

Communities Putting Prevention to Work

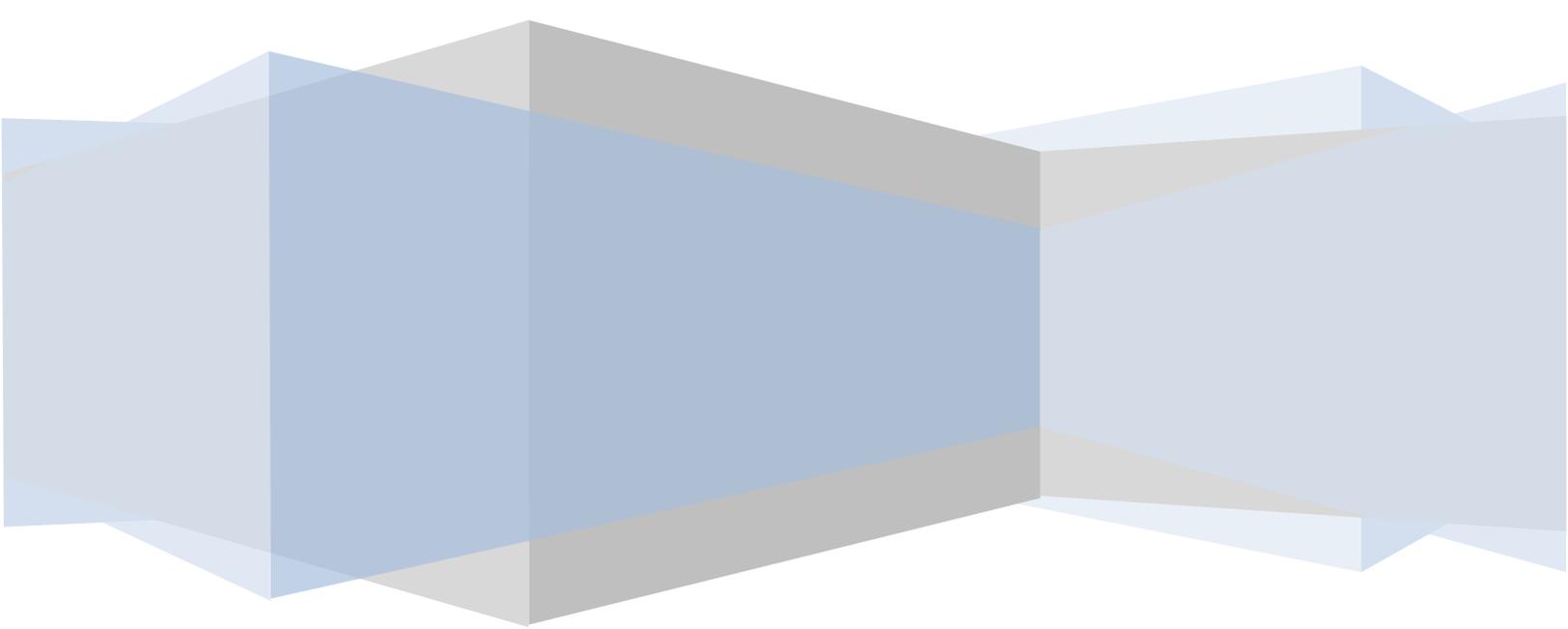


TABLE OF CONTENTS

SECTION I	EXECUTIVE SUMMARY	3
SECTION II	PROGRAM BACKGROUND AND SCOPE.....	22
SECTION III	PROPOSED MENUS, RECIPES & NUTRITION ANALYSIS.....	27
SECTION IV	PRODUCT SPECIFICATIONS/ COST ANALYSIS.....	53
SECTION V	PROCUREMENT CONTRACTS AND PROCESS REVIEW.....	59
SECTION VI	APPROACHES TO PARTICIPATION AND ACCEPTABILITY.....	81
SECTION VII	CHEF RECOMMENDATION.....	87
APPENDIX	A THE CONSULTING TEAM.....	90
	B MATRIX OF PRODUCTS.....	95
	C PRODUCT EVALUATIONS.....	106
	NUTRITIONAL PRODUCT PRESENTATION	
1.	STUDENT TESTING	
2.		
	D THE CONSULTING TEAM.....	128

EXECUTIVE SUMMARY

INTRODUCTION

S.R. Watkins & Associates (consultants, the team) is pleased to present its assessment and recommendations to assist the School District of Philadelphia (SDP) and its Food Service Division (FSD) in improving the nutritional quality of the meals it serves to students. This report completes a ten month process of site visits, staff interviews and data gathering that was ably assisted by FSD staff. In addition, information and data was gathered from meetings with school food service partners and the vendor community.

S.R. Watkins & Associates assembled a team of consultants with significant expertise in nutrition, menu planning, business processes, contracts and procurement in the school food service sector. Shirley R. Watkins, a former director of foodservice for large metropolitan school system and former Under Secretary of Food, Nutrition and Consumer Services with the Department of Agriculture, was responsible for overseeing the project. Thomas McGlinchy, former Food Service Director and Chief Operating Officer for the District, provided the business best-practice planning and financial assessment. Eric Shapiro, experienced in school foodservice management, procurement and contract development, reviewed existing procurement contracts and processes. Katie Cavuto-Boyle, recognized professional chef and registered dietician, reviewed current and proposed menu offerings and provided creative and appealing menu and recipe ideas to promote health and wellness.

STATEMENT OF PURPOSE

In May, 2010 Temple University was contracted by the District to provide services relating to a nutrition and physical activity initiative grant - *Communities Putting Prevention to Work* - that the District received from the Center for Disease Control and Prevention through the Philadelphia Department of Public Health. The CDC's *Communities Putting Prevention to Work Program* aims to achieve broad reaching, highly impactful and sustainable change to reduce chronic disease, morbidity and mortality associated with obesity. S.R. Watkins & Associates was selected by the Philadelphia Department of Health and Temple University to assist in this effort by recommending nutritional and quality improvements to the District's menus and identifying economies in the food program that could help to meet the cost of these improvements.

THE APPROACH

The consultants first developed a list of data required for review and met with District staff to discuss organization and procedures and menu development processes. In May, 2011 the consultants' conducted school site visits to observe staff and equipment capacities and the production and service of meals to customers.

The team prepared a Pre-assessment Report, completed in June 2011, which determined the focus of its efforts to be on:

1. The food program's operations including meal preparation and service.
2. The current procurement contracts and processes for the supply, storage and delivery of foodstuffs.
3. The use of government donated commodities.
4. The process of menu development and planning.
5. FSD policies and procedures with an eye towards identifying areas that could present cost savings and/or program upgrades.
6. Identification of products that represent improvements in nutritional and overall quality.
7. Identification of opportunities for increased use of fresh vegetable and fruit in menus.
8. Development of twenty day menus that would reflect an upgrade of the nutritional composition of meals served to a standard consistent with the latest nutritional standards proposed by USDA.

After presentation of the Pre-Assessment Report the consultants and Temple University agreed on the following contract deliverables.

- Provide a 4-week cycle menu, including recipes that meet all of the proposed 2012 USDA Nutrition Standards in the National School Lunch and School Breakfast program for both the pre-plate and full-service programs.
- Provide the product specifications and a cost analysis of the proposed 4-week cycle menu for both the full-service menus and pre-plate menus.
- Make suggestions for cost-effective revisions to the current Pre-plated meals contract, which will include a summary of how other jurisdictions have

EXECUTIVE SUMMARY

successfully worked with Maramont (or another pre-plate vendor) to make healthy and cost-effective changes.

- Evaluate different approaches to increase children’s participation and acceptability of foods by: identifying preparation techniques that generate more presentable foods; drafting resourceful concepts for marketing the new menu to children and conducting taste tests on new menu items.
- Work with an outside “au von guard” consultant (Chef/food designer) to assess current food service environment and give suggestions from a new perspective. A summary of the “au von guard” consultant’s specific suggestions for improvement and plans of district-wide implementation will be included in the final report.
- Provide a summary of expected barriers in transitioning to the new healthy menu recommendations.

CHALLENGES

From the inception of this project it was made clear by FSD administration that any additional costs related to improving the nutritional quality of the District’s menus would be problematic as a result of the District’s ongoing budget problems. The District’s financial situation is dire. Early in FY 2011-12 the District was required to implement program reductions totaling \$691 million to balance its budget. On January 20, 2012 the District announced that an additional \$61 million in reductions would have to be implemented to balance the current budget by fiscal year’s end, and that next fiscal year’s budget would begin with a \$269 million structural deficit. Pedro Ramos, Esq., the current School Reform Commission Chairman described the scope of the District’s financial problems as “unprecedented in my lifetime”.

It was therefore clear that the costs of menu changes would need to be offset by economies in other areas of the food program budget. In some cases the consultant’s review of procurement practices and contracts resulted in identifiable saving. Conversely, savings could not be predicted with certainty in areas where recommended changes to procurement approaches required a test in the marketplace to determine if these savings could be realized. However, ***it is not unrealistic to expect savings to accrue from the more competitive approaches that are recommended.*** Given the proper lead time it is possible for the District to

test this hypothesis through the RFP/Bid process in advance of implementing any changes in the program.

It is also necessary to consider that the current complement of FSD administrative staff has been reduced to a level that the consultants consider inadequate to effectively oversee a food service program of the magnitude and complexity of the Districts. FSD's own ability to identify waste and economies in its program is severely hampered. While our report encourages the District to correct this problem with additional staff our procurement recommendations are structured to add as little additional administrative burden as possible. Instead, we incorporate specific and required vendor oversight and administrative support in our recommendations for contract changes.

The challenge to FSD and other stakeholders in this project as they consider implementation of the recommendations is to convince District leadership of the importance of the food service program to the overall health and well being of its students as well as its value in the education process. This approach should be grounded in the fact that FSD currently delivers its service with no impact on the General Fund budget.

There are many viable recommendations and related options in this report. The business model for change requires that the District develop a sound strategic plan with measurable goals and objectives, vision, mission and implementation strategies and activities.

PROPOSED MENUS, RECIPES AND NUTRITIONAL ANALYSES

The menu items and recipes identified are to meet or exceed the USDA 2012 meal pattern guidelines. These guidelines are aimed at lowering fat, decreasing sugar and salt, increasing the frequency of fresh fruit and vegetables in menus, increasing fiber through use of multi and whole grains in bread and pasta and curtailing the use of fried foods. The consultants altered the deliverable for recommending cost effective revisions to the current pre-plate contract by expanding their analysis to include all food related procurement contracts and processes.

The consultants met with numerous food manufacturers and their representatives and identified over one-hundred new food products for consideration in district menus that were compliant with proposed USDA nutritional guidelines. The team also met with and toured the facilities of alternate suppliers of pre-plated meals and storage and delivery providers to

EXECUTIVE SUMMARY

determine their viability as competitors to current contractors and to identify other options for securing food and services.

Twenty day cycle lunch menus, compliant with the 2012 USDA Meal Pattern for both the pre-plate and full-service programs, were developed. Recipes, nutritional analyses and estimated pricing were completed. During the 2011-2012 school years FSD has made significant progress in re-inventing menus in preparation to comply with the newly revised meal pattern regulations. The consultants proposed menus give student tested options for the menu planners that are in compliance with new guidelines.

APPROACHES TO INCREASE PARTICIPATION & ACCEPTABILITY

The National School Lunch and Breakfast programs were established to provide nutritious meals that are essential to children's health. Based on this goal every aspect of a school food program should focus on ways to ensure: meal acceptability, enhanced food quality, evaluation of food intake and creation of healthy eating and dining environments conducive to consumption of food. These are basic tenets to meeting the health needs of students in the meal programs. During the pre assessment and project development, school site visits were conducted enabling the team to assess the program and environment.

With the central office staff reduction among many elements, site visits to schools is limited in scope leaving a void in developing a continuous evaluation and improvement plan of the school dining environment. This process can be a measure to determine the success of increased participation and food consumption for children. Some values to be assessed include:

- Meals presented on serving lines marketed for eye appeal and appetizing.
- Food served meets nutritional standards and have been student tested for acceptability
- Orderly entry into serving area.
- Eating in a safe and secure environment.
- Students and adults practicing self control and displaying self respect and respect for others.
- Training of lunchroom monitors.

EXECUTIVE SUMMARY

- Appealing and age appropriate messages.
- Specific messages for proper dining room behavior.
- Create ways to award classes and/or individuals for meeting established models of cafeteria behavior.

The first impression about the feeding program for lunch at school is upon entry to the cafeteria. This environment should be reflective of the appearance for “good” healthy food that is age appropriate, appetizing and appealing, making children eager to eat their meal. Food presented is colorful, appealing, and smell good with a taste to match. The cafeteria staff should be pleasant and engaging during their brief encounter with students.

Of the twenty school cafeterias visited (elementary, middle and high schools) almost all indicated the need to begin a quality improvement program that includes enhanced food quality encouraging students to consume food for good nutrition and health, that would encourage good behavior, implement noise reduction, and encourage respect for both individual students and adults. One site, Girls High School was an exception in that the environment and student behavior was commendable. Food quality was appealing to the students in this full service facility. However, in schools with pre-plate meals students and teachers expressed the meals were less desirable and more food was observed being tossed in garbage cans.

Another observed area of concern was the lack of training for school lunch monitors. This training should become a priority to reduce the various incidences of disrespect for both adults and students. Turning this aspect of dining around could encourage greater student appreciation of food and increase food consumption.

TASTE TESTING TO MEET STUDENT ACCEPTABILITY STANDARDS

Getting students to try a new food item is often very difficult, particularly when the food is unfamiliar. It was determined again that with the reduction in staff FSD did not have in place an adequate means to test the variety of new foods in the marketplace with all of the new USDA proposed menu planning guidelines. Neither was there an evaluation plan developed prior to offering new foods on the menu.

The consultants developed a two-step process to gauge the acceptability of new products and potential menu options this included a food review with FSD staff followed by a taste test with students for acceptability.

EXECUTIVE SUMMARY

1. Various manufacturers/vendors were contacted who had developed new products to meet the USDA proposed menu pattern guidelines.
2. All new products were displayed for FSD staff to determine if the products fit in their program. The Nutritional Products Presentation was held with vendors providing the new products for examination and tasting. See Appendix C.
3. At the recommendation of FSD students in the Philadelphia Urban Food and Fitness Alliance (PUFFA) Program were used as the food taste testing panel to determine product acceptability. Appendix C.2 shows a recap of this process.

Both of these food exhibits utilized an evaluation tool to determine the acceptability as well as the usefulness in the current program meeting nutritional standards.

Gathering information on favorite foods for students with particular attention to fruits and vegetables was also a focus. The PUFFA organization, an active student group was engaging during an hour and a half session on their favorite foods including vegetables and fruits. It was particularly interesting to discover there were lots of unfamiliar vegetables and fruits but a willingness to taste when presented. A common thread of comments from students indicated the familiar fruits eaten at school did not taste good neither was there seasoning on vegetables. A follow up taste test with over 15 food items indicated increased awareness of various vegetables including butternut squash, sweet potatoes and cauliflower. Comments from students included: there is an acquired taste for food and having never tasted a new food item does not mean rejection.

Common among all children including Philadelphia, and a challenge for food service staff, is the student's refusal to eat a variety of fruits and vegetables. Vegetables are consistently the least–often selected foods served in the school cafeteria. New and fun ways to prepare and serve vegetables are needed if children and youth are going to choose them. Serving or offering a variety of seasonal vegetable choices each day for a "Veggie Eat Out" bar in full service programs is an option to improve vegetable consumption and is recommended by the consultants. This could be used as a substitute for the salad bar and by following the preparation techniques for just-in-time service, vegetables could be served at the peak of freshness. The value-added (bagged) fresh salad greens with carrots and red cabbage could serve as the "foundation" to a "veggie eat out" station in addition to meeting needs of students choosing the vegetarian option. There are some 30 self serve schools participating in the farm

EXECUTIVE SUMMARY

to school program that can also be key to assisting with the increase in vegetable and fruit consumption.

Flavor enhancement is the key to acceptance while the goal is to reduce both sodium and sugar. The concept of flavor and the individual's perception of flavors is complex. The old saying "if it doesn't taste good, they won't eat it," is still true. Students quickly refer to foods they don't like as "nasty." Regardless of the condition of hunger it will not be eaten but discarded as garbage resulting in "healthy" garbage bins, wasted food, dollars, and unhealthy children. When recipes are modified for fat, salt and sugar content other flavor enhancers and herbs should be considered. This could be spices and herbs that will give an aroma that is usually a good indicator of quality in either fresh or dried herbs. Herbs can be used to flavor numerous food preparations to enhance or balance, not overpower the flavors of the food product. Dried herbs should be purchased only for the amount that can be used for a 2-3 month supply. If kept too long or purchased in large quantities they become flat in aroma and tend to have a musty odor. If schools have gardens this is an opportunity to encourage planting herbs to be used in the cafeteria.

The use of Roasted marinated vegetables will enhance flavors through the caramelizing of sugars in the vegetables and will bring out the volatile component of spices. Offering a variety of preparation techniques for vegetables will help students to enjoy the flavor profile. This will be an added treat for the students who begin to appreciate a different preparation technique and create and appreciation of veggies. The consultants recommend this process in the new proposed menus.

Foods that look good and smell good help student/customers want to eat. Serving appealing foods gives the food service staff a feeling of satisfaction and pride in the meals offered to students. Meals are served with intent to stimulate all of the student's senses. Maintaining a clean, neat serving line/serving area, neatly dressed food service staff is also part of the presentation of food. Basic presentation concepts recommended include:

- Careful placement of foods on the serving line.
- Steam table placement and set-up.
- Using edible, easy to prepare garnishes for added color and eye appeal.

Recommendations:

1. Food taste testing is a process that is achievable without additional cost to the FSD. There are various alternatives and it could be as simple as having student taste test ambassadors, managers or supervisors provide samples for testing with prescribed directions to include actual products to show and bite size pieces to taste. This can be done a couple of weeks prior to the item being offered. It could be marketed as “NEW ITEM coming to your cafeteria.” Samples can be offered again on the day the item is served. Feedback on new items prior to adding to the menu cycle should be tested in more than one or two schools. Testing in 8 to 10 schools with appropriate marketing will give greater feedback and include various grade levels from elementary, middle and high schools. Food manufacturers/brokers are always available to provide samples of new food items and will assist with presentations.

2. Another option that is the most viable is the SDP’s “Eat.Right.Now” successful and established program. It serves as the perfect partner to not only introduce new food items but provide the complimentary and supportive nutrition education in the classroom. While the over 75 nutrition educators or providing a 45 minutes class in most schools across the district the food taste test is a natural fit. Established Taste testing of new school menu items containing high nutritional value (whole grains, low fat, high fiber, etc.) can be offered during the nutrition education lessons in the classrooms. Additionally this program could serve as a way for:
 - Promotion of new fruits, vegetables, dairy and grain products introduced in school meals.
 - Teach students how to read the ingredient label and nutrition facts to decipher the quality of the products served in school meals.
 - Provide material to “Chop Chop” magazine on the value of school meals, including family quantity recipes used in school food service.

Results from these new connections:

- Increases in meal participation.
- Increase consumption of whole grains, fresh fruits and vegetables.
- Learning about new foods as they are introduced in school meals. Knowledge of new foods, make them more acceptable for tasting.
- Marketing school meals as a “partner” of the nutrition education program by serving quality products contributing to the nutritional health of the child.

PREPARATION TECHNIQUES FOR PRESENTING GOOD QUALITY FOOD

The school meals program has repositioned the focus to address the increase in childhood obesity by its measures in increased use of local foods including the use of fresh fruits and vegetables and on site preparation techniques.

