilla Or Cobb Salad with Turkey Strips Roll Potato Wedges Oven Roasted Grape Tomatoes Melon Bowl	Black Bean Chicken Pizza and Vegetarian Black Bean Pizza Or Tuna Salad w/Cranberries & Apple Breaded Green Beans Raw Pepper Slices Fresh Apple	Southwest Pasta Salad Or Chicken Taco Breadstick Succotash Raw Snap Peas Fresh Peach	Turkey Pot Pie Or Mozzarella Flatbread Spinach Salad Cinnamon Roasted Butternut Squash Banana
Veggie Patch Salad with Chicken Or Baked Potato Bar or Potatoes with Chili Tomato and Corn Broccoli Slaw Fresh Fruit Cup	Burrito Or Pasta with chicken sausage or chicken and pesto (warm) Sweet and Sour Slaw Roasted Carrots with Dill Tropical Fruit Cup	Turkey Mashed Potato Bowl Or French Bread Pizza Tomato Salad Raw Snap Peas Choice of Fresh Fruit	Chicken Breast Filet Sandwich with toppings Or Beef burger Roasted Cauliflower Breaded Zucchini Fresh Grapes	Pizza Salad (turkey pepperoni, mozzarella, tomatoes) Or Baked Chicken parmesan or Boneless Chicken Wings Mashed Potato with Broccoli Carrot and Celery Orange Wedges
Baked Ziti with Meat Sauce Or Harvest Salad or Mac and Cheese Corn Pepper and Tomato Salad Plum	Ground BBQ Chicken/Turkey Sandwich or Chicken Burger Or Southwest Turkey Soup Rice and Beans Raw Carrots Assorted Fresh Fruit	Crunchy Spicy Chicken Tender Salad/Wrap (southwest) Or Turkey "Fried" Brown Rice Cucumber Salad Roasted Broccoli and Peppers Fresh Fruit	Chicken Salad on Multigrain Bun Or Stuffed Shells Mashed Sweet Potatoes Green Salad Watermelon	Chicken Nuggets OR Toasted Cheese Breaded Okra Raw Grape Tomatoes Fresh Pineapple

*Fat Free and 1% milk will be available each day

This menu was planned to meet the 2012 USDA guidelines of new meal pattern.

Toppings:	"Veggie Eat Out Bar"	Soup Bar
Potato Bar: Chili, Cheese, Broccoli, Turkey Bacon Bits, Salsa, Sour Cream Sandwiches: Red Pepper Hummus, Black Bean Dip, Salsa, BBQ Sauce, Cucumbers, Lettuce, Fresh Tomato, Tomato Sauce, Sweet & Sour Sauce, Pepperoni, Grated Cheese	Roasted Seasonal Vegetables Assorted Greens Variety of dried, cooked beans cucumber, tomato and carrot (sliced) sweet potatoes	Chili, Veggie Chili, Tomato Soup, Turkey Vegetable, Turkey and Rice, Fish Stew, Bean Soup, Minestrone

Appendix B: Quality Improvement Program Components

Below are the components of a quality improvement program, as defined by S.R. Watkins Final Report and summarized by PDPH.

Food Production	•menu development with student and staff feedback •high quality ingredients •standardized recipes •quality staff training
Food Service	•pleasant social environment •training of support (non-production) volunteers and staff •customer service and respect •serving food at appropiate temperatures
Desired Outcomes	•improved nutritional quality of food •improved environmental atmosphere •increased nutritional intake