Thinking of food preparation simply as cooking can be a limiting factor in the preparation of meals that students find acceptable. The application of the culinary arts to preparation of school meals is an essential component in the success of programs that offer healthful meals, which are consistent with the nutrition goals of USDA. Well prepared foods that look and smell good, taste delicious are important goals. The availability of good to high quality food that meet the taste preferences of students will help make eating in the school cafeteria a fun and exciting experience. Students will look forward to breakfast and lunch at school when they can count on the food quality being consistently good and that they enjoy eating. This should be an educational experience as well.

Producing the menu is the first step of the food production process that depends on selecting and using proper application of food preparation, choosing high quality ingredients for items to cook from scratch, use standardized recipes, weighing and measuring ingredients properly, using a production schedule and choosing the appropriate cooking methods. The finished product can only be as good as the ingredients that go into the product when using the correct measuring tools.

The well trained staff understands the value of using standardized recipes to ensure the product meets the nutritional requirements. It results in a good quality product in flavor, texture, and appearance with the correct portion sizes. This allows for batch cooking for higher quality of food to be served on the line. This is particularly critical for vegetables and pasta. It also balances the use of equipment. It leads to less downtime and a more efficient work pattern.

On site food production can take the batch cooking another step when just-in-time production is planned at serving time for quick serve/pre-prepared products are used. The school cafeteria should have established quality standards for food production. Every effort should be used to serve all foods at the peak of freshness to meet the established quality standards. Freshness and improved flavor of the foods served to students is worth every effort.

The satellite manager should ensure the foods do not arrive either over or under cooked but at appropriate temperatures. Where equipment is available for finishing foods

EXECUTIVE SUMMARY

every effort should be made to follow the quality assurance standards to serve foods at peak quality.

Establishing food quality goals set for food preparation, production and service for the program can be a source of pride for the food service staff. When the staff is aware of the goals and strives to that end there is a sense of pride in meeting the standards of excellence.

Well trained staff is critical to producing good quality food. When staff is recognized by the students and teaching team for this feat the program gains the respect and you will see consistency in food production and service in addition to happy healthy students.

More local/regional farmers are being identified to supply locally grown foods for use in school cafeterias through the Farm to School Program. The program is providing vegetables and fruit that are not usually specified in the bid and procurement for food and supplies. Obviously when products are not purchased as part of the mainstream program the training is not developed as part of the SDP operation for managers and kitchen staff.

Key to good quality food in schools is ongoing food preparation and production training. The skills are generally developed through a train the trainer process to ensure ongoing follow up is executed in daily skills development. The lead kitchen staff member ensures each team member is repeating the task according to directions to ensure recipes are followed and production tips are implemented for a quality defined standard. Additionally, the basic kitchen essentials such as: bulk preparation, testing, sampling & production steps to reduce food cost and waste is included.

Recommendations:

1. Establish food quality goals set for food preparation, production and service.
2. Use local volunteer chefs to conduct training sessions for on-site food production staff on preparation, assembly, holding, merchandising and serving.
3. With the assistance of a volunteer local chef, produce 15-30 second videos demonstrating how a dish is made and what the final product should look like. Video can be emailed along with the menus, recipe and instructions to each kitchen facility so the employees can view it prior to production.

MARKETING CONCEPTS FOR NEW MENU ITEMS

Change is not easy but with a good marketing plan and support from partners new ideas can be effectively marketed. The leadership team should develop a marketing plan to focus on both the student/customer and the school community. As part of the overall strategic business model the proposed new menu items and program changes should be part of a marketing plan to promote a positive image of the District's school nutrition program. Key to a successful marketing plan for school meal programs may include: the food served to customers, the partnerships, positioning and the profound experiences of feeding children on limited budget meeting the nutritional goals of USDA. The specific marketing competencies developed by the National Food Service Management Institute for Child Nutrition Programs include:

- Develop a marketing plan to attract and gain support from students, parents, teachers, administrators, support staff, food service community and the broader foodservice business community
- Communicate program information to encourage and secure support for the changes to the food service program from the superintendent, school board, administration, faculty, students, parents and community
- Develop and communicate the marketing plan with specific goals and objectives that include a "slick" concept that will capture the imagination of the new ideas for improved food service
- Develop targeted and compelling messages
- Implement a marketing plan to create an atmosphere that attracts students and parents to help promote the role of the new menu items for improved nutrition and health

School districts do not have marketing budgets that mirror other segments in the food service industry. However major manufacturers that provide foods to schools offer their marketing services at no cost to help school meal programs develop creative and innovative market plans to increase average daily participation (ADP). The consultants contacted the corporate marketing division for Tyson's to gather samples of programs they have used with schools. This company is a major supplier of FSD and would develop a custom marketing plan to increase participation and energize the students and staff. All major manufacturers have similar plans and at the District's request will join in partnership to customize a program for greater outreach promoting nutrition and improved health concepts to children. Now this type

partnership is seen as a viable opportunity to support the reduction in childhood obesity and increase focus on positive health messages.

The new flat screens placed in over 85 schools could serve as a perfect opportunity to market new and up-coming food items, as well as introduce new menu concepts. This could also serve as an educational opportunity to present “cool” student friendly factual nutritional information developed by students and lend support to an even bigger food service industry partnership.

Recommendation:

Work with at least two major manufacturers to develop a customized marketing program for outreach to customers.

PROCUREMENT CONTRACTS AND PROCESSES REVIEW

The consultants reviewed all current food procurement contracts. A key element to the consultant’s findings and one that would give the District the best opportunity for economies is the establishment of a new Centralized Distribution Center model for warehouse, distribution and storage. Adopting this model will allow the District to maximize its purchasing power by procuring food directly from manufacturers and thus have control over pricing for all components of its program.

In our review, special emphasis was placed on the pre-plate program as this is FSD’s largest single contract and one of the largest in the District as a whole. The pre-plated meals contract has had only one major bidder for most of its recent history. This feeding program now operates in 233 schools at an annual cost of approximately \$28 million. The team identified significant deficiencies in the existing pre-plate contract that work to the District’s disadvantage. The consultants consider it key that the deficiencies be addressed as soon as possible, either through our recommendation to re-bid the current contract or through a process of negotiation with the current contractor should the District decide to exercise the annual renewal option in the existing contract. The consultants identified two viable competitors to the current pre-plate meal supplier who it considers capable to supply the pre-plate program. The report provides specific recommendations, options and suggested timelines for FSD to consider.

EXECUTIVE SUMMARY

The consultants determined that there were other areas in FSD's procurement process that needed strengthening including: vendor and product sourcing, specification and contract development, and materials management. These weaknesses were often unaddressed and sometimes exacerbated by the reductions in staff experienced by FSD over the last several years.

Consumer's tastes change, especially those of children and young adults. It is important for school food service operators to have the ability to respond to these changing tastes in a timely and cost effective manner. This requires that FSD staff be attuned to its customers needs through structured student feedback mechanisms, and to the marketplace for identification of new products and equipment. An understanding of the food manufacturing and packaging processes and their influence on product specifications is also important. The report contains recommendations on these areas.

In FY 2010-11 the District received \$4.14 million in United States Department of Agriculture (USDA) donated commodities in both raw and finished form. Raw products are directly diverted by USDA to food processors for conversion into consumable products. The District expended \$3.21 million to further process raw commodities (e.g. beef, turkey, chicken) to finished products (e.g. Salisbury steak, turkey patties, chicken nuggets) most of which are used in the pre-plate program. USDA donated canned fruits and vegetables are extensively used for the pre-plate meals and USDA donated cheese is directed to pizza manufacturers and also used in pre-plated sandwiches. The efficient use of these commodities in their original or further processed form is important. The report includes specific recommendations for improvements in this area.

SUMMARY OF RECOMMENDATIONS

The most important recommendation in this report is the proposed menus for the pre-plate and full-service programs. These menus incorporate the latest meal pattern requirements and food items to improve the nutritional quality of meals. Also important is the consultant's recommendation that the District augment current FSD staff so that they can effectively operate the current program and plan and execute the improvements identified in this report.

For summary purposes, recommendations are categorized below as either short term with implementation in 2012-13; or long term for implementation in 2013-14 or beyond. To realize success with recommendations in this report the consultants visualize FSD developing a multi- year strategic plan to realize and measure success. Identifying Strengths Weaknesses

Opportunities and Threats (SWOT) sets the framework for the planning establishing 1-5 priorities, with measurable goals, an action plan and who is responsible for the implementation of deliverables.

FSD identified in excess of 20 partners who have shown interest in helping to maximize and strengthen the meal service program for children in Philadelphia as shown by their attendance at the recent School Food 201 that was a follow-up to School Food 101 session. Should the FSD leadership team choose to implement a strategic plan it is recommended that they identify and involve a select group of partners to assist with specific strategic activities that could be beneficial in helping FSD deliver the quality nutritional program that is collaboratively desired.

Short Term Recommendations: FY 2012-13:

- ❖ **Organization:** In order to efficiently operate the District's food program FSD needs to supplement staff in its materials management, training and auditing areas.
- ❖ **Pre-plate program:** FSD should establish one or two single-price-per-meal pilot programs in twenty/thirty schools to test the service viability of prospective bidders with the capability of implementing Offer Versus Serve.
- ❖ **Milk contract:** FSD should renegotiate with the current milk supplier to procure milk directly to avoid imposed minimum price regulations. Based on current volume this could save the district approximately \$225,000.
- ❖ **Donated Commodities:** FSD should improve the specifications in USDA donated commodity processing contracts and implement a long-term contract (five year) strategy using only vertically integrated supplies for beef, poultry and chicken. This will allow the District to garner better pricing and tap into the research and development, and marketing funds of the supplier.
- ❖ **Vendor and Product Sourcing:** FSD should improve staff outreach to identify new food products and equipment.

EXECUTIVE SUMMARY

- ❖ **Customer Feedback:** FSD should initiate a structured program in partnership with Eat.Right.Now to elicit ongoing student feedback on proposed products and incorporate nutrition education.
- ❖ **Training:** FSD should partner with a “volunteer” chef to create mini video training programs to support kitchen production team to prepare and serve new menu items

Long-term Recommendations: FY 2013-14:

- ❖ **Establish a Centralized Distribution Center (CDC)** for both the pre-plate and full-service programs. Incorporate bulk procurement of high volume item used in the full-service program such as cupped juice and breakfast cereal and disposables and detergents in this approach.
- ❖ **Pre-plate program:** Revise the current contract to address the identified deficiencies and weaknesses and rebid in the single-price-per-meal format or utilize the Central Distribution Center model and break up the contract into individual components and bid separately.
- ❖ **FSD should reconsider its current approach of converting full-service schools to the pre-plate program.** The pre-plate program should only be employed in schools that do not have a full complement of operational kitchen equipment. Until trained staff is available at these sites FSD should supplement with a combination of prepared and self prep items.

Chef Recommendations:

In seeking suggestions and recommendations to improve meal service the consultants were able to enlist the services of Marc Vetri, a locally based and world renowned chef. Mr. Vetri along with his business partner Jeff Benjamin founded the Vetri Foundation, with the goal to help kids experience the connection between healthy eating and healthy living. Through food, education and social interaction the Vetri Foundation strives to give children the nutritional foundation they need to grow and thrive.

This collaboration resulted in several suggestions for improvement.

1. **Provide fresh, nutritious food that tastes good to kids. This is essential to getting kids to eat well, to try new things, and to prevent waste.** With proper planning and personnel, it is possible to prepare fresh good quality meals daily that meet the taste profile, nutritional standards and the budget restrictions that are in place
2. **Properly train the staff.** Cafeteria managers and cooks in base kitchens need training on food preparation, production, budgeting, good food ordering practices, and management. These workers need the right tools to be able to source, prepare and plan each day's meal to meet the customer satisfaction.
3. **Ensure adequate adult supervision in the lunch room.** Adult interaction with children is the key to getting them actually to eat the food they are served.
4. **Get children involved – their involvement will create buy-in.**
5. **Conduct pilot family style service in an elementary school.** Early childhood, pre-school and Head Start programs utilize family style meal service at lunch. This type of meal service helps to ensure table manners, encouragement to test and eat new and unfamiliar foods, and learn meal time etiquette.

The Consultant Team

SHIRLEY R. WATKINS, M ED, RD, FCSI

Principal, Owner of SR Watkins & Associates

With more than 24 years experience as director and supervisor of foodservice for Memphis City Schools and eight years with the Department of Agriculture as Under Secretary for Food Nutrition and Consumer Services and Deputy She provides assistance to school districts, corporate foodservice and manufactures and Federal agencies with creative and innovative leadership for foodservice management and design, health, nutrition and marketing issues. She has developed and monitored multiple projects and worked through progressively challenging assignments involving multiple levels of people in an organization to reach a common goal - managing from a \$27 million program budget to a-\$40 billion operation. During her tenure in Memphis she led the program to national prominence for innovative quality nutritional school meals for 104,000 children in 156 kid friendly school environments with 95% participation. During her term with USDA she raised the awareness at the Federal level of Childhood Obesity as a national crisis with science based forums, developed a mascot “Power Panther” a spoke person for Eat Smart Play Hard campaign. She was instrumental in adding a farm to school initiative proposal that was approved by Congress in the 1997 CN Reauthorization. Her work in developing the Wellness Policy with the Dallas Independent School District team was approved by the School Board without discussion is an example of her team building capacity.

THOMAS E. McGLINCHY,

Principal, MYRO Associates, LLC

Tom McGlinchy, a consultant in the School Food Service Industry, works with school districts to streamline operations for cost efficiency. He employs his skills in strategic planning, change management, and financial management to assess areas for improvement and details plans and processes to achieve results.. He understands school systems and their unique issues given his 35+ years experience with the public schools. He rose through business and operations with the School District of Philadelphia retiring as Chief Operating Officer.. In Financial Services he developed budgetary and accounting systems and implemented the first office automation and microcomputer systems. As the innovative Director of Food Service he completely reengineered organization and business process. He designed and implemented the first Universal Feeding Program that reduced paperwork, increased participation and generated revenue. This program remains the national model.

EXECUTIVE SUMMARY

Eric A. Shapiro,

Principal, MYRO Associates, LLC

Eric Shapiro is a skilled public sector professional with extensive line and staff management experience. He knows the constraints and obstacles of operations in a large organization having managed with various responsibilities in operations.. As a consultant, he works with school districts to reduce costs and improve efficiency and consults with the food service industry to provide better alternatives to meet the nutritional needs. Starting in procurement and contracts, he rose to Director of Operations for Charter Schools for the School District of Philadelphia. As assistant to the COO he oversaw Procurement and developed long-range facilities planning, negotiated labor agreements, and consistently reduced operating deficit.

KATIE CAVUTO BOYLE, MS, RD

Owner, Healthy Bites To Go, LLC Market/Cafe

A professional chef and registered clinical dietician, Ms. Boyle is rooted in good nutrition to promote health and wellness. She has built her passion into a successful business. An expert in areas of wellness, weight loss and nutrition, she teaches nutrition as an adjunct professor, and is a regular contributor on ABC, Fox, NBC and CBS in Philadelphia as an expert in her field. . Ms. Boyle works with individuals and companies to provide up to date nutrition information. She designs medical, surgical and cardiac care patients' diets. She writes weekly for *Healthy Eats*, a national nutrition blog on foodnetwork.com and for Philadelphia Magazine's *Be Well Philly* website. Ms. Boyle promotes farm to table fare and the use of seasonal, local ingredients. Her philosophy is what she likes to call "Green Cuisine" which is about eating healthy for your body and the planet. She knows and deals with local suppliers and growers.

PROGRAM BACKGROUND AND SCOPE

INTRODUCTION

The School District of Philadelphia's Food Service Division (FSD) is the fifth largest school food service operation in the country. It is a major business entity whose revenues/sales of \$85 million would place it in the third quartile of the top four-hundred largest food service operations in the United States. The District provides over twenty-nine million breakfast and lunch meals to its students each year. *In FY 2010-11 it provided these meals at an astonishing zero cost to the taxpayers of the City of Philadelphia.*

THE PROGRAM

FSD's program operates in 302 feeding sites throughout the city serving 60,600 breakfast (offered to all students at no charge), 100,400 lunch and 5,100 after school meals each school day to the approximately 148,000 students in attendance. Menus in all schools are planned to meet the nutritional requirements of the National School Lunch Program. Several production and meal service methods are used to provide meals to students.

1. Pre-plated breakfast and lunch meals.

These meals are prepared and packaged off-site by an independent vendor and delivered daily 239 feeding sites. The pre-plate meal program has progressed to the point where it now provides over 75% of the district's meals.

The pre-plate model originated in the late 1960s as a means to service over 150 elementary schools that were not built with kitchens or cafeterias. Under these conditions menus were limited and most meals had to be pre-cooked or frozen. Initially, meals were prepared in a district operated central commissary, and shipped to schools on a daily basis. In the mid 1970s high labor and food costs compelled the District to close the commissary and issue a single source contract for pre-plated meal and components. In 1985 the District opted to separate that contract into five parts: frozen pre-plated meals; cold/fresh components (juice, bread, fruit, etc.); frozen sandwiches; milk and meal distribution. In 2004 the district opted for a single price per meal contract with one vendor.

Under the current contract meal costs are fixed with a single price per meal for each breakfast and lunch. Per meal cost are appreciably higher than those in the full-service program. Pre-plated meal program sites are typically staffed by one or two food service

PROGRAM BACKGROUND AND SCOPE

workers, depending on meal volume. This method constitutes the largest part of the District's meal program serving over 48,000 breakfast, 76,600 lunch and 4,100 after school meals each day. The District also procures approximately \$3 million dollars worth of pre-plated lunch and breakfast meals for early childhood programs. These meals are packaged in family style containers and heated and served by early childhood program personnel who administer that food program.

2. Pre-plated after school meals.

These meals are served to students participating in the District's twilight program. The meal, a more substantial offering than the regular pre-plated meal, is supplied at a single fixed price per meal and is the most expensive meal of all served. Twilight programs are staffed by non-food service employees who only distribute those meals to students. The District serves approximately 5,100 after school meals per day in these programs.

3. Full-service kitchens.

Meals are prepared and/or assembled on site, are operational in 63 high school feeding sites. Most food is supplied by a single broad line food service distributor and supplemented by government donated commodities stored and delivered by another independent contractor. Meal costs in these schools are the lowest of the various feeding methods but the highest in labor costs. Full-service kitchens are typically staffed with a cafeteria manager and three or more support staff. Approximately 12,500 breakfasts, 23,900 lunches and 1,000 after school meals are served daily at these sites.

PROGRAM BACKGROUND AND SCOPE

Total breakfast and lunch meals served throughout the District are shown in the table below. This table does not include early childhood meals.

	Primary Grades	High School	Charter Schools	Total
<u>Pre-Plate Program</u>				
# Feeding Sites	<u>229</u>	<u>0</u>	<u>10</u>	<u>239</u>
Breakfast	47,265	0	853	48,118
Lunch	74,564	0	2,014	76,578
After School	4,096	0	0	4,096
Total Meals	125,925	0	2,867	128,792
<u>Full-service Program</u>				
# Feeding Sites	<u>0</u>	<u>63</u>	<u>0</u>	<u>63</u>
Breakfast	0	12,529	0	12,529
Lunch	0	23,865	0	23,865
After School	0	958	0	958
Total Meals	0	37,352	0	37,352
<u>Total All Programs</u>				
# Feeding Sites	<u>229</u>	<u>63</u>	<u>10</u>	<u>302</u>
Breakfast	47,265	12,529	853	60,647
Lunch	74,564	23,865	2,014	100,443
After School	4,096	958	0	5,054
Total Meals	125,925	37,352	2,867	166,144

The District has operated a unique Universal Feeding Program since 1991 where all students in over two-hundred schools are offered free breakfast and lunch meals with no requirement for overt eligibility identification. Beginning in SY 2009-10 the District supplemented this initiative by making breakfast available to students in all schools at no cost.

Over ninety-five percent of revenues for the District's food program come from federal and state reimbursements for meals served related to the National School Breakfast and Lunch Program.

CHALLENGES AND OBSTACLES

During the past decade costs for everything in the food chain have risen dramatically. From animal feed to fertilizer to fuel to processing and labor, these costs and their impact on school meals have risen disproportionately to revenues. Most urban school districts rely on the

PROGRAM BACKGROUND AND SCOPE

federal funding they receive from the National School Breakfast and Lunch Programs (NSLP) for revenue. NSLP reimbursement rates have not kept pace with escalating costs. School food programs have had to scale back a la carte offerings, another source of revenue, in order to comply with changing federal and local nutritional guidelines and deflect criticism from the community for serving foods of questionable nutritional value.

Another fiscal obstacle, especially in Philadelphia, is the recurring annual general fund operating budget crises resulting from decreasing revenues and increasing expenses. The District has experienced significant work force reductions in the last several school years. This fiscal year the district faced an almost \$700 million dollar shortfall forcing employment reductions throughout all district programs.

Despite its impressive “bottom line” results, FSD has been subject to the same budgetary pressures experienced by the District as a whole and has made significant staff reductions. These reductions have taken FSD to the point that FSD now manages this major business entity with a total of eighteen administrative and supervisory staff, ten of whom are assigned exclusively to field operations. As contrast, in fiscal year 2000-01 FSD had 75 administrative staff. Critical support areas such as training, procurement management and financial oversight have seen significant staff reductions.

FSD now manages its entire procurement process (ordering, contract compliance, inventory management, etc.) encompassing over \$30 million worth of contracts with one full-time purchasing specialist with oversight from FSD’s Manager of Administration. FSD’s recently retired Manager of Purchasing has not been replaced. The process of new vendor and product sourcing and new product development have been severely impacted by staff reductions as has overall oversight of the various procurement contracts. Field Services staff has been reduced affecting oversight. FSD no longer employs a specialist in sanitation and food safety to conduct regular inspection of its feeding sites and no longer has a Training Manager to develop and coordinate training programs.

The constant reductions in administrative staff have forced FSD to make changes in the way it structures and manages its business model. Innovations in service delivery, vendor sourcing and new product identification are extremely difficult in an environment where initiatives are overwhelmingly viewed under the lens of additional administrative burden and not from a true cost/benefit perspective. FSD’s business model has evolved to one with increased emphasis on the district’s major vendor’s ability to manage its own contract and decreased emphasis on a “hands on” approach. It is difficult to imagine that FSD could do anything more given their inadequate staffing level. Simply put, FSD cannot effectively manage

PROGRAM BACKGROUND AND SCOPE

an organization of this size and complexity with the current compliment of staff. In the end this strategy will most certainly result in significantly higher costs to the district in the immediate and long term. District administration does not seem to realize that it has a successful business enterprise in its midst, one that feeds breakfast and lunch meals each day to a majority of students at little or no cost. Constantly reducing the resources necessary to continue FSD's success is not a sound business strategy.

The consultant's see no indication that this trend will be reversed in the short term. It is therefore essential that any recommendations we make for change that will impact the procurement process not result in additional administrative burden unless there is clear and compelling rationale for added benefit. Recommendations for change should be carefully evaluated and prioritized to ensure potential success.

PROPOSED MENUS, RECIPES AND NUTRITION ANALYSES

OVERVIEW

The proposed menus are planned to meet the 2012 USDA guidelines in the new pattern. USDA's meal patterns are intended to improve the quality of the food served by:

- Reducing fat content and the ratio of calories from fat (below 35% per serving).
- Increasing the frequency and variety of vegetables and fruits served.
- Increasing whole grain food servings.
- Restricting the fat content in milk to 1% fat or lower.
- Increasing weekly servings of legumes (dry beans or peas).
- Limiting the amounts of trans fats, saturated fats, sugar and sodium.

All of the products identified in the consultants outreach to vendors (See Appendices B-1, B-2) and those included in the menus to follow conform to USDA 2012 Pattern.

PRE-PLATE PROGRAM MENU

Pre-plate menus provide significant challenges in the selection of food products. Approximately 180 of the District's 239 pre-plate feeding sites are not capable of preparing food for service on site. These feeding sites have neither the preparation, cooking, holding, serving or sanitary equipment (hand wash sinks, kitchenware cleaning) necessary to operate the traditional cafeteria. These sites have limited refrigerated storage and do not have freezers. With the exception of fresh products, entrees/protein served to students must be:

- Pre-cooked and delivered to the feeding site in a frozen state.
- Individually packaged in specialized disposable trays/wrapping that is ovenable.
- Capable of being heated to serving temperature in approximately twenty minutes.

Compartmentalized trays are used in approximately twenty to thirty percent of pre-plated meals for logistical (reduced packaging) and economic reasons. However, these trays have limitations on the size and shape of the food product to be plated. All of these specialized preparation and packaging requirements add costs over and above those associated with full-service sites.

Following are sample Full-service and pre-plate 20 day cycle menus with the related nutritional analysis that the consultants developed using criteria. These menus are a blend of traditional and newly developed meals with emphasis on variety, appeal and increased fruit and vegetable use. The consultants estimate that the pre-plate menu will result in additional costs of between \$.09 and \$.13 per meal over the current (FY 2011-12) costs of the current contract.

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:

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

"Veggie Eat Out Bar"

Roasted Seasonal Vegetables
Assorted Greens
Variety of dried, cooked beans
cucumber, tomato and carrot (sliced)
sweet potatoes

Soup Bar

Chili, Veggie Chili, Tomato Soup, Turkey Vegetable, Turkey and Rice, Fish Stew, Bean Soup, Minestrone

PROPOSED MENUS, RECIPES & NUTRITIONAL ANALYSIS
NUTRITIONAL ANALYSIS FOR FULL SERVICE MENU

Day 5

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Black Bean Empanada						
Mini taco (tasty brand)	260	20	11	4	460	5
Average of Entrees	260	20	11	4	460	5
Rice and beans*						
Raw grape tomatoes	30	0	0		2	1.5
Apple slices	64					2.9
1% milk	102	8.4	2.4	1.5	107	0
Total	456	28.4	13.4	5.5	569	9.4

Day 6

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Turkey Meatball (Jennie-O)	180	18	13	4	400	
WM Grilled Chicken Filet (Tyson)	140	13	1	0	310	0
Average of Entrees	160	15.5	7	2	355	0
Whole grain pasta	86	4			164	3
Low sodium tomato sauce	133	0	5	0	50	4
Breaded green beans (tasty brand)	140	3	4.5	0.5	240	3
100% fruit juice	60				4	
1% milk	102	8.4	2.4	1.5	107	0
Total	681	30.9	18.9	4	920	10

Day 7

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Roasted Turkey (jennie-O)	240	18	12	3	660	
Vegetable Chili (JTM)	103	11	1	0	462	6
Average of Entrees	171.5	14.5	6.5	1.5	561	6
Mashed potato	119	2.6	4.8	0.5	274	1.3
Steamed carrots with dill	30	1			66	2.5
Broccoli slaw						
Applesauce	40	0.2			2	1
1% milk	102	8.4	2.4	1.5	107	0
Total	462.5	26.7	13.7	3.5	1010	10.8

Day 8

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
BBQ Ground Turkey*	258	20	3.5	1	496	3
Chicken Burger	103	11	1	0	462	6
Average of Entrees	180.5	15.5	2.25	0.5	479	4.5
Whole Grain Bun	130	6	2.5	0.5	280	3
Sweet potato fried (McCain/Oreida)	110	1	6	1	120	3
Raw grape tomatoes	30	0	0		2	1.5
Mixed fruit cup	45	1			2	2
1% milk	102	8.4	2.4	1.5	107	0
Total	597.5	31.9	13.15	3.5	990	14

PROPOSED MENUS, RECIPES & NUTRITIONAL ANALYSIS
NUTRITIONAL ANALYSIS FOR FULL SERVICE MENU

Day 9

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Meat Lasagna Roll Up (Tasty)	220	18	8	4	450	4
Salisbury Steak	151	13	7	3	570	6
Average of Entrees	185.5	15.5	7.5	3.5	510	5
Wheat breadstick (Advance/Pierre)	110	4	1	0	220	1
Breaded okra (Tasty Brand)	180	3	7	1	270	3
Pepper slices	35	0			2	2
Fresh pear	96				2	5
1% milk	102	8.4	2.4	1.5	107	0
Total	708.5	30.9	17.9	6	1111	16

Day 10

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Black Bean Pizza						
Chili and Cheese Quesadilla (Schwann)	270	17	8	2.5	570	3
Average of Entrees	270	17	8	2.5	570	3
Corn and pepper medley	60	1	1	0	2.5	1
Tomato and bean salad*	63	2.4	2.8	0.5	38	2
Fresh melon	40	0			2	1
1% milk	102	8.4	2.4	1.5	107	0
Total	535	28.8	14.2	4.5	719.5	7

Day 11

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Southwest Chicken Flatbread (Schwann)	270	18	9	3	490	3
Ultimate Flatbread Mozzarella (Schwann)	370	21	10	4	500	5
Average of Entrees	320	19.5	9.5	3.5	495	4
Broccoli	35	1	0		5	2.5
Carrot and raisin salad	0	0			0	0
Orange	75	1.4				3.4
1% milk	102	8.4	2.4	1.5	107	0
Total	532	30.3	11.9	5	607	9.9

Day12

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Turkey Pepperoni and Cheese Sandwich	0	0	0	0	0	0
Turkey Meatball (Jennie-O) for sandwich	180	18	13	4	400	
Average of Entrees	90	9	6.5	2	200	0
Pretzel bun for sandwiches (J&J)	190	6	3	1.5	0	3
Low sodium tomato sauce for sandwiches	133	0	5	0	50	4
Garden salad	6				1	2.9
Light ranch dressing	50		1.75		215	
Pineapple cup	45					1
1% milk	102	8.4	2.4	1.5	107	0
Total	616	23.4	18.65	5	573	10.9

PROPOSED MENUS, RECIPES & NUTRITIONAL ANALYSIS
NUTRITIONAL ANALYSIS FOR FULL SERVICE MENU

Day 13

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Cheese Lasagna Roll Up (Tasty Brand)	220	18	8	4	430	4
French Bread Pizza (Schwann)	300	19	9	3.5	540	4
Average of Entrees	260	18.5	8.5	3.75	485	4
Mixed veg	45				1	2
Raw carrots	30	1			66	2.5
Fresh grapes	31	0				1
1% milk	102	8.4	2.4	1.5	107	0
Total	468	27.9	10.9	5.25	659	9.5

Day 14

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Chicken Fried Rice (Schwann)	220	18	8	2	320	3
Turkey Chili (JTM)						
Average of Entrees	220	18	8	2	320	3
Green peas	64	3.9	1		4	3.5
Raw grape tomatoes	30	0	0		2	1.5
Fresh pear	96				2	5
1% milk	102	8.4	2.4	1.5	107	0
Total	512	30.3	11.4	3.5	435	13

Day 15

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Oriental Chicken Strips (Tyson)	230	16	12	2.5	520	1
Boneless Buffalo Wings (Tyson)	170	16	7	1	530	1
Average of Entrees	200	16	9.5	1.75	525	1
Rice	120	2	0		0	2
Carrots and celery	30	0	0		2	1.5
Light ranch dressing	50		1.75		215	
100% fruit juice	60				4	
1% milk	102	8.4	2.4	1.5	107	0
Total	562	26.4	13.65	3.25	853	4.5

Day 16

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Low Sodium Mac and Cheese (ESA)	280	16	12	8	450	1
Egg and Turkey Sausage Quesadilla (Michael Foods)	210	11	6	2	570	4
Average of Entrees	245	13.5	9	5	510	2.5
Corn	60	1	1	0	2.5	1
Garden salad	6				1	2.9
Light french dressing (.75oz)	50		1.75		215	
Apple slices	64					2.9
1% milk	102	8.4	2.4	1.5	107	0
Total	527	22.9	14.15	6.5	835.5	9.3

PROPOSED MENUS, RECIPES & NUTRITIONAL ANALYSIS
NUTRITIONAL ANALYSIS FOR FULL SERVICE MENU

Day 17

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Beef BurgerBlack Bean Beef Burger (JTM)	150	11	10	4	390	1
Spicy Whole Grain Breaded Chicken Filet (Tyson)	330	16	22	4.5	610	5
Average of Entrees	240	13.5	16	4.25	500	3
Whole Grain Bun	130	6	2.5	0.5	280	3
Broccoli	35	1	0		5	2.5
Slaw*	37	1			12	2
Fresh grapes	31	0				1
1% milk	102	8.4	2.4	1.5	107	0
Total	575	29.9	20.9	6.25	904	11.5

Day 18

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Stuffed Shells (tasty Brand)	200	17	4.5	2.5	430	1
Whole Grain Chicken Nuggets WM (Tyson)	250	16	13	2	780	2
Average of Entrees	225	16.5	8.75	2.25	605	1.5
Tomato and Chickpea Salad*	63	2.4	2.8	0.5	38	2
Green beans	30	1	1		2	1.5
Fresh pear	96				2	5
1% milk	102	8.4	2.4	1.5	107	0
Total	516	28.3	14.95	4.25	754	10

Day 19

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Meatloaf (Tyson)	190	15	11	5	550	1
Chicken Burger (Tyson)	160	13	11	2.5	290	0
BBQ Sauce	18				96	
Average of Entrees	175	14	11	3.75	420	0.5
Whole Grain Bun	130	6	2.5	0.5	280	3
Steamed carrots with dill	30	1			66	2.5
Green peas	64	3.9	1		4	3.5
Orange	75	1.4				3.4
1% milk	102	8.4	2.4	1.5	107	0
Total	576	34.7	16.9	5.75	877	12.9

Day 20

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Breakfast Pizza Bagel (Tasty Brand)	230	14	6	4	390	3
Cheese Flatbread (Schwann)	270	17	9	3	480	2
Average of Entrees	250	15.5	7.5	3.5	435	2.5
Breaded okra (Tasty Brand)	180	3	7	1	270	3
Pepper slices	35	0			2	2
Pineapple cup	45					1
1% milk	102	8.4	2.4	1.5	107	0
Total	612	26.9	16.9	6	814	8.5

LUNCH

Pre-plate Menu

School District of Philadelphia

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

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

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

NUTRITIONAL ANALYSIS FOR PRE-PLATE MENU											
DAY 1		DAY 2		DAY 3		DAY 4		DAY 5		Weekly Average	
Calories (kcal)	387.8	Calories (kcal)	558.8	Calories (kcal)	500.5	Calories (kcal)	545.8	Calories (kcal)	551.1	Calories (kcal)	508.8
Protein (g)	31.4	Protein (g)	36.0	Protein (g)	20.7	Protein (g)	34.8	Protein (g)	25.0	Protein (g)	29.6
Calcium (mg)	386.4	Calcium (mg)	688.0	Calcium (mg)	445.2	Calcium (mg)	548.9	Calcium (mg)	547.1	Calcium (mg)	523.1
Iron (mg)	1.5	Iron (mg)	4.4	Iron (mg)	2.5	Iron (mg)	4.0	Iron (mg)	2.2	Iron (mg)	2.9
Vitamin A (RE)	309.9	Vitamin A (RE)	588.2	Vitamin A (RE)	861.7	Vitamin A (RE)	281.3	Vitamin A (RE)	655.1	Vitamin A (RE)	539.2
Vitamin C (mg)	45.0	Vitamin C (mg)	90.7	Vitamin C (mg)	35.5	Vitamin C (mg)	33.2	Vitamin C (mg)	13.4	Vitamin C (mg)	43.6
Total Fat (g)	9.4	Total Fat (g)	11.9	Total Fat (g)	10.6	Total Fat (g)	11.6	Total Fat (g)	8.5	Total Fat (g)	10.4
Sat Fat (g)	4.1	Sat Fat (g)	4.9	Sat Fat (g)	4.1	Sat Fat (g)	4.5	Sat Fat (g)	3.1	Sat Fat (g)	4.1
Sodium (mg)	489.0	Sodium (mg)	995.5	Sodium (mg)	852.8	Sodium (mg)	1418.3	Sodium (mg)	530.9	Sodium (mg)	857.3
DAY 6		DAY 7		DAY 8		DAY 9		DAY 10		Weekly Average	
Calories (kcal)	558.2	Calories (kcal)	554.3	Calories (kcal)	461.8	Calories (kcal)	493.1	Calories (kcal)	471.8	Calories (kcal)	507.8
Protein (g)	32.1	Protein (g)	29.4	Protein (g)	24.6	Protein (g)	29.2	Protein (g)	32.5	Protein (g)	29.6
Calcium (mg)	571.2	Calcium (mg)	475.5	Calcium (mg)	359.1	Calcium (mg)	403.7	Calcium (mg)	480.0	Calcium (mg)	457.9
Iron (mg)	4.1	Iron (mg)	5.5	Iron (mg)	3.7	Iron (mg)	3.1	Iron (mg)	2.7	Iron (mg)	3.8
Vitamin A (RE)	226.5	Vitamin A (RE)	706.4	Vitamin A (RE)	151.3	Vitamin A (RE)	923.8	Vitamin A (RE)	247.5	Vitamin A (RE)	451.1
Vitamin C (mg)	28.1	Vitamin C (mg)	77.7	Vitamin C (mg)	14.1	Vitamin C (mg)	24.2	Vitamin C (mg)	18.9	Vitamin C (mg)	32.6
Total Fat (g)	14.8	Total Fat (g)	16.2	Total Fat (g)	14.8	Total Fat (g)	7.5	Total Fat (g)	16.8	Total Fat (g)	14.0
Sat Fat (g)	7.5	Sat Fat (g)	5.4	Sat Fat (g)	5.7	Sat Fat (g)	2.2	Sat Fat (g)	6.1	Sat Fat (g)	5.4
Sodium (mg)	575.1	Sodium (mg)	727.3	Sodium (mg)	732.5	Sodium (mg)	699.1	Sodium (mg)	938.5	Sodium (mg)	734.5

NUTRITIONAL ANALYSIS FOR PRE-PLATE MENU

DAY 11		DAY 12		DAY 13		DAY 14		DAY 15		Weekly Average	
Calories (kcal)	670.8	Calories (kcal)	481.1	Calories (kcal)	471.8	Calories (kcal)	614.4	Calories (kcal)	615.0	Calories (kcal)	614.7
Protein (g)	36.9	Protein (g)	32.6	Protein (g)	28.9	Protein (g)	38.7	Protein (g)	37.2	Protein (g)	38.0
Calcium (mg)	522.0	Calcium (mg)	438.7	Calcium (mg)	362.3	Calcium (mg)	422.2	Calcium (mg)	764.6	Calcium (mg)	593.4
Iron (mg)	4.7	Iron (mg)	2.7	Iron (mg)	3.1	Iron (mg)	7.2	Iron (mg)	3.1	Iron (mg)	5.2
Vitamin A (RE)	297.2	Vitamin A (RE)	246.8	Vitamin A (RE)	735.8	Vitamin A (RE)	296.0	Vitamin A (RE)	379.3	Vitamin A (RE)	337.7
Vitamin C (mg)	180.1	Vitamin C (mg)	21.6	Vitamin C (mg)	5.7	Vitamin C (mg)	27.5	Vitamin C (mg)	23.7	Vitamin C (mg)	25.6
Total Fat (g)	15.1	Total Fat (g)	13.8	Total Fat (g)	16.0	Total Fat (g)	7.7	Total Fat (g)	19.3	Total Fat (g)	13.5
Sat Fat (g)	5.6	Sat Fat (g)	5.5	Sat Fat (g)	4.1	Sat Fat (g)	2.2	Sat Fat (g)	12.6	Sat Fat (g)	7.4
Sodium (mg)	1106.5	Sodium (mg)	894.8	Sodium (mg)	914.0	Sodium (mg)	634.2	Sodium (mg)	1229.6	Sodium (mg)	931.9
DAY 16		DAY 17		DAY 18		DAY 19		DAY 20		Weekly Average	
Calories (kcal)	478.2	Calories (kcal)	521.0	Calories (kcal)	459.5	Calories (kcal)	535.3	Calories (kcal)	515.9	Calories (kcal)	502.0
Protein (g)	25.7	Protein (g)	27.5	Protein (g)	28.4	Protein (g)	34.5	Protein (g)	25.3	Protein (g)	28.3
Calcium (mg)	76.9	Calcium (mg)	387.4	Calcium (mg)	376.8	Calcium (mg)	499.0	Calcium (mg)	571.2	Calcium (mg)	382.3
Iron (mg)	2.2	Iron (mg)	4.2	Iron (mg)	2.9	Iron (mg)	3.9	Iron (mg)	2.4	Iron (mg)	3.1
Vitamin A (RE)	9.4	Vitamin A (RE)	313.7	Vitamin A (RE)	582.0	Vitamin A (RE)	227.0	Vitamin A (RE)	715.2	Vitamin A (RE)	369.5
Vitamin C (mg)	4.5	Vitamin C (mg)	51.5	Vitamin C (mg)	11.0	Vitamin C (mg)	28.0	Vitamin C (mg)	75.5	Vitamin C (mg)	34.1
Total Fat (g)	14.5	Total Fat (g)	11.7	Total Fat (g)	12.4	Total Fat (g)	12.3	Total Fat (g)	16.8	Total Fat (g)	13.5
Sat Fat (g)	4.3	Sat Fat (g)	4.9	Sat Fat (g)	2.9	Sat Fat (g)	4.5	Sat Fat (g)	6.9	Sat Fat (g)	4.7
Sodium (mg)	888.1	Sodium (mg)	504.6	Sodium (mg)	881.5	Sodium (mg)	868.3	Sodium (mg)	836.2	Sodium (mg)	795.7

The consultants also requested that Maramont Corporation submit a proposed menu complicit with USDA Guidelines. As of the date of this report no response has been received. Maramont Corporation did honor a previous request by the consultants for a proposed menu by submitting an OEM compliant list of menu items. OEM guidelines exceed those of the USDA. With this submission Maramont estimated the additional cost to the District of from \$.40 to \$.45 per lunch meal. Maramont's OEM compliant listing follows.

Maramount Corporation Pre-Plate Lunch Menu Offerings

	<u>LUNCH ITEMS</u>	<u>PROTEIN</u>	<u>VEGETABLE</u>	<u>STARCH</u>	<u>SAUCES</u>
1	Chicken Marinara over whole Grain Pasta	Diced Chicken	Chunky Marinara	Whole Grain Raditore	Chunky Marinara
2	Creamy Chicken Pasta	Diced Herb Chicken	Sun Dried Tomatoes	Whole Wheat Penne	Basil Cream
3	Peri Peri Beef Strips	Beef Strips	Garlic Spinach w/Red Peppers	Savory Brown Rice	Peri-Peri
4	Roasted chicken w/ Mustard chive Cream Sauce	Roasted Chicken	Lima Bean Carrot and Corn Medley	Orzo pilaf	Mustard Chive
5	Broiled Meat Loaf	Meat Loaf	Roasted Mire Poix Vegetables	Sour Cream and Chive Mashed Potato	Jardinière
	Taco Lunch Munchies				
	Cheese Burger Lunch Munchies				
	<u>PANINIS</u>				
1	Salisbury steak an Provolone				
2	Four Cheese				
3	Turkey Pastrami and Monterey Jack Cheese				
4	Smoked Turkey Breast and Provolone Cheese				
	<u>MAP SALADS</u>				
1	Chicken Caesar Salad				
2	Chef Salad	Turkey Ham, cheddar Cheese	Lettuce, Cucumber, Tomatoes		
3	Asian Chicken Salad	Sliced Chicken	Lettuce, Cucumber, Tomatoes, Mandarin Oranges		

Maramount Corporation Pre-Plate Lunch Menu Offerings

<u>LOW SODIUM COMPONENT MEALS</u>					
1	Whole Wheat Linguine w/Turkey Meat Balls				
2	White chicken Chili rellenos	Relleno stuffed w/Quinoa	Poblano Pepper	Quinoa	Tomatillo Salsa
3	Shrimp Jambalaya	Shrimp	Bell pepper	Brown Rice	
4	Chicken Fajita	Chicken Strips	Onion and Bell Pepper	Mexican Rice	
5	Sliced Turkey w/Orange Balsamic Glaze & Mashed Butternut Squash	Sliced Turkey	Whipped Butternut Squash		
6	Grilled Chicken Strips/Rosemary Potatoes and Green Beans	Grilled Chicken Strips		Roasted Rosemary Red Bliss Potatoes	Seasoned green Beans
<u>SMOOTHIES</u>					
1	Strawberry Banana				
2	Tropical				
3	Peaches and Cream				
4	Cherry				
<u>3 COMPARTMENT COMPONENT MEALS</u>					
1	Chicken Strips w/Herb Sauce	Chicken Strips	Zucchini, Corn, Peas, Carrots	Wild Rice	Heb Sauce
2	Cheese Tortellini w/Tomato Basil Sauce	Tortellini-Cheese	Carrots and Seasoned Green Beans		Tomato Basil Sauce
3	Spinach and Cheese Manicotti w/Tomato Basil Sauce	Spinach and Cheese Manicotti	Green Beans, Carrots and White Bean Medley		Tomato Basil Sauce
4	Penne Alfredo w/Diced Chicken, Seasoned Green Beans, Carrots ,Zucchini	Diced White Meat Chicken	Seasoned Green Beans/Carrots Zucchini	Penne Pasta	Alfredo Sauce
5	Sliced Turkey w/stuffing Wild Rice & Seasoned Carrots	Sliced White Meat Turkey	Seasoned Carrots	Stuffing/Wild Rice Pilaf	Turkey Gravy
6	Meatloaf Jardinière	Meatloaf	Succotash	Red Bliss mashed Potatoes	

Healthy Option Recipes for SDP Based on a 50 Person Yield

Oven Roasted Kale

10 bunches kale

1/4 cup of vegetable oil

¼ cup minced garlic

Salt and pepper to taste

Preheat oven to 375°F. Rinse kale and pat dry thoroughly. Remove and discard thick ribs and roughly chop leaves. Toss with olive oil, garlic, salt and pepper in a large bowl. Spread 3-4 large rimmed baking sheets. Kale does not need to be in a single layer, as it will shrink in volume as it cooks. Bake for 15 to 20 minutes, stirring every five minutes or so, until leaves are tender, crisp on edges and slightly browned.

65 calories, 1 g protein, 2.8 g fat, 0 g sat fat, 0 mg chol, 81 mg sodium, 2 g fiber

Carrot Salad

24 cups of shredded carrot

2 tbsp cumin

½ cup red wine vinegar

½ cup olive oil

½ cup dried parsley

Salt and pepper to taste

Combine all ingredients in a bowl and serve.

40 calories, 2 g fat, 0 g sat fat, 40 mg sodium, 2 g fiber

Italian Pasta Salad with White Beans

3 pounds cooked, diced chicken
7 pounds of whole grain penne pasta
4 cups of diced celery
2 cups diced fresh tomato
3 cups of diced bell pepper
4 cups of peas (fresh or frozen and thawed)
#5 can of navy beans, rinsed and drained
1 cup of light Italian salad dressing
1 cup of white wine vinegar
¼ cup of Dijon mustard
¼ cup of dried basil
Salt and pepper to taste

Cook pasta per package instructions. Drain and Cool. Combine all ingredients in a large bowl and serve.

293 calories, 19 g protein, 4.5 g fat, .7 g sat fat, 21 mg chol, 170 mg sodium, 10g fiber

Mediterranean Turkey Wrap

¾ cup of pesto
3 cups of plain yogurt, non-fat
6.25 pounds of oven roasted turkey breasts*
4 pounds of shredded lettuce
4 pounds of red bell pepper, raw, sliced
1.5 pounds of shredded mozzarella cheese, low fat
50 whole grain wraps

Combine the pesto and yogurt as a spread. Prepare wraps using 1 tbsp of spread, 2 oz of turkey, about an ounce of lettuce, ½ ounce of roasted peppers and ½ ounce of cheese.

Without Turkey: 222 calories, 9 g protein, 7.5 g fat, 2 g sat fat, 8 mg chol, 297 mg sodium, 4 g fiber

Turkey Club Salad

http://www.k12foodservice.com/mfr_web/jts/2011/assets/JOF-RC/6448-20_RC.pdf?-session=Access:4451ED33053a41BFD6LSp49DA09

Fiesta Turkey Fajita

11 pounds of Perfect L/Attitudes Slow Roasted Jenni-O turkey Breast*

5 pounds of green bell pepper slices

5 pounds of red/orange bell pepper slices

2.5 pounds of onions, sliced

1 cup of diced jalapenos (optional)

#10 can of diced tomatoes, drained (or 5 # fresh, diced)

50 whole grain tortillas

2.5 pounds of shredded lettuce

2 pound of shredded cheddar cheese, low fat

Heat turkey for 12-15 minutes to 165° per package instructions. Roast peppers, onions and tomatoes on sheet pans for 5-10 minutes until tender. ¼ cup vegetable and ½ cup of turkey into wrap. Garnish with lettuce and cheese.

Without Turkey: 112 calories, 6 g protein, 4 g fat, 2.5 g sat fat, 13 mg chol, 181 mg sodium, 3.25 g fiber

Roasted Carrots and Parsnips

5 pounds of Carrots, peeled and cut into 1 inch slices

5 pounds of parsnips, peeled and cut into 1 inch slices

¼ cup of oil

¼ cup of honey

¼ cup of dried parsley

Combine all ingredients in a large bowl. Arrange in a single layer on sheet pans.

Bake, covered for 10 minutes @ 375 then uncover and bake for another 10 minutes or until tender.

81 calories, 1 g protein, 2.5 g fat, 0 g sat fat, 0mg chol, 80 mg sodium, 3.5 g fiber

Turkey Meatball Parmesan

6 pounds pre-cooked ground turkey Jenni-O
6 eggs
1 cup breadcrumbs
½ cup ketchup
¼ cup dried basil
3 pounds of shredded mozzarella, part skim
#10 can of pasta sauce, low fat and low sodium
50 whole grain 4 inch sub rolls

Combine the turkey, eggs, breadcrumbs, ketchup and basil in a large bowl. Form into 100 meatballs. Bake, covered at 375° for 10-15 minutes or to an internal temperature of 165. To prepare sandwich, place two meatballs, 2-3 tbsp of sauce and 1 ounce of cheese on each whole grain roll. Keep warm so cheese melts.

377 calories, 26 g protein, 11 g fat, 3 g sat fat, 84 mg chol, 699 mg sodium, 3 g fiber

Thai Chicken Salad

6 pounds of cooked, diced chicken
2 pounds of Thai Peanut Salad Dressing
3 pounds of Napa cabbage, shredded
3 pounds of ice berg lettuce, shredded
3 pounds of carrot, shredded
3 pounds of sliced red pepper
1.5 pounds of sliced cucumber
2 pounds of crunchy chow mien noodles

Combine lettuce and cabbage. Fill each plate with 2 oz of lettuce, cabbage mixture, 1 ounce each of carrots and peppers, ½ ounce each of sliced cucumber and noodle and 2 ounces of cooked chicken. Top with ½ ounce of salad dressing.

314 calories, 17 g protein, 9.8 g fat, 1.3 g sat fat, 21 mg chol, 727 mg sodium, 4 g fiber

Roasted Broccoli

10 pounds of Broccoli Crowns, cut into florets (maintaining a few inches of the stem)

¼ cup of olive oil

¼ cup of chopped garlic

1 cup pesto (optional)—changes nutrition info to 81 calories, 5 g pro, 6 g fat, 1 g sat fat, 2 mg chol, 132 mg sodium, 2 g fiber

Preheat oven to 450°F. Toss with oil, garlic, salt and pepper to coat. Roast 8 minutes, covered. Uncover and Roast until broccoli is beginning to brown, about 8-10 minutes longer. *toss with pesto

45 calories, 4 g protein, 2.5 g fat, 0 g sat fat, 0 mg chol, 67 mg sodium, 1.5 g fiber

Cobb Salad

6 pounds of turkey ham, sliced into “sticks”

6 pounds of lettuce, shredded

4 pounds of tomatoes, diced

4 pounds of cucumber, sliced

1.5 pounds of light cheese, shredded

1 pound of turkey bacon bits

2 dozen hard boiled eggs, sliced or crumbled

2 quart of light dressing

Line shallow plates with 2 ounces of lettuce. Place 1 oz. cubed turkey down center of plate atop shredded lettuce. For each salad use 1 oz. tomato, 1/2 oz. cheese, 1/2 oz. bacon, 1/2 chopped egg. Arrange in rows on either side of turkey. Serve each portion with 1 ounce of dressing.

225 calories, 18 g protein, 11.5 g fat, 4 g sat fat, 106 mg chol, 1187 mg sodium, 2 g fiber

Oven Roasted Grape Tomatoes

25 cups of grape tomatoes

¼ cup chopped garlic

½ cup olive oil

Salt and pepper

Combine all ingredients in a bowl. Spread into a single layer onto rimmed baking sheets. Bake for 25 minutes @ 400.

46 calories, 2.3 g fat, 0 g sat fat, 46 mg sodium, 1 g fiber

Tuna Salad

7 pounds of tuna, drained and crumbled
3 cups of celery, chopped
2 cups of red onion, chopped
3 cups of fresh apple, diced with skin on
1 ½ cups of dried cranberries
¼ cup dried parsley
3 cups low fat mayo
1 cup of Dijon mustard
Combine all ingredients in a bowl.

223 calories, 18 g protein, 6 g fat, .75 g sat fat, 33 mg chol, 517 mg sodium, 7.8 g fiber

Southwest Pasta Salad

6 pounds of rotini pasta
3 cups of diced celery
3 cups of diced fresh tomato
2 cups of diced bell peppers
4 cups of frozen, thawed corn kernels
10# can of black beans, rinsed and drained
¼ cup vegetable oil
¼ cup mustard
2 tbsp cumin
1 cup red wine vinegar
¼ cup dried parsley
Cook pasta per package instructions. Drain and Cool. Combine all ingredients in a bowl.
317 calories, 14 g protein, 8 g fat, 1.25 g sat fat, 20 mg chol, 157 mg sodium, 12 g fiber

Chicken Taco

6 pounds of cooked white fish, chicken, beef or turkey
3 pounds of shredded Napa cabbage
#10 can of salsa
1.5 pounds of shredded cheddar cheese
1.5 pounds of corn kernels (optional)
50, 8" whole grain tortillas
Fill each tortilla with 2 oz protein, 1 ounce of cabbage, 2 tbsp salsa, and ½ ounce of cheese. ½ ounce of corn optional.
272 calories, 18 g protein, 6 g fat, 1.25 g sat fat, 24 g chol, 805 mg sodium, 2.5 g fiber

Turkey Pot Pie (3 versions)

http://www.k12foodservice.com/mfr_web/its/2011/assets/JOF-RC/2847-28_6_RC.pdf?-session=Access:4451ED33053a41BFD6LSsp49DA09
http://www.k12foodservice.com/mfr_web/its/2011/assets/JOF-RC/2847-28_3_RC.pdf?-session=Access:4451ED33053a41BFD6LSsp49DA09
http://www.k12foodservice.com/mfr_web/its/2011/assets/JOF-RC/2847-28_2_RC.pdf?-session=Access:4451ED33053a41BFD6LSsp49DA09

Cinnamon Roasted Butternut Squash

PROPOSED MENUS, RECEIPES & NUTRITIONAL ANALYSIS

8-10 large butternut squash or 25 cups cubed

2 tbsp cinnamon

½ cup honey

½ cup olive oil

Salt and pepper

Pre-heat oven to 425. Combine the squash, cinnamon, olive oil, honey, salt and pepper. Roast, uncovered for 30 minutes.

60 calories, 2.2 g fat, 0 g sat fat, 46 mg sodium, 1.5 g fiber

Spinach Salad

3 pounds of fresh spinach

1 cup of sliced almonds

1 cup of dried cranberries

1 quart of light raspberry vinaigrette

148 calories, 4 g protein, 2 g fat, 0 g sat fat, 0 mg chol, 128 mg sodium, 3 g fiber

Veggie Patch Salad with Chicken

6 pounds of cooked chicken, diced

3 pounds of shredded lettuce

2 pounds of rotini pasta

1.5 pounds fresh or frozen and thawed broccoli

1.5 pounds shredded carrots

1.5 pound sugar snaps peas or cucumber (or both)

1.5 pounds raw tomato, chopped

1.5 pounds shredded cheese

2 quarts light vinaigrette dressing

On each plate, arrange 1 ounce of lettuce, 2 oz cooked chicken, ¼ cup cooked pasta, ½ ounce of broccoli, carrots, snap peas, tomato and cheese.

326 calories, 18 g protein, 10 g fat, 3 g sat fat, 31 mg chol, 650 mg sodium, 4 g fiber

Broccoli Slaw

1 cup light mayonnaise

1 cup fat free plain yogurt

2 teaspoons cider vinegar

20 cups broccoli slaw

3 cups finely chopped red onion

2 cups raisins

1 cup sliced almonds

Combine all ingredients in a bowl and serve.

60 calories, 2.8 g fat, 0 g sat fat, 56 mg sodium, 2 g fiber

Burrito

10# of Roasted Turkey (Jenni-O)

½ cup chili powder

2 tbsp cumin

1 tbsp salt

1 tbsp garlic powder

1 tbsp dried oregano

#5 can black beans, rinsed and drained

12 cups of brown rice, cooked

2 quarts of salsa

12 cups of shredded lettuce

50 whole grain wraps

Shred turkey. Add spices and mix to combine. Reheat, covered to an internal temperature of 165. In each wrap, add 2 oz turkey, ¼ cup bean, ¼ cup rice, 2 tbsp salsa, ¼ cup shredded lettuce. Roll up and reheat in oven.

*can skip the wrap and do a burrito bowl as well

Pasta with Chicken Sausage

6 ½ pounds of chicken sausage, cooked and sliced into 1" pieces

6 pounds of whole grain penne pasta

3 quarts of tomato sauce, low fat, low sodium

3 pounds of shredded part skim mozzarella

Cook pasta per package instructions. Combine all pasta, sausage and sauce in a hotel pan. Top with cheese. Cover and reheat to an internal temperature of 165 (20-30 minutes at 375).

370 calories, 26 g protein, 7.5 g fat, 3.5 g sat fat, 51 mg chol, 446 mg sodium, 6.3 g fiber

Turkey Mashed Potato Bowl

http://www.k12foodservice.com/mfr_web/jts/2011/assets/JOF-RC/2847-28_5_RC.pdf?session=Access:4451ED33030181D61FXMX2026CC1

(can sub ¼ cup corn for cranberry sauce)

Tuna Salad

4 pound can of tuna, drained

1 cup red onion, chopped

2 cups of celery, chopped

2 cups of fresh apple, skin on, diced

1 ½ cups dried cranberries

¼ cup dried parsley

3 cups low-fat mayo

1 cup Dijon mustard

Combine all ingredients in a bowl.

223 calories, 18 g protein, 6 g fat, .75 g sat fat, 33 mg chol, 517 mg sodium, 7.8 g fiber

Tomato Salad

10 cups coarsely chopped tomato

2 cups thinly sliced red onion

2 tablespoons dried basil

½ cup red wine vinegar

½ cup olive oil

#5 can of chickpeas, rinsed and drained

*salt and pepper to taste

Combine all ingredients in a bowl.

63 calories, 2.4 g protein, 2.8 g fat, .5 g sat fat, 0 mg chol, 38 mg sodium, 2 g fiber

Parmesan roasted cauliflower

25 cups cauliflower florets
1/2 cup vegetable oil
1 tablespoon dried parsley
2 teaspoons dried thyme
2 tablespoon chopped garlic
1 cup shredded parmesan
Salt and pepper to taste
Preheat oven to 450°.

Place cauliflower in a large roasting pan or jelly-roll pan. Toss well with oil and herbs to coat. Bake at 450° for 20-25 minutes or until tender and browned, stirring every 5 minutes. Combine cauliflower mixture, cheese, and remaining ingredients in a large bowl; toss well to combine.

40 calories, 2.4 g protein, 1.6 g fat, .5 g sat fat, 0 mg chol, 115 mg sodium, 2.3 g fiber

Pizza Salad

5 pounds of turkey pepperoni, diced
6 pounds of shredded lettuce
12 cups of diced fresh tomato
12 cups of diced red peppers
#5 can of chickpeas, rinsed and drained
3 pounds of low fat shredded mozzarella cheese
2 quarts of light Italian salad dressing

On each plate, arrange 2 ounces of lettuce, 3 oz of pepperoni, ¼ tomato and pepper, 1 ounce of cheese and 2 tbsp dressing.

285 calories, 25 g protein, 15 g fat, 6 g sat fat, 81 mg chol, 1572 mg sodium, 2.2 g fiber

Broccoli Mashed Potatoes

8 pounds of russet potatoes, skin on
4 cups of steamed broccoli
3 cups of low fat milk
1 cup of light sour cream
½ cup butter
2 tbsp crushed garlic

Divide 10 lbs. of potatoes in two large pots and add one gallon of water to each pot. Cook on high for 35 to 45 minutes. Drain water. While potatoes are cooking, combine milk, broccoli and garlic in batches in the blender. Once potatoes are cooked, add the milk mixture, butter, sour cream, salt and pepper and mash.

94 calories, 3 g protein, 2.79 g fat, .5 g sat fat, 3 mg chol, 69 mg sodium, 2 g fiber

Turkey Baked Ziti

6 pounds of whole grain ziti pasta
#10 can of tomato sauce, low fat, low sodium
3 pounds part skin, shredded mozzarella cheese
¼ cup dried basil
4 pounds ground turkey, browned
Cooking spray

Preheat oven to 350°.

Cook pasta according to package directions, omitting salt and fat. Drain.

Combine pasta, tomato sauce, 1/2 of mozzarella, in a large bowl. Spray hotel pans with cooking spray and spoon pasta mixture into pans (3/4 full). Top with remaining cheese and bake at 350° for 30 minutes or until cheese is lightly browned. Let stand 5 minutes before serving.

370 calories, 21 g protein, 10 g fat, 4 g sat fat, 43 mg chol, 374 mg sodium, 6 g fiber

Harvest Salad

6 pounds whole muscle grilled chicken, sliced
6 pounds of shredded lettuce
3 pounds of apples, cored and sliced
1/2 pound of chopped walnuts
1 pound of dried cranberries
3 pounds feta cheese
2 quarts light balsamic dressing
Top 2 ounces of lettuce with 2 ounces of chicken, 1 ounce of apple, ½ ounce of walnuts and cranberries, 1 ounce of cheese and 2 tbs of dressing.

352 calories, 18 g protein 16 g fats, 5 g sat fat, 46 mg chol, 1221 mg sodium, 4 g fiber

Pepper and Tomato Salad

10 cups diced tomato
5 cups diced green bell pepper
5 cups diced yellow or red bell pepper
2 cups diced onion
1/4 cup dried dill
¾ cup red wine vinegar
½ cup olive oil
Salt and pepper

Combine all ingredients in a bowl; stir well.

40 calories, 2 g protein, 2 g fat, 0 g sat fat, 170 mg sodium, 2 g fiber

Ground BBQ Chicken

6 pounds of ground chicken
2 tbsp vegetable oil
3 cups of onion, diced
1 quart of BBQ sauce
1 tbsp dried oregano
50 whole grain rolls

In a large skillet, sauté onion with oil until translucent; 3-4 minutes. Add chicken and sauté for 6-8 minutes until browned. Add BBQ sauce and oregano and simmer on low for 15-20 minutes. Serve on a whole grain roll.

258 calories, 20 g protein, 3.5 g fat, 1 g sat fat, 31 mg chol, 496 mg sodium, 3 g fiber

Southwest Turkey Soup

6 pounds of turkey, diced
2 cups of frozen, diced onion
4 cups of frozen diced peppers
10# can of black beans, rinsed and drained
4 cups of corn
10# can of diced tomatoes
12 cups of low sodium chicken stock
2 tbsp of cumin
2 tbsp of dried oregano
2 tbsp of chili powder

Combine all ingredients in a pot, simmer for 30 minutes (add water if more stock needed). Season with salt and pepper and serve.

298 calories, 20 g protein, 7 g fat, 2 g sat fat, 48 mg chol, 211 mg sodium, 5.5 g fiber

Red Rice

4 cups chopped onions
2 cup green peppers
Vegetable oil to sauté
6 pounds cooked ham, finely chopped
2 quart of tomato sauce
2 quart of water (swish water around in the tomato can to get all sauce)
3/4 teaspoon of salt
1/2 cup sugar
8 cups of rice, (the quality of uncooked Uncle Ben rice, not the instant variety)

Sauté onions and pepper in a little oil until slightly tender. Add ham and mix it all together, well. Continue to cook a few minutes, until onion and pepper are limp but not brown. Add tomato sauce, water, salt, and sugar and mix well. When mixture boils, add rice and stir well. Place in large heavy(baking) pan, cover and cook in oven at 300 degrees approximately 30 minutes or until all moisture is absorbed. May need to stir once and placed back in oven for an additional five to ten minutes. Rice should not be sticky but fluffy.

Cucumber Salad

12 cups chopped peeled English cucumber
10 cups chopped tomato
2 cups finely chopped red onion
¼ cup dried dill
½ cup vegetable oil
1 cup white wine vinegar
Salt and pepper
Combine all ingredients in a large bowl. Cover and chill at least 2 hours. Serve with a slotted spoon.
22 calories, .5 g protein, 1.25 g fat, 0 g sat fat, 0 mg chol, 60 mg sodium, 1 g fiber

Roasted Broccoli and Peppers

15 cups of cut broccoli
10 cups of diced peppers
½ cup olive oil
Salt and pepper to taste

Preheat Oven to 400. Combine all ingredients in a large bowl. Spread into a single layer on rimmed baking sheets and bake, uncovered for 15 minutes.

40 calories, 2 g fat, 0 g sat fat, 46 mg sodium, 2 g fiber

Chicken Salad

10 pounds of chicken, cooked, diced

2 cups of celery, chopped

2 cups of onion, chopped

3 cups of low fat mayo

1 cup of Dijon mustard

2 tbsp dried dill

Combine all ingredients in a large bowl.

156 calories, 21 g protein, 6 g fat, 1 g sat fat, 56 mg chol, 293 mg sodium, .5 g fiber

Turkey Tostada

6 pounds of Turkey (Jenni-O)

50 corn tortillas

#10 can of rinsed and drained black beans

3 pounds of corn kernels, cooked

3 pounds of diced tomatoes

3 pounds of shredded light cheddar cheese

2 quarts of salsa

Top each tortilla with 2 oz hot turkey, ¼ cup beans, 1 ounce of corn, 1 oz of cheese and 2 tbsp salsa

Mashed Sweet Potatoes

10 pounds of sweet potatoes

½ cup olive oil

¼ cup honey

Salt and pepper

Roast sweet potatoes, whole for 30-45 minutes at 375 (or until tender). Peel and mash with remaining ingredients. Serve with ½ c scoop.

102 calories, 1.4 g protein, 2.3 g fat, 0 g sat fat, 0 mg chol, 95 mg sodium, 3 g fiber

Sweet and Sour Coleslaw

7 lbs. chopped or shredded cabbage

4 oz. red bell pepper, chopped

1 cup thinly sliced green onions

3 cups cooked whole kernel corn

3 cups rice vinegar or other white vinegar

1 cup sugar

Salt & pepper to taste

Toss all ingredients together.

Per serving: 37 calories, 1 g protein, 0g fat, 9g carbohydrates, 2g fiber, 12mg sodium.

PRODUCT SPECIFICATIONS AND COST ANALYSIS

Pre-plate Program

The consultants' Proposed Pre-plate Menu shown in Section III complies with USDA guidelines. This menu was analyzed for cost using the most current manufacturer's pricing shown in the New Products Listing in Appendix B and assuming the adoption of the Centralized Distribution Model (CDC). The CDC model provides FSD complete control of the menu. Further, it allows FSD to blend high and lower priced menu items as a way to better balance costs. In our analysis we assumed better milk pricing based on the out of state purchase model detailed in Section V. The delivery cost of \$.50 per meal is a high end estimate based on current market prices of like service. An additional \$.25 per meal was added to entrée costs for assembly and packaging when two-compartment trays were required. Our estimates in this analysis can only be confirmed by competitive bids. The overall result of our analysis was a blended lunch price with milk of \$1.69 to \$1.73, depending on the two meal choices offered each day.

Maramont's current (FY 2011-12) price to the District for a pre-pated lunch meal is \$1.52. This is not a USDA compliant price but an annual inflation based price based on the initial contract originally bid for FY 2009-10. In order to have an "apples to apples" price comparison the consultants used the blended lunch meal price of \$1.63 that Maramont bid for the recently awarded HUSSC compliant Boston public school contact as the benchmark. This price did not include milk which would increase the price to approximately \$1.84 per lunch.

PRE-PLATE MENU PRICING

DAY 1	COST	DAY 2	COST	DAY 3	COST	DAY 4	COST	DAY 5	COST
Fish Filet * <i>or</i>	\$0.81	Chk Tenders * <i>or</i>	\$0.85	Pizza <i>or</i>	\$0.56	Hoagie <i>or</i>	\$0.65	Empanada <i>or</i>	\$0.47
Grilled Chicken *	0.61	Meatloaf *	0.65	Fresh Salad	1.00	Fresh Sandwich	0.48	Egg roll	0.50
Broccoli, Celery	0..30	Spinach	0.18	Baby Carrots	0.20	Vegetables	0.25	Peas & Carrots, Celery	0..32
Fruit Juice	0.17	Fresh Orange	0.08	Fresh Pear	0.08	Banana	0.07	Fresh Apple	0.08
Milk (1%)	0.17	Milk (1%)	0.17	Milk (1%)	0.17	Milk (1%)	0.17	Milk (1%)	0.17
Bread/roll	0.10	Bread/roll	0.00	Bread/roll	0.00	Bread/roll	0.00	Bread/roll	0.00
Delivery	0.50	Delivery	0.50	Delivery	0.50	Delivery	0.50	Delivery	0.50
Meal Option #1	\$2.05	Meal Option #1	\$1.78	Meal Option #1	\$1.51	Meal Option #1	\$1.64	Meal Option #1	\$1.54
Meal Option #2	\$1.85	Meal Option #2	\$1.58	Meal Option #2	\$1.95	Meal Option #2	\$1.47	Meal Option #2	\$1.57
DAY 6	COST	DAY 7	COST	DAY 8	COST	DAY 9	COST	DAY 10	COST
Pasta & Meat <i>or</i>	\$0.46	Roast Turkey* <i>or</i>	\$0.75	Taco <i>or</i>	\$0.65	Tuna Salad <i>or</i>	\$1.10	Mexican Pizza <i>or</i>	\$0.51
Mac & Cheese	0.43	Salsbury Steak *	0.71	Hamburger	0.60	Chicken Salad	1.10	Fresh Salad	1.00
Peas, Baby carrots	0.32	Okra, Potatoes	0.32	Corn, Celery	0.32	Vegetables	0.00	Baby Carrots	0.20
Fruit Juice	0.17	Fresh Orange	0.08	Fresh Banana	0.07	Pear	0.08	Apple Slices	0.20
Milk (1%)	0.17	Milk (1%)	0.17	Milk (1%)	0.17	Milk (1%)	0.17	Milk (1%)	0.17
Bread/roll	0.00	Bread/roll	0.10	Bread/roll	0.00	Bread/roll	0.10	Bread/roll	0.00
Delivery	0.50	Delivery	0.50	Delivery	0.50	Delivery	0.50	Delivery	0.50
Meal Option #1	\$1.62	Meal Option #1	\$1.92	Meal Option #1	\$1.71	Meal Option #1	\$1.95	Meal Option #1	\$1.58
Meal Option #2	\$1.59	Meal Option #2	\$1.88	Meal Option #2	\$1.66	Meal Option #2	\$1.95	Meal Option #2	\$2.07
DAY 11	COST	DAY 12	COST	DAY 13	COST	DAY 14	COST	DAY 15	COST
Chk. Sand. <i>or</i>	\$0.62	Turkey Burger <i>or</i>	\$0.55	Pizza <i>or</i>	\$0.41	Turk Lasagna* <i>or</i>	\$0.66	Chk.Strips * <i>or</i>	\$0.62
Philly Melt	0.65	Meatball Sand.	0.65	Pizza w/meat	0.44	Veg. Chili *	0.73	Chicken Wings *	0.68
Brd Grn Bns, Carrots	0.37	Carrots	0.21	Side Salad	0.50	Peas, Celery	0.32	Fr Celery	0.21
Orange	0.08	Fruit Cup	0.17	Fresh Banana	0.07	Pear	0.08	Fruit Juice	0.17
Milk (1%)	0.17	Milk (1%)	0.17	Milk (1%)	0.17	Milk (1%)	0.17	Milk (1%)	0.17
Bread/roll	0.00	Bread/roll	0.00	Bread/roll	0.00	Bread/roll	0.10	Bread/roll	0.00
Delivery	0.50	Delivery	0.50	Delivery	0.50	Delivery	0.50	Delivery	0.50
Meal Option #1	\$1.74	Meal Option #1	\$1.60	Meal Option #1	\$1.65	Meal Option #1	\$1.83	Meal Option #1	\$1.67
Meal Option #2	\$1.77	Meal Option #2	\$1.70	Meal Option #2	\$1.68	Meal Option #2	\$1.90	Meal Option #2	\$1.73
DAY 16	COST	DAY 17	COST	DAY 18	COST	DAY 19	COST	DAY 20	COST
Salisbury Stk* <i>or</i>	\$0.49	Penne Pasta <i>or</i>	\$0.55	Pizza <i>or</i>	\$0.41	Frsh Deli Snd. <i>or</i>	\$0.48	Chk. Nuggets* <i>or</i>	\$0.68
Turkey Pattie *	\$0.59	Chicken Pattie	\$0.51	Hot Dog	\$0.38	Hamburger	\$0.42	Chicken Wings *	\$0.88
Green Beans,		Broccoli, Carrots	\$0.32	Fresh Carrots	\$0.20	Vegetables	\$0.25	Peas & Carrots	\$0.00
Potatoes	\$0.32	Pear	\$0.08	Fresh Orange	\$0.08	Banana	\$0.07	Apple Slices	\$0.21
Fruit Juice	\$0.17	Milk (1%)	\$0.17	Milk (1%)	\$0.17	Milk (1%)	\$0.17	Milk (1%)	\$0.17
Milk (1%)	\$0.17	Bread/roll	0.00	Bread/roll	0.00	Bread/roll	0.00	Bread/roll	0.10
Bread/roll	0.10	Delivery	0.50	Delivery	0.50	Delivery	0.50	Delivery	0.50
Delivery	0.50	Meal Option #1	\$1.62	Meal Option #1	\$1.36	Meal Option #1	\$1.47	Meal Option #1	\$1.66
Meal Option #1	\$1.75	Meal Option #2	\$1.58	Meal Option #2	\$1.33	Meal Option #2	\$1.41	Meal Option #2	\$1.86
Meal Option #2	\$1.85								

* Meal in two-compartment tray. Entrée price includes estimate of \$.25 for packaging and assembly.

PAGE INTENTIONALLY LEFT BLANK

PRODUCT SPECIFICATIONS & COST ANALYSIS

Following are specifications for products included in the proposed pre-plate lunch menu. Some specifications include “acceptable brands” which were identified in the process of selecting new nutritional products described in Section V. These specifications are not meant to exclude other similar products which FSD will identify in the bid process and test for acceptability.

SPECIFICATIONS:

1. **Turkey Breast:** Fully cooked whole muscle breast meat, skinless, containing no gluten or allergens. Ingredients include turkey breast and turkey broth containing 2% or less of sugar, salt, sodium phosphate and flavoring. USDA Child Nutrition (CN) Labeled, 2.47 ounces of turkey meet 2.0 ounces of meat/meat alternate. Acceptable brand: Jenny-O Turkey Store™ .
2. **Turkey Roast:** Fully cooked whole muscle breast meat and thigh roast w/skin, containing no gluten or allergens. Ingredients include turkey breast and turkey thigh with turkey broth containing 2% or less of sugar, salt, sodium phosphate and flavoring. CN Labeled, 2.47 ounces of turkey meet 2.0 ounces of meat/meat alternate. Acceptable brand: Jenny-O Turkey Store™ Product # 3170-04.
3. **Turkey Ham:** Fully cooked turkey thigh meat, contains 2% or less water, lite salt, salt, sugar, sodium phosphate and carrageenan. Smoke Flavoring and CN Labeled, 3.0 ounces of product meets 2.0 ounces meat/meat alternate and contains VPP. Acceptable brand: Jenny-O Turkey Store™ Product # 813030.
4. **Turkey Burger:** Precooked white/dark meat combo turkey, 91% lean with no more than 320 mg sodium containing no gluten or allergens. Packed in ovenable Mylar sleeves for ease of service. CN Labeled, 2.22 ounces of turkey, meets 2.0 ounces of meat/meat alternate. Acceptable brand: Jenny-O Turkey Store™ Product # 6134
5. **Turkey Taco:** Fully cooked fully prepared turkey taco meat containing white and dark meat turkey. Mild taco seasoning containing 2 % or less food starch and salt. CN Labeled, 2.97 ounces of turkey meet 2.0 ounces of meat/meat alternate. Acceptable brand: Jenny-O Turkey Store™ Product # 2856-28.
6. **Boneless Chicken Wings:** Fully cooked, whole muscle, breaded boneless and skinless chicken wings with rib meat. Pre-dusted and breaded with enriched wheat flour. CN Labeled, 3 pieces (80 grams) portion size meet 2.0 ounces meat/ meat alternate with 1.25 ounces bread serving. Acceptable brand: Tyson™ Product #16711.

PRODUCT SPECIFICATIONS & COST ANALYSIS

7. Chicken Tenderloins: Fully cooked, whole muscle breaded boneless skinless chicken wings with rib meat. Pre-dusted and breaded with enriched wheat flour. CN Labeled, 2 pieces (110 grams) portion size meet 2.0 ounces meat meat/alternate with 1.25 ounce bread serving. Acceptable brand: Tyson™ Product #16712.
8. Vegetable Egg Roll: Egg Roll weighing 3.1 oz. must provide 1 ¼ servings of bread/bread alternate and ½ cup vegetables. Portion to provide a minimum of 130 calories with no more than 6 fat grams. Must contain a minimum of 1 gram of fiber and less than 325 milligrams sodium. Acceptable Brand: Minh™ Product #69007.
9. Vegetarian Chili w/Beans: Vegetarian chili with Great Northern white beans, diced tomatoes, tomato paste, textured vegetable protein, salt, sugar and spices. CN Labeled, 6.28 ounces by weight will provide a 2 ounce meat/meat alternate product. Acceptable brand: JTM ™product 5380 CE.
10. Beef Pattie: Fully cooked, ground beef patty low fat and low salt with VPP. CN Labeled, 2.4 ounces of ground beef meet 2.0 ounces meat/meat alternate. Acceptable brand: Advance-Pierre™ Product.
11. Round Pizza: LiveSmart™ Schools 5" Deep Dish Cheese must provide 2 oz. equivalent meat/meat alternate, 3 1/2 servings of bread/bread alternate, and 1/8 cup fruit. Portion to provide a minimum of 310 calories with no more than 8 fat grams. Must contain a minimum of 3 grams of fiber and less than 650 milligrams sodium. CN Label required. Acceptable brand: Tony's™ 78368.
12. Fresh Fruit: US Grade "A" quality, fresh, wholesome with minimal blemishes and not overly misshapen. Oranges, 113-125 servings per case; Apples, 113-125 servings per case; Pears, 135 servings per case; Bananas, 150 servings per case.
13. Fruit Juice: US Grade "A" quality, pure, no concentrates, available in five varieties, packed 96 per case.
14. Vegetables: All vegetables must be USDA Grade "A".
15. Whole Wheat Pizza, 5" Round: Wheat flour, mozzarella cheese and tomato paste, product to meet 2 ounces meat/meat alternate, 2.75 bread servings and 1/8 cup vegetable.

PRODUCT SPECIFICATIONS & COST ANALYSIS

- 16.** Whole Wheat Pizza, 5" Round w/Turkey pepperoni topping: Wheat flour, mozzarella cheese and tomato paste. Turkey pepperoni topping w/natural flavor. Product to meet 2 ounces meat/meat alternate, 2.75 bread servings and 1/8 cup vegetable.

- 17.** Whole Wheat Pizza, reduced fat, 5" Round w/Black Beans: Wheat flour, mozzarella cheese and black beans. Product to meet 2 ounces meat/meat alternate, 2.75 bread servings and 1/8 cup vegetable and to include no more than 1 ounce of mozzarella cheese.

PROCUREMENT CONTRACTS AND PROCESS REVIEW

OVERVIEW

The challenge of effective food service procurement is to obtain quality products at the best competitive price. Quality can be assured by developing product specifications that are appropriate for the application and not exclusive to a single bidder. Competitive pricing is assured by receiving quotations from more than one responsible bidder and by structuring the bid or request for proposal (RFP) to identify as many cost elements as possible. It is incumbent on the buyer to establish a vendor sourcing process that identifies the full range of potential bidders for the products or services being solicited. It is also critical that the buyer maintain a current evaluation of the product and services market.

For this part of the engagement the consultant's examined the Food Service Division's (FSD) existing procurement contracts and processes for pre-plated meals, groceries and provisions, milk, detergents and disposables, warehouse and distribution and government donated commodities. The focus was to identify deficiencies and make recommendations where cost savings could be realized or where procurement processes could be modified to place FSD in a more competitive environment and provide it flexibility in reacting to changes in market conditions. Further, the expectation was that economies identified could be used to fund additional costs related to upgrading the quality and nutritional content of meals and introducing more variety in menus. In addition we define and describe processes for selecting products that meet the nutritional goals outlined throughout the report and for determining student acceptability.

Based on actual FY 2010-11 data, the District made almost eighty-five percent of its \$38.7 million food purchases from two contracts: Pre-plated Meals (Maramont Corporation - \$28.5 million) and Groceries and Provisions (SYSCO Foods - \$4.2 million). Throughout our review it became apparent that the most effective way for the district to clearly identify costs, improve quality and secure more competitive pricing would be to group the food products that they purchase by specific category or commodity and solicit separate competitive bids for these products.

In order to do this effectively it is recommended FSD establish a contract for a centralized distribution center (CDC) for ordering, receiving, storage, and distribution of all products procured under this new model. A viable CDC vendor must operate from a facility with adequate dry, refrigerated and frozen storage space and a receiving and shipping area capable

of assembling and loading the numerous products required to supply the District's food service program on a daily basis. The prospective vendor should have comprehensive experience in storage and delivery operations and demonstrate the ability to manage a computerized ordering and inventory system. The CDC concept is widely used by major food service operators to realize economies and efficiencies in their operations. This concept is a key element to many of the recommendations in this report.

CENTRALIZED DISTRIBUTION CENTER

The Centralized Distribution Center (CDC) model would allow FSD to take advantage of the low costs characteristics of a dedicated distributor and provide total transparency for its various food cost categories. In the CDC model the service is activity or service based instead of the traditional gross profit model of the broad line distributor. The CDC often times has other business that absorbs significant amounts of the fixed costs (electric, rent, equipment) enabling it to provide an incremental pricing model that provides custom service levels with unusually low costs to the customer.

In the short term FSD can employ the CDC concept on a limited basis starting with bulk purchasing of high volume items described in the Groceries and Provisions area that follows in this section. The CDC concept can also be employed for delivery of milk as described in the Milk area of this section. If FSD implements the consultant's recommendation for a separate procurement approach to its pre-plate program the CDC model will suffice for the warehouse/storage/delivery component.

Under the CDC model food and related products (disposables and detergents) delivered to the CDC facility will be the property of FSD upon receipt. The CDC, as FSD's receiving and storage agent, will be responsible to assure that products are ordered and received in the proper state and quantities, and that stock is stored, rotated and maintained in a manner consistent with current standards for food wholesomeness and safety, and efficient inventory control.

Considering FSD's minimal staff level it is necessary to reduce any administrative burden resulting from the additional procurement contracts that the CDC concept will require. Accordingly, the District should require the CDC vendor to offer:

- Computerized inventory management in a real-time mode that is accessible 24/7 by FSD.

PROCUREMENT CONTRACTS AND PROCESS REVIEW

- Dedicated service personnel to place orders derived from menus (under existing FSD contracts) and organize receiving documentation for payment.
- Dedicated staff to receive and combine site delivery orders received from FSD staff.

Increasing the number of procurement contracts will also place added burden on other administrative support areas of the District. Procurement Department resources will be needed to revise specifications; structure, receive and evaluate bids; and prepare contract award documents for review by the School Reform Commission. Legal Department resources will be needed to review bid language and structure contract documents. And finally, Finance Department resources will be needed to pay vendor invoices.

Notwithstanding the additional ancillary costs, the CDC model provides numerous advantages:

- Procurement is separated from logistics, providing FSD a clear vision of quality of product and those products' commiserate value.
- Allows FSD to purchase directly from the primary source, eliminating middlemen and the resultant product markup.
- FSD can procure the food that it considers meet nutritional requirement for students, versus what's profitable for the supplier.
- Any volume rebates and discounts inure to the customer, not to a third party.
- The CDC and FSD work together to minimize routes, fill trucks and lower costs. FSD will pay for and receive only the service it needs. When everyone shares in the cost of storage and delivery all parties are vested.
- CDC and FSD will have a vested interest to drive costs from the system with cost savings/ sharing.
- In the spirit of transparency, the parties can break down the cost components into measurable metrics that can be understood and therefore managed.
- The consolidation of deliveries would significantly reduce the number of delivery agents servicing schools.

PRE-PLATED MEALS CONTRACT.

In FY 2004-05 the district altered its approach for the pre-plate program that had essentially operated with transparent component pricing since 1985. Maramont Corporation, the major supplier to the pre-plate program over the previous twenty years, was the only

bidder and the contractor selected to provide meals for the pre-plate program under a single per meal for breakfast and lunch. Under this contract model Maramont was given significant control of the menu and the frequency of use. The District chose this contract model in order to reduce administrative burden and staff. This contract model has been in place over the past six years and represents one of the largest contract expenditures in the entire School District. During the period of this price-per-meal form of the contract the only bidder has been the Maramont Corporation.

Maramont has proven to be a consistently reliable supplier to the District over the twenty-five years that they have held various iterations of the District's food contracts. They are the major national supplier of pre-plated meals to the school foodservice sector. In a June 2006 Negotiations Strategy Report commissioned by the District, Accenture cited that "Maramont currently controls a monopolistic share of the pre-plated food market." The report also warned of stagnant efficiency and productivity stating that "with ever increasing prices and the lack of competition, Maramont has no incentive to improve its procurement, operations or delivery efficiencies."

The 2006 Accenture report also cites the benefits of nurturing competition in that "Competition forces will spur innovation and which in turn will suppress prices while maintaining or increasing the suppliers' profit margins." Accenture further cites that quality and service will improve as a result of increased competition. The Accenture report concludes that "The overall benefits outweigh the overall risks by introducing a new Pre-plated Food Supplier. It will be in the District's best interest to nurture a competitor to Maramont. While the SDP may not realize benefits for the next three years, it will not lose anything by introducing a new player." As an extension of the Accenture report it was also determined that the District was paying the lowest price per meal of all of Maramont's customers at the time of the study.

The Accenture recommendation to seek competition, with which the consultants wholeheartedly agree, was not intended to cast aspersions on the current vendor. Maramont Corporation had consistently proven its capability to handle the many logistical and operational nuances of the District's program. Their service includes daily delivery to over two-hundred and thirty schools. The consultants visited Maramont's state-of-the-art manufacturing facility in Moosic, PA and were impressed by the manufacturing process in operation there. Maramont leadership is agreeable to the need for nutritional change and flexibility.

The District was unable to secure a viable competitor in the three years following the Accenture report and in 2009 issued a new RFP incorporating some of the Accenture

recommendations. Maramont Corporation was again the only bidder and was awarded a three-year contract with two additional option years.

Although this contract continues to provide FSD with more predictable costs and decreased administrative burden it has several disadvantages:

1. The district has no way to identify component costs, negating the ability to manage costs in a constantly changing competitive environment and use the USDA Offer VS. Serve provision.
2. The contract restricts the district's ability to include the full range of products necessary to react to changing customer and nutritional environments as any new products have to meet the vendor's price point, which according to many of the manufacturers/brokers we interviewed was extremely low.
3. The fixed meal price nature of the contract provides incentive for the vendor to cut its own food and operating costs to maximize profits which could result in decreases in quality and service.
4. The contract provides no means for the district to share in any reduced food cost and operational economies realized by the vendor.
5. The district's eggs are all in one basket. They buy products from Maramont when they could buy directly from the same suppliers or from suppliers who are unable to meet Maramont's low price points. Vendors and brokers that we interviewed have expressed the view that the district's procurement process is not inclusive and that price is the sole determinate for a sale.

A comprehensive review of (RFP 243) for Pre-plate Meals reveals a significant number of these deficiencies:

1. **RESTRICTIVE AND PROPRIETARY LANGUAGE.**

Food service contracts, whether they are Requests for Proposals (RFP) or Invitations for Bid (IFB), must articulate a detailed explanation of requirements including, but not limited to, item quantities, food quality, nutritional content of food served, serving frequencies, ordering and delivery requirements and other logistical and operational characteristics relative to the performance of the contract. Transparency in this regard is critical. This is the only way to promote healthy competition and create an open environment for business. We found RFP 243 to be lacking in all of these areas.

An example of restrictive language occurs on pages 14 and 60 of RFP 243 under Warehousing Specification - Facility Location and Capacity. It states: “Contractor must have warehouse/distribution facilities located within the city of Philadelphia”. This requirement is exclusive and overly restrictive and is contradictory in that the District does not require both its full-line distributor and milk provider for full service schools to be located within the city. Both of these companies are located in New Jersey and have provided millions of dollars of foods to the District over multiple years. A reasonable and inclusive requirement for the location of the warehouse/distribution facility would be within a 45 mile radius of center city.

Restrictive language is also present in the requirement on page 62, item 19C2 – Minimum Dedicated Storage for a total of 2,200 frozen, refrigerated and dry pallet storage slots. This is an excessive number as the District’s range of food products does not require that capacity. It is restrictive in that it requires a larger facility than necessary to operate the program.

Also restrictive is the language on page 66 – item C2F requiring the contractor to list comparable contracts within ten percent of the value of the District contract. There is only one comparable contract (Chicago) that meets this requirement and that contract was held by the successful bidder on the District contract.

An example of proprietary language is the requirement on page 9 – item F1B, of the successful contractor to have a processing facility. In this regard “processing” refers to the conversion of USDA donated raw commodities (e.g. ground beef) into finished food products for inclusion in meals. Although this type of processing is commonplace in school feeding it is not necessary for the successful contractor of this RFP to be a processor. The District contracts with processors directly and delivers finished product to the company who assembles or “plates” meals. The successful contractor simply should be required to plate finished commodities under USDA inspection.

2. MATERIAL CHANGES TO THE EXISTING RFP 243.

There are significant material changes to the requirements of RFP 243 that have occurred since the first year of the existing contract that may legally warrant a new bid. This change involves the conversion of thirty-one full-service schools to pre-plated meals which represents a significant increase in the number of meals provided

under the current contract. Should the District implement nutritional changes detailed in this report their value may also be significant enough to warrant a new bid.

3. WEAK SPECIFICATIONS; UNDEFINED/UNENFORCED REQUIREMENTS.

RFP 243 contains an extensive list of specifications, most of which lack a quality standard. Those standards could be established by: providing a more detailed specification, establishing a sampling procedure where a panel tastes and rates products, and finally by incorporating approved brands in the specification.

RFP 243 also contains a sample 20 day lunch menu but it leaves open to interpretation whether this menu will be consistently repeated. Although there are countless numbers of meals that could be created using the specifications there is no way of determining the frequencies of these meals. The total number of pre-plates, sandwiches, frozen entrees or pizza being served is therefore undetermined.

Another undefined requirement in this proposal is the specific type and quantities of government donated foods that the district uses in the production of pre-plated meals. The District processes several million dollars of beef, poultry and cheese for use in pre-plated meals. These finished products are included in over 90% of lunch meals. There is also a significant amount of frozen vegetables and canned fruit offered to the pre-plate contractor. The amount of commodity foods used in the school food service program is a critical piece of information for bidders if they are to submit a competitive proposal. Knowing that you will not have to purchase several million dollars of commercial food required in this bid creates a competitive advantage for the incumbent contractor. Donated government commodities are one of the most important aspects of school feeding and should not be left to the bidder's imagination. The requirements of this proposal are not adequately stated.

A requirement in the contract clearly defines that services of an independent laboratory must be secured to perform bacteriological testing of meals. The vendor's proposal lists the address of the independent laboratory as that of one of its manufacturing/assembly facilities. In a site visit of the vendor's facility the consultants confirmed that the vendor was using its own in-house laboratory to satisfy this contract requirement. This is an apparent violation of the contract that has not been enforced by the District.

4. CREDITS AND OFFER VS. SERVE.

There are two defined areas of credits for food products in RFP 243. The first credit is for milk. Language in the RFP states that “the contractor is to consider the fact that approximately 25% of the total meals will not include milk” and requests the bidder to quote a credit for milk “not ordered and delivered”. The amount of credit, as it differs from the vendor’s gross cost for milk, is supposed to reflect the overhead cost incurred/not avoided. In this case the vendor stipulated a credit of \$0.11. Conversely, in May 2006, the District negotiated a milk credit of \$.125 with the vendor, yet RFP 243 simply allowed the vendor to state a credit without requesting any supporting documentation or explanation of deviation from the then existing credit.

The regulated price for a half pint of milk in Pennsylvania is approximately \$.25. Our research indicates that a conservative estimate of the price of a half-pint of milk purchased out of state (as Maramont does) in the quantities required by the District is \$.17. It is difficult to understand how the current credit of \$0.11 (a 35% discount on the estimated cost reflects a reasonable recapture of overhead cost by the supplier. This, and the fact that the vendor previously agreed to a credit of \$.125, leads us to conclude that the current credit is understated. A more reasonable approach to the milk credit issue would be to require the vendor to provide a current invoice price, and for the district to negotiate a reasonable overhead fee, to support any credit requested.

Other credits involved in RFP 243 revolve around commodities from the USDA. On page 13 it states “If the District provides any protein, vegetable, or fruit components the successful contractor will issue credit for these items according to the values quoted in this document”. Allowing the contractor to determine the value of foods donated by USDA to the District may violate federal guidelines. USDA establishes values for all products they provide based on market pricing and these values should be the basis for credits. This would represent a substantial savings for the District in that almost all of the vendor’s credits are lower in value than those established by USDA. The best example of this is the credit extended by the vendor for commodity cheese. The cheese credit quoted in the contract is \$.163 per two ounce portion. Lunch meal patterns require 8 portions to the pound therefore the vendor’s quoted cheese credit calculates to \$ 1.30/lb. The USDA determined value of commodity cheese in 2009 was \$ 1.64/lb, a \$.34/lb or twenty-five percent difference.

Considering the District's usage of cheese in pizza, entrees and sandwiches, this credit differential represents over \$100,000 in potential savings on cheese alone.

The provision of Offer Verses Serve (OVS) in the National School Lunch and Breakfast Programs was enacted and implemented in 1975 in response to an environmental/economic issue. Increases in the national deficit and resultant budget reductions and the oil crisis in the Middle East gave renewed interest to reducing waste of resources. Complaints regarding the amount of waste in school meal programs led Congress to enact OVS provisions for high schools. This was later extended as a local option for use in all school grades.

The current contract prevents the District from realizing financial and operational benefits from the OVS method. Under existing offer vs. serve provisions a school district has the option to claim reimbursement for meals selected by students that contain a minimum number of components - three of five for lunch; three of four for breakfast. This provision allows the District to reduce orders for foods that are not selected and therefore reduce waste and costs. The District should establish credits for all food components and disposables provided in the pre-plate contract in the event they are not ordered. This would allow the District to cut food orders to balance inventories at the school level. Inventory control and waste reduction are essential ingredients in school feeding. The District should employ this methodology to improve the program to students and reduce food waste and costs.

5. MENUS AND SAMPLING PROCEDURES:

RFP 243, page 13 states that "The menu samples included in this RFP are intended to be used as a "Minimal" guide. Each Contractor submitting a proposal MUST include a set of their own PROPOSED menu selections/proposals for each of the District's feeding programs." The menu is the single most important guide for bidders to establish pricing. It is not of "minimal" importance. It should be the District's responsibility to establish menus for their program and assign quantities and frequencies for each menu item identified. RFP 243 does not accomplish this. The RFP should provide as much detail as possible on past menu item frequencies and articulate future menu intentions in the form of estimated frequencies. These details are absent in this document.

RFP 243 also requires the bidder to submit samples of the products contained in his proposal, but sampling of products is not included as part of the Evaluation

Process, Criteria, and Selection detailed on page 70 of the document. It is impossible to evaluate food quality, appearance, taste and acceptability from only written specifications and food quality as determined by sampling should have a significant role in the evaluation of vendor submittals.

6. PROGRAM SUPERVISION:

For the district's Early Childhood Program, RFP 243 includes a requirement that the successful contractor assign a full-time customer service representative based in the Philadelphia area. This representative is required to provide timely, daily assistance and in-service training to field and administrative personnel in the preparation and service of breakfast, lunch and snacks. Further, RFP 243 requires the successful contractor to participate in surveys and meetings in cooperation with the school district to assess student acceptability of the meals being provided. The district is also to be provided written reports indicating the results of surveys and the successful contractor will provided additional services for menu consultation and the status of deliveries.

This requirement should be extended to the regular pre-plate program. As a result of FSD's staff reductions over the last several years in-house staff supervision of pre-plate sites has been significantly diluted. Training staff has also been reduced. FSD can clearly define needs and the contractor can provide these necessary services at a more reasonable cost.

Since the late 1980's the current contractor has been the sole provider of compartmentalized meals. Other vendors have provided items (sandwiches, pizza, frozen entrees, etc.) for the program over this period but since the price per meal model was adopted in school year 2004-05 this contractor has been the sole source provider of all meals in the program. As part of our responsibility the consultants undertook the task to research and identify prospective vendor and their capabilities. This was important as there has been virtually no competition in the pre-plated meal program. The consultants have determined that there are now at least two additional vendors with the capability, capacity, financing and willingness to compete for the District's pre-plate business. Based on our interviews, meal sampling and facility visits we believe that the following vendors are capable of handling the pre-plate program when a bid is resubmitted for solicitation.

- Driscoll Food Services is a major distributor of foods to the New York City School District and recently secured the pre-plate meal contract for the Patterson School District in North Jersey, previously held by Maramont Corporation.
- The Whitsons Culinary Group of Islandia, NY is currently providing 30,000 pre-plate meals daily to approximately eighty-five Boston Public Schools. Whitsons Culinary Group currently provides pre-plated meals to school districts throughout New England, New Jersey and New York.

As part of the process the consultants contacted several major city school districts serviced by Maramont/Preferred Meal Systems to determine how other jurisdictions have successfully worked with Maramont or another pre-plate vendor to make healthy and cost effective changes. The general consensus was that Maramont was responsive and attended to the need of the districts in meeting the new nutritional guidelines.

In the case of Boston, the contract was due to expire and their rebid emphasized comprehensive quality specifications in compliance with the proposed USDA guidelines and an evaluation team that included customers, food service and educational administrative staff. Overall quality and student acceptability of meals was a significant factor in the award of that contract to The Whitsons Culinary Group.

RECOMMENDATIONS:

The District should revise and rebid the pre-plated meal contract using one of the two options listed below. Viable competition has been identified which should offer competitive pricing. However, it should be noted that rewriting and rebidding the contract for school year 2012-13 is not feasible as there is not sufficient time or staff resources available to accomplish this task in the time required.

The existing contract has serious deficiencies which have negative financial impact to the district. Before rebidding this contract the district should eliminate these deficiencies by revising the RFP and contract specifications as follows:

- Eliminate restrictive and proprietary language.
- Clearly reflect nutritional quality standards, and operational requirements.
- Provide historical usage and reasonable estimated serving frequencies for sample menu items.

PROCUREMENT CONTRACTS AND PROCESS REVIEW

- Provide detailed information on past and estimated usage of USDA donated commodities.
- Require the bidder to provide detail 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 district supervision, training food safety, and sanitation inspection.

The consultants urge that the above deficiencies be addressed as part of a strategic plan for implementing short and long term improvements.

Over the last several years the district has converted approximately sixty schools (elementary and middle) from full-service to pre-plate operations. Staffing costs in these schools were considered excessive and budget reductions imposed by District administration dictated these conversions. There has been some dissatisfaction from parents and staff regarding the change to pre-plated meals in these sites. These schools have the facilities, equipment and storage capacity to provide a more flexible and robust menu than the “enhanced” menu currently provided by the current pre-plate vendor. This menu could be structured to incorporate a greater variety of more nutritious products that require limited handling and preparation. The district should consider the establishment of a separate “hybrid” program that can access a single price per meal contract (if the district continues with that concept) as well as utilizing products from other available contracts such as their full-line distributor, donated commodity distributor and milk supplier. This can also be an opportunity to supplement with some easily prepared items from the full service menu and produced on site.

OPTION #1 – ESTABLISH PILOT PROGRAM: Establish one or two single-price-per-meal pilot programs of twenty to thirty schools in geographically proximate areas for FY 2012-13 to test the identified prospective competitors’ ability to successfully service the entire district. This will also allow prospective bidders to gain valuable cost and logistical experience necessary for bidding a system-wide contract in 2013-14. It will also allow the District to compare meal quality among the suppliers.

OPTION #2 – REWRITE AND REBID: Rebid the contract in a single-price-per-meal basis for FY 2013-14 after identified deficiencies described above have been addressed.

OPTION #3 – SEPARATE COMPONENTS INTO INDIVIDUAL BIDS: Separate the pre-plate contract into individual component parts and bid them separately for FY 2013-14. This approach offers several advantages.

1. Provides total transparency of all cost components.
2. Provides greater menu flexibility, variety and control, allowing the district to better manage and balance food costs over the whole menu.
3. Additional purchased products and/or product incorporating USDA donated commodities can be added to the menu without the approval of the single source supplier.
4. Provides the district with the flexibility to purchase goods under optimum market conditions.
5. Allows FSD to utilize its existing process to make spot buys and to purchase manufacturer's overruns and odd lots at reduced costs.
6. Secures more competitive pricing for all meal components.
7. Provides increased opportunities for MBE and WBE enterprises.

As this model requires warehousing, storage and distribution services we recommend that the district employ the centralized distribution center concept (CDC) described earlier in this section. This will help mitigate the additional administrative burden generated by separating the contract as the CDC concept includes administrative support provided by the vendor.

In addition to the warehousing, storage and distribution component several other contracts are required.

1. Pre-plated meals – frozen meals prepared in compartmentalized trays. These meals could constitute approximately twenty percent of the program.
2. Frozen entrees and sandwiches.
3. Fresh products: vegetable and deli salads, sandwiches, fruit and vegetables.
4. Frozen pizza.
5. Cupped fruit and juice.
6. Breakfast products.
7. Milk.
8. Bread.
9. Disposables and detergents.

Selecting this option will require the District to develop a strategic implementation plan that will allow it to evaluate bids and costs in sufficient time to make a decision to move forward with this concept or continue with the single price per meal option.

In conclusion, the pre-plate program represents over sixty-five percent of food costs for the district's program. As such it demands close scrutiny as deficiencies in this contract can result in significant additional costs and conversely, economies can result in substantial savings. It is difficult to quantify future cost savings resulting from a more competitive pricing model. An open market will provide the best test. However, it is not irrational to expect a favorable financial impact, whether in the form of reduced prices or price increases avoided. At the very least a rebid of this contract and increased competition should give the district a market validation of pricing.

FULL-SERVICE SCHOOLS:

Changes in the leadership of the School District of Philadelphia in 2002 began a movement towards privatization. This resulted in a contract with ARAMARK for management of the district's full-service food operation in SY 2005-06. This experiment was financially unsuccessful and the program was returned to in-house operation in SY 2007-08 where it remains today.

The district's full-service food program encompasses sixty-six schools, most of which are high schools. These schools are serviced by four contracts:

1. GROCERIES AND PROVISIONS:

The Food Service Division (FSD) procures groceries and provisions, (canned, fresh, and frozen fruit and vegetables; luncheon meats and cheese, juice, breakfast products, pizza and other meal components and condiments) for its full-service cafeterias from a broad line food distributor through an annual contract. Products are usually priced with a vendor's gross margin of between twenty and thirty percent. This business model is typically driven by large volume deliveries and low operating cost.

In addition to regular markups the District's broad line food distributor is privy to other revenue from complicated schemes (volume incentives, case allowances, marketing programs and slotting charges) dictated to manufacturers that obscure the true profit that distributors are enjoying. Revenues from these schemes are typically not shared with the customer and result in additional costs to the manufacturers that are passed on to the customer in the form of higher prices. This model presents little or no transparency and is, at best, barely tolerated by the manufacturers.

Actual 2010-11 expenses for this contract were \$4.25 million. The contract is bid on an annual basis. The contract generally requires a weekly delivery and includes a minimum order value. There has been a recent history of competition for this contract among two of the largest national food distributors, SYSCO and US Foods.

RECOMMENDATION:

The District should consider bidding the Groceries and Provisions contract on a multi-year basis with a cost-plus arrangement. The District could reduce the administrative burden of preparing and issuing this bid annually and realize cost savings that would accrue to the bidder - a longer contract term could afford the bidder a less volatile bidding environment, stability in sales volumes and allow the distributor to allocate overhead costs over several years.

There is also opportunity for potential savings by identifying a select number of high volume items in the Groceries and Provisions contract, principally cupped juice and breakfast cereal, and issuing a separate bid for purchase in bulk directly from the manufacturer for delivery to a third party warehouse/distributor. The district has a current agreement with its State appointed USDA Commodities distributor that includes delivery pricing to schools. It can combine bulk purchase costs with this vendors warehouse/delivery prices and compare those costs against current full-line distributor pricing. As an example, each \$.01 in savings per cupped juice could save the district \$40,000. In the longer term this method could easily be incorporated into the Centralized Distribution Center Contract (CDC) methodology previously described in this report.

2. MILK AND DAIRY PRODUCTS:

Under the National School Lunch and Breakfast Programs one half-pint (8 ounce) of milk must be offered with a meal. The district purchases milk for daily delivery in the pre-plate program from the Maramont Corporation. The cost of milk is included in the breakfast and lunch price per meal in that contract. The half-pint price is not disclosed by the contractor but a reliable industry estimate is that Maramont purchases milk for approximately \$.15 to \$.17. This translates to an approximate value of \$3 million for this procurement. For its full-service program the district contracts with a milk supplier, Balford Farms, for purchase and daily delivery of its half-pint needs to the sixty-six feeding sites in the program. The district pays approximately \$.21 cents per half-pint. FY 2010-11 expenditures under this contract were \$1.78 million.

The difference in price for milk procurement among these two programs is directly related to how milk prices are regulated in Pennsylvania. By state law, the Pennsylvania Milk Marketing Board (PMMB) requires the supplier to charge a minimum price of approximately \$.21 per half-pint for all milk sold in Pennsylvania. This price is adjusted monthly but changes are not significant.

According to representatives of the Maramont Corporation they avoid this minimum price requirement by purchasing milk outside Pennsylvania and including it in the overall price of the meals. In addition, they maintain they are not selling milk but rather selling meals and the minimum price regulation does not apply. As they have been doing this without question from PMMB since 2005 both the district and the contractor have assumed it is appropriate.

Conversely, the purchase and delivery of milk by the District from Balford Farms is assumed to be an in-state (Pennsylvania) transaction and is therefore priced at the regulated minimum price which is currently \$.04 to \$.06 higher than half-pint milk purchased by the pre-plate vendor.

RECOMMENDATION:

FSD should change its approach to purchasing milk for the full-service program by directly contracting with an out of state supplier for the purchase of half-pint milk. FSD should directly purchase and take title to milk out of state and arrange for warehousing and delivery by an out of state delivery agent in order to avoid the minimum price requirement. This approach could result in an estimated savings of \$.04 per half-pint after factoring in warehouse and delivery costs. Based on 2010-11 volume this could result in an estimated annual savings of \$225,000. Adopting this recommendation may require the District to either re-bid the current contract or negotiate with the current supplier to adapt to the change.

This recommendation should also be employed if the District selects the option of separately bidding the components of its pre-plate program.

3. **FRESH BREAD AND ROLLS:**

This procurement is made from an annual bid requiring direct daily delivery of these products to schools. The products are fresh with a limited shelf life and must be shipped directly from the bakery to the feeding sites. The products do not lend themselves to the CDC concept. The District should regularly review the contract specifications with an eye on incorporating whole/multi grain products into the menu.

4. **DISPOSABLES AND DETERGENTS:**

These products are secured from an annual bid requiring delivery on an as needed basis in full-case quantities, only. This procurement lends itself to inclusion under the CDC concept and would allow delivery quantities based on school needs rather than full-cases which is a requirement of the current contract.

RECOMMENDATION:

If FSD moves to the CDC concept this procurement should be amended to require bulk shipment of these items to the CDC agent.

USDA GOVERNMENT COMMODITIES:

The United States Department of Agriculture's (USDA) food distribution program began in the early 1930s as an outgrowth of federal agriculture policies designed to shore up farm prices and help American farmers suffering from the economic upheaval of the great depression. Section 32 of the Agriculture Act of 1935 made available to the Secretary of Agriculture funding for this program, which continues today. The Richard B. Russell National School Lunch Act of 1946 provided Section 32 funds for financial assistance to schools and child care centers. This financial assistance provided for the purchase of food to be distributed among the schools participating in the National School Lunch Program (NSLP). It had as its stated purpose not only a market for agricultural production, but also to improve the health and well being of the nation's youth.

In FY 2010-11 the District received \$4.14 million in government donated food commodities. This annual entitlement is calculated by applying a stated rate for every lunch meal served in the previous year. In school year 2010-11 the stated rate was \$.2225.

Commodity foods come in the form of fruits and vegetables, livestock, dairy, poultry and domestic processed products. The District receives these products in two ways:

1. Products that can be used in the original form received such as canned, frozen and fresh fruit and vegetables, cheese, roasted turkey, fruit, pasta, etc.
2. Products that require further processing such as raw beef and whole chickens and turkeys. These products are purchased by USDA directly and diverted by the District to food processors/manufacturers of products designed to meet their needs. For example, raw beef may be processed into cooked burgers or Salisbury steak; chicken may be processed into nuggets or patties; turkey may be processed into burgers and deli meats; and cheese may become an ingredient in frozen pizza and sandwiches.

The District establishes annual contracts with food processors/manufacturers on a fee for service basis to convert raw products into finished goods. Approximately 85% of these finished goods are shipped directly to the District's pre-plate contractor for use in that program. The balance is sent to the District's warehouse/distribution facility for later delivery to full-service schools.

Based on our review of this program the consultants found that:

- Specifications in the contracts for further processing are not clearly defined, outdated, and do not reflect current market trends.
- There is an absence of a process to gain formal feedback from customers on the acceptability of products.
- The district budgets a line item for the cost of processing during the same January/February time period. On several occasions in past years FSD has exhausted this line item and its ability to process raw product before the end of the year due either to under budgeting costs or through budget reductions/transfers to other areas of the budget. This caused a back up of unused inventory and restricted FSD's ability to take advantage of supplemental commodity offerings.
- The annual selection of products and processors limits the District's ability to establish longer term partnerships with the major food processors/manufacturers. It also creates additional administrative burden. A longer term agreement should garner better pricing

and give the District access to dedicated new product development and marketing programs.

- The allocation of commodities among the District’s pre-plate and full-service program is not based on a cost/benefit analysis. As detailed earlier in this report credits for commodities used in the pre-plate program do not equal the stated USDA values. It is in the best financial interest of the program to use the commodities where there is the best “bang for the buck”.

RECOMMENDATION:

The consultants recommend that FSD update, strengthen and expand the specifications used in securing commodity processing contracts. FSD should also implement a formal process to gain customer feedback on new and existing products.

The consultants further recommend that FSD employ a multi-year approach (suggested five years) to contracting for commodity processing. Further, FSD should seek to structure this contract to include only fully-integrated suppliers of beef and poultry. Fully integrated suppliers have control from birth to finished product and thus are able to tightly manage supply and operating costs especially when they have long-term and predictable commitments from customers. These long-term agreements will offer the District:

- Access to the processor’s full line of products.
- Access to the processors research and development resources for new product development.
- Access to funding for dedicated marketing initiatives.

In budgeting for USDA commodity processing FSD should assure that sufficient funds are allocated to accommodate their annual needs plus a buffer to take advantage of extra offerings of raw product from USDA. One way to accomplish this is to collapse funds specifically allocated for commodity processing into the overall food line item budget.

It is incumbent on FSD administration to fully explain this process and its overall cost/revenue benefits to District administration so that arbitrary budgetary restraints do not negatively affect the delivery of services.

NEW PRODUCT IDENTIFICATION, SAMPLING AND SOURCING

The consultants determined that there was insufficient variety in offerings throughout the District's menus. In order to develop menus with new healthy products as stipulated in the original contract activities and deliverables, the consultants undertook a process to identify a wide range of products that met the nutritional requirements of the USDA's proposed regulations. These products could be in current use by FSD in a similar form, unless they represented a significant nutritional improvement. Where possible, the team selected products that could incorporate USDA donated commodities in their finished form. In identifying fresh fruit and vegetables the team considered local sourcing, such as the Farm to School Program, as an important consideration. The process developed by the consultants can be incorporated by FSD in its overall approach to keep current with healthy offerings in the marketplace.

In Philadelphia and other major cities with large volume operations food service manufacturers are extremely motivated to work with school food service directors to develop specialty products to meet student needs. Along with this resource there is the added benefit of broker/distributor/manufacture training opportunities to supplement scratch cooking training. The willingness of FSD to use these resources can expose staff to new menu items and how to most effectively prepare and serve them. This became apparent to the team during the search for new menu items and fresh fruit and vegetables at the Nutritional Products Presentation conducted in November. This process can be replicated by FSD in their program.

Over several months the consultants met with food manufacturers and brokers who have a significant presence in the school food service sector and were representative of the major categories of food required by the district:

- Protein: Beef, chicken and poultry.
- Fresh fruit and vegetables.
- Pizza and pasta products.
- Fresh deli sandwiches and salads.
- Breakfast products.
- Frozen, individually wrapped sandwiches.
- Bread and grain products.
- Dried peas and beans.
- Frozen entrees.
- Frozen pre-plated meals.

- Soups.
- Nutritional snack products.

The focus of this outreach was to make it apparent that there are a wide variety of products, readily available in the marketplace that offered increased variety and nutritional upgrades. Due to their meal volume the District is in an enviable position with manufacturers as they are quite willing to work with FSD to develop new products designed for their needs.

The meetings with manufacturers/brokers allowed the consultants to view, taste and identify over one-hundred potential products that satisfied the nutritional criteria defined in this report. In addition the team visited four food manufacturing facilities to view manufacturing processes and determine the viability of the vendor's capacity to supply the district in the volume needed.

At the conclusion of this vendor and product sourcing process, the consultants conducted a Nutritional Products Presentation that brought the food manufacturers and products it had identified together in a single venue for presentation to an audience of FSD and grantor agency staff. A structured taste testing and written evaluation of products was conducted to determine if they were deemed acceptable to move to testing by students.

Appendix B includes a listing of the new products identified by the consultants and the survey/evaluation of these products by attendees at the Nutritional Products Presentation. It is important to note that FSD staff was not familiar with a majority of these items prior to their presentation at this event.

RECOMMENDATION:

In order for FSD to offer variety in its menus and remain current with product trends and positive changes in nutritional quality it should continuously engage in a process, similar to that described above, that seeks to identify new products and sources. This requires dedicated staff time to engage with food manufacturers and their representatives (direct sales staff or food brokers) to view and test new products for appearance, student acceptability, taste and cost compatibility. FSD should conduct an annual food expo to identify new products and invite its field staff to attend, sample products and discuss details with manufacturers. If FSD identifies products for inclusion in the program, formal taste tests should be conducted with students as referenced in the Approaches to Increase Participation.

While much of this process can be conducted at FSD headquarters through the normal sales process it should also include a limited amount of travel to:

- Professional conferences offered by the School Nutrition Association (SNA), American Dietetic Association (ADA), and other allied organizations that provide excellent training opportunities.
- Food and equipment trade shows where representatives of numerous vendors are concentrated in one place and where food and equipment is exhibited for examination by prospective purchasers. These venues also offer a place where operator colleagues may be available to exchange experiences and ideas. Examples of trade shows that may prove useful are the annual National Restaurant Association (NRA) show in Chicago and the bi-annual National Association of Food Equipment Manufacturers (NAFEM) show.
- Food manufacturing facilities of current and prospective suppliers can offer FSD the opportunity to observe the manufacturing process. This offers a perspective on the flexibility that the manufacturer may offer in nutritional and taste alterations to existing products or in the development of new products. The size of the districts food program gives them considerable leverage in this area.

In past years FSD personnel were regular attendees at these venues but budget economies and system-wide travel policy restrictions implemented in the past several years have severely limited these opportunities. In the consultant's view this is a short sighted approach as we believe that these activities will result in networking and sharing of critical information that have economies and improvements that will more than offset the travel costs incurred.

FSD should devise a strategy that includes continuous contact with the vendor community to identify new products. This strategy should contain a consistent process to test new products on a regular basis for acceptance that includes students as a major source of input. The taste testing of new products should also be incorporated in the procurement process as a criterion for evaluation.

APPROACHES TO INCREASE PARTICIPATION AND ACCEPTABILITY

INTRODUCTION

The National School Lunch and Breakfast programs were established to provide nutritious meals that are essential to children's health. Based on this goal every aspect of a school food program should focus on ways to ensure: meal acceptability, enhanced food quality, evaluation of food intake and creation of healthy eating and dining environments conducive to consumption of food. These are basic tenets to meeting the health needs of students in the meal programs.

Continuous evaluation of the school dining environment can be a measure to determine the success of increased participation and food consumption. Some values to be assessed would include:

- Meals presented on serving lines are marketed for eye appeal and appetizing.
- Orderly entry into serving area.
- Eating in a safe and secure environment.
- Students and adults practicing self control and displaying self respect and respect for others.
- Training of lunchroom monitors.
- Appealing and age appropriate messages.
- Specific messages for proper dining room behavior.
- Create ways to award classes and/or individuals for meeting established models of cafeteria behavior.

The first impression about the feeding program for lunch at school is upon entry to the cafeteria. This environment should be reflective of the appearance of "good" healthy food that is age appropriate, appetizing and appealing, making children eager to eat their meal. Food presented should be colorful, appealing, and smell good with a taste to match. The cafeteria staff should be pleasant and engaging during their brief encounter with students.

Of the twenty school cafeterias visited (elementary, middle and high schools) almost all indicated the need to begin a quality improvement program that would encourage good behavior, implement noise reduction, and encourage respect for both individual students and adults. One site, Girls High School was an exception in that the environment and student behavior was commendable.

Training for school lunch monitors should be a primary concern to reduce the various incidences of disrespect. Encouraging students to consume food in a safe and orderly environment would increase food consumption rather than discourage.

TASTE TESTING TO MEET STUDENT ACCEPTABILITY STANDARDS

Getting students to try a new food item is often very difficult, particularly when the food is unfamiliar. It is critical to establish an evaluation plan prior to offering new foods. This could be as simple as having student taste test ambassadors, managers or supervisors provide samples for testing with prescribed directions to include actual products to show and bite size pieces to taste. This can be done a couple of weeks prior to the item being offered. It could be marketed as “NEW ITEM coming to your cafeteria.” Samples can be offered again on the day the item is served. Feedback on new items prior to adding to the menu cycle should be tested in more than one or two schools. Testing in 8 to 10 schools with appropriate marketing will give greater feedback and should include various grade levels from elementary, middle and high schools.

The consultants developed a twofold process to gauge the acceptability of new products and menu options that they identified.

4. All new products were displayed for FSD staff to determine if the products fit in their program. A Nutritional Products Presentation was held with vendors providing the new products for examination and tasting. See Appendix B
5. At the recommendation of FSD students in the Philadelphia Urban Food and Fitness Alliance (PUFFA) Program were used as the food testing panel to determine product acceptability. Appendix C.2 shows a recap of this process.

Both of these food exhibits utilized an evaluation tool to determine the acceptability as well as the usefulness in the current program meeting nutritional standards.

Common among children, and a challenge for food service staff, is the student’s refusal to eat a variety of fruits and vegetables. Vegetables are consistently the least –often selected foods served in the school cafeteria. New and fun ways to prepare and serve vegetables are needed if children and youth are going to choose them. Serving or offering a variety of seasonal vegetable choices each day for a ‘Veggie Eat Out’ bar is an option to improve vegetable consumption. This could be used as a substitute for the salad bar and by following the preparation techniques for just-in-time service, vegetables will be served at the peak of freshness. The value-added (bagged) fresh salad greens with carrots and red cabbage could serve as the “key” to a “veggie eat out” in addition to meeting needs of students choosing the vegetarian option.

Flavor enhancement is the key to acceptance while the goal is to reduce both sodium and sugar. The concept of flavor and the individual's perception of flavors is complex. The old saying "if it doesn't taste good, they won't eat it," is still true. Students quickly refer to foods they don't like as "nasty." Regardless of the condition of hunger it will not be eaten but discarded as garbage resulting in "healthy" garbage bins, wasted food, dollars, and unhealthy children. When recipes are modified for fat, salt and sugar content other flavor enhancers and herbs should be considered. This could be spices and herbs that will give an aroma that is usually a good indicator of quality in either fresh or dried herbs. Herbs can be used to flavor numerous food preparations to enhance or balance, not overpower the flavors of the food product. Dried herbs should be purchased only for the amount that can be used for a 2-3 month supply. If kept too long or purchased in large quantities they become flat in aroma and tend to have a musty odor.

The use of Roasted marinated vegetables will enhance flavors through the caramelizing of sugars in the vegetables and will bring out the volatile component of spices. This will be an added treat for the students who begin to appreciate a different preparation technique and create an appreciation of veggies.

Offering a variety of preparation techniques for vegetables will help students to enjoy the flavor profile.

Foods that look good and smell good help student/customers want to eat. Serving appealing foods gives the food service staff a feeling of satisfaction and pride in the meals offered to students. Meals are served with intent to stimulate all of the student's senses. Maintaining a clean, neat serving line/serving area, neatly dressed food service staff is also part of the presentation of food. Basic presentation concepts include:

- Careful placement of foods on the serving line.
- Steam table placement and set-up.
- Using edible, easy to prepare garnishes for added color and eye appeal.

Gathering information on favorite foods for students with particular attention to fruits and vegetables was a focus. The PUFFA organization, an active student group was engaging during an hour and a half session on their favorite foods including vegetables and fruits. It was particularly interesting to discover there were lots of unfamiliar vegetables and fruits but a willingness to taste if presented. A common thread of comments from students indicated the familiar fruits eaten at school did not taste good neither was there seasoning on vegetables. A follow up taste test with over 15 food items indicated increased awareness of various vegetables including butternut squash, sweet potatoes and cauliflower. Comments from students included there is an acquired taste for food and having never tasted a new food item does not mean rejection.

PREPARATION TECHNIQUES FOR PRESENTING GOOD QUALITY FOOD

The school meals program has repositioned the focus to address the increase in childhood obesity by its measures in increased use of local foods including the use of fresh fruits and vegetables and on site preparation techniques.

Thinking of food preparation simply as cooking can be a limiting factor in the preparation of meals that students find acceptable. The application of the culinary arts to preparation of school meals is an essential component in the success of programs that offer healthful meals, which are consistent with the nutrition goals of USDA. Well prepared foods that look and smell good taste delicious are important goals. The availability of good to high quality food that meet the taste preferences of students will help make eating in the school cafeteria a fun and exciting experience. Students will look forward to breakfast and lunch at school when they can count on the food that they enjoy eating. This should be an educational experience as well.

Producing the menu is the first step of the food production process that depends on selecting and using proper application of food preparation, choosing high quality ingredients for items to cook from scratch, use standardized recipes, weighing and measuring ingredients properly, using a production schedule and choosing the appropriate cooking methods. The finished product can only be as good as the ingredients that go into the product when using the correct measuring tools.

The well trained staff understands the value of using standardized recipes to ensure the product meets the nutritional requirements. It results in a good quality product in flavor, texture, and appearance with the correct portion sizes. This allows for batch cooking for higher quality of food to be served on the line. This is particularly critical for vegetables and pasta. It also balances the use of equipment. It leads to less downtime and a more efficient work pattern.

On site food production can take the batch cooking another step when just-in-time production is planned at serving time for quick serve/pre-prepared products are used. The school cafeteria should have established quality standards for food production. Every effort should be used to serve all foods at the peak of freshness to meet the established quality standards. Freshness and improved flavor of the foods served to students is worth every effort.

The satellite manager should ensure the foods do not arrive either over or under cooked but at appropriate temperatures. Where equipment is available for finishing foods every effort should be made to follow the quality assurance standards to serve foods at peak quality.

Establishing food quality goals set for food preparation, production and service for the program can be a source of pride for the food service staff. When the staff is aware of **the** goals and strives to that end there is a sense of pride in meeting the standards of excellence.

APPROACHES TO PARTICIPATION AND ACCEPTABILITY

Well trained staff is critical to producing good quality food. When staff is recognized by the students and teaching team for this feat the program gains the respect and you will see consistency in food production and service in addition to happy healthy students.

More local/regional farmers are being identified to supply locally grown foods for use in school cafeterias through the Farm to School Program. This program is being implemented only in the SDP self service operated programs. The program is providing vegetables and fruit that are not usually specified in the bid and procurement for food and supplies. Obviously when products are not purchased as part of the mainstream program the training is not developed as part of the SDP operation for managers and kitchen staff.

Key to good quality food in schools is ongoing food preparation and production training. The skills are generally developed through a train the trainer process to ensure ongoing follow up is executed in daily skills development. The lead kitchen staff member ensures each team member is repeating the task according to directions to ensure recipes are followed and production tips are implemented for a quality defined standard. Additionally, the basic kitchen essentials such as: bulk preparation, testing, sampling & production steps to reduce food cost and waste is included.

MARKETING CONCEPTS FOR NEW MENU ITEMS

Change is not easy but with a good marketing plan and support from partners new ideas can be effectively marketed. The leadership team should develop a marketing plan to focus on both the student/customer and the school community. As part of the overall strategic business model the proposed new menu items and program changes should be part of a comprehensive marketing plan to promote a positive image of the District's school nutrition program. Key to a successful marketing plan for school meal programs may include: the food served to customers, the partnerships, positioning and the profound experiences of feeding children on limited budget meeting the nutritional goals of USDA. The specific marketing competencies developed by the National Food Service Management Institute for Child Nutrition Programs include:

- Develop a marketing plan to attract and gain support from students, parents, teachers, administrators, support staff, food service community and the broader foodservice business community
- Communicate program information to encourage and secure support for the changes to the food service program from the superintendent, school board, administration, faculty, students, parents and community

APPROACHES TO PARTICIPATION AND ACCEPTABILITY

- Develop and communicate the marketing plan with specific goals and objectives that include a “slick” concept that will capture the imagination of the new ideas for improved food service
- Develop targeted and compelling messages
- Implement a marketing plan to create an atmosphere that attracts students and parents to help promote the role of the new menu items for improved nutrition and health

CHEF RECOMMENDATIONS ON IMPROVING SCHOOL LUNCH.

During the process of building a comprehensive team for this projects the consultants recommend that an “out of the box” chef be added. The goal was to seek suggestions and recommendations to improve the meal service program from menus, to marketing, to training and to production. The grant team agreed and contacts were made with Marc Vetri, a world renowned chef with Philadelphia roots, and his business partner Jeff Benjamin. Their community focus is a part of the Vetri Foundation for Children established to help kids experience the connection between healthy eating and healthy living. Through food, education and social interaction, the Vetri Foundation strives to give children the nutritional foundation they need to grow and thrive. It supports programs that inspire children to learn, excel and be products of their own decisions.

The Vetri Foundations mission, community service and rich food service history makes them a fit for the project to offer proven creative ideas. Additionally, Marc Vetri has joined with the White House and chefs from around the nation who have committed to helping improve the school meals program in their community.

Listed below are the Chef’s recommendations for improving school lunch:

1. Provide fresh, nutritious food that tastes good to kids. This is essential to getting kids to eat well, to try new things, and to prevent waste. With proper planning and personnel, it is possible to prepare fresh good quality meals daily that meet the taste profile, nutritional standards and the budget restrictions that are in place. Ideally, to take advantage of economies of scale, there would be a “base” kitchen (well equipped with adequate production equipment, refrigeration, storage, loading dock) that could serve a collection (4-6) of neighborhood schools. Food orders could arrive daily in each base school kitchen including both purchased food and USDA commodities and resources from organizations like Philadelphia Farm to School. Food should be prepared to a point where it could then be delivered to each individual school and reheated or re-thermed in that school’s facilities. Clearly, building a kitchen in every school that lacks one would be cost prohibitive, but why not utilize the existing kitchens that could serve multiple schools. Instead of spending resources to have food processed, packaged and shipped from another state, we could use those very same resources to prepare better food in the facilities that already exist.
2. Properly train the staff. Chefs, cafeteria managers and cooks in these base kitchens would need training on food preparation, production, budgeting, good food ordering practices, and management. These workers need the right tools to be able to source, prepare and plan each day’s meal to meet the customer satisfaction. Communicate

CHEF RECOMMENDATIONS

with and educate the children about what they are eating is critical to helping them develop an appreciation for a variety of good quality food.

3. Encourage elementary schools to seek quick creative ways to introduce new foods to children in a fun and entertaining way. Invite the food service manager, nutrition teacher or “mascot” to communicate with children about the ingredients that were used to make their food and the method by which it was made and they will learn about nutrition and make the connection between food and what’s being served. This type of communication also creates a relationship between the kids and the food service workers that is respectful and appreciative.
4. Ensure adequate adult supervision in the lunch room. The time children spend at lunch every day should be a time for continued learning. There is so much opportunity to teach children etiquette, manners, teamwork, leadership, nutrition, and interpersonal skills when they sit down to eat together with the proper supervision. This kind of adult interaction with children is the key to getting them actually to eat the food they are served. When we respect children in this way, the noise level in the cafeteria decreases, the typical lunchroom chaos is lessened, and children have enough time to eat. While there is an adult presence in the room, the children eat at unsupervised tables and the environment is less than desirable despite the presence on a school monitor.
5. Get children involved – their involvement will create buy-in. Each table is assigned a student table captain for one week. That student is responsible to help encourage their peers to try new things, and to lead the cleanup effort after lunch. Table captains are proud of the important role they play. They learn leadership and teamwork skills and gain a respect for their environment and the people who work to serve them every day. Creating incentive program for the children (points for good manners, trying new foods, excellent team work etc) is another great way to get the children involved in the process.
6. Conduct pilot family style service in an elementary school. Early childhood, pre-school and Head Start programs utilize family style meal service at lunch. This type of meal service helps to ensure table manners, encouragement to test and eat new and unfamiliar foods, and learn meal time etiquette.
7. School districts utilize this same program in visionary and creative elementary schools to encourage good eating habits and as an extension of the learning environment in **the**

CHEF RECOMMENDATIONS

cafeteria/dining room with approval of State Agency and USDA. This would be an excellent way to change the environment in the cafeteria, encourage eating and tasting new and unfamiliar food items for good health particularly for young children. To ensure the correct portion sizes are served to meet USDA portion size requirements each table could use “trained” student advocates with assistance of the lunchroom monitor to ensure each table has the correct portion sizes or to ensure the number of servings are available for those receiving a school lunch. Since this program is so successful it could be an excellent opportunity to change the eating environment and an opportunity to improve the quality of “home cooked” food served in the elementary schools.

APPENDIX A
THE CONSULTING TEAM

THE CONSULTING TEAM

HONORABLE SHIRLEY R. WATKINS, M ED, RD, FCSI

Principal, Owner of SR Watkins & Associates

Project Assignment

Principal/Owner; Project Manager

Education:

University of Memphis– M Ed

University of Arkansas at Pine Bluff–

B.S. in Home Economics

Honorary Doctorate Johnson & Wales

Societies:

School Nutrition Association

American Dietetic

Association

Foodservice Consultants

Society International

NSFMI

Leadership America

Council for Excellence in Government

Awards:

N R A Foundation's Diplomate

\$25, 000 Good Housekeeping

IFMA Silver Plate

ASFSA Voice of CN

Outstanding Alumni UAPB

AKA Women of Excellence

TN Governor's Outstanding

Achievement

NAFM Doctorate of Foodservice

Pennsylvania State Walter Conti

Distinguished Professor

Key Qualifications

With more than 24 years experience as director and supervisor of foodservice for Memphis City Schools and eight years with the Department of Agriculture as Under Secretary for Food Nutrition and Consumer Services and Deputy Under Secretary for Marketing and Regulatory Programs. Mrs. Watkins is one of the most respected and experienced professionals in the school food service industry. She provides assistance to school districts, corporate foodservice and manufactures and Federal agencies with creative and innovative leadership for foodservice management and design, health, nutrition and marketing issues. She has the capacity to develop and monitor multiple projects and work through progressively challenging assignments involving multiple levels of people in an organization to reach a common goal. She has managed from a \$27 million program budget to a \$40 billion operation. During her tenure in Memphis she led the program to national prominence for innovative quality nutritional school meals for 104,000 children in 156 kid friendly school environments with 95% participation. During her term with USDA she raised the awareness at the Federal level of Childhood Obesity as a national crisis with science based forums, developed a mascot "Power Panther" a spoke person for Eat Smart Play Hard campaign. She was instrumental in adding a farm to school initiative proposal that was approved by Congress in the 1997 CN Reauthorization. Her work in developing the Wellness Policy with the Dallas Independent School District team was approved by the School Board without discussion is an example of her team building capacity.

Relevant Experience

Her projects include: Memphis City Schools Central Nutrition Center; Bibb County School's Central Kitchen, Macon, GA; Dallas Independent School District; Georgia Department of Education; Miami Dade County; District of Columbia State Agency; Yonkers, NY Public Schools; District of Columbia Public Schools; Kansas City, MO Public Schools; NFSMI; Detroit Public Schools; Institute of Medicine; Houston Independent School District; Nashville-Davidson County Public Schools; Chattanooga, TN school district. She was the project coordinator for the design, implementation and start-up training for the Central Kitchen in Memphis, TN. Working with SOMAT equipment company she assisted with promoting "green and environmental" concepts in 50 Florida schools. She is currently working with Ted Turner's Captain Planet Foundation to provide resources encouraging school districts to plant community gardens and use foods in school kitchens and encourage use of fresh fruits and veggies at home. She developed marketing and merchandising manual for cafeteria managers and designed a training program for cafeteria staff.

THE CONSULTING TEAM

THOMAS E. McGLINCHY
Principal, MYRO Associates, LLC

Project Assignment:

Contract Analysis

Education:

LaSalle College – BS Finance Accounting

Societies:

School Nutrition Association
School Nutrition Association Pennsylvania
Founder-Liberty Bell Chapter
Association of School Business Officials
Pennsylvania Association of School
Business Officials

Awards:

USDA Best Practices Award
USDA Atlantic Region
Best Practices Award four-time
winner
IFMA Silver Plate Award
Pennsylvania School Food Service
Director of the Year
The Pennsylvania State University
Walter J. Conti Distinguished
Professor
School Food Service Association –
National Fame Gold Star Award

Key Qualifications

Tom McGlinchy understands school systems and their unique issues given his 35+ years experience with the public schools. As a consultant in the School Food Service Industry, Mr. McGlinchy works with school districts to streamline operations for cost efficiency. He employs his skills in strategic planning, change management, and financial management to assess areas for improvement and details plans and processes to achieve results. Tom's strong analytical skills allow him to cut through established procedures while his creative talents see new approaches and systems. In consulting with food and equipment manufacturers, he developed a software tool to calculate cost-benefit.

As Food Service director he dramatically increased student participation through innovative marketing and feeding programs. He fostered a better relationship with USDA to achieve mutual goals. He partnered with suppliers to develop unique cost-effective products that met nutritional guidelines. His efforts led to maximizing usage of donated government commodities with revenues exceeding \$3M per year.

Mr. McGlinchy designed and implemented the first Universal Feeding Program that reduced paperwork, increased participation and generated revenue. This program remains the national model.

Relevant Experience

Before founding Myro Associates, consultants in the food service industry, Mr. McGlinchy rose through business and operations with the School District of Philadelphia retiring as Chief Operating Officer. In Financial Services he developed budgetary and accounting systems and implemented the first office automation and microcomputer systems. As the innovative Director of Food Service he completely reengineered organization and business process. Instituting training programs and encouraging membership in professional organization for all levels of staff, he unified the organization in achieving national recognition. As Executive Director of Facilities Management responsible for \$250M and staff of 4,000 he instituted innovative computerized maintenance management system which established procedures and accountabilities.

THE CONSULTING TEAM

Eric A. Shapiro

Principal, MYRO Associates, LLC

Project Assignment:

Contract & Procurement Analysis

Education:

BA Liberal Arts, Pennsylvania State University, State College PA
Center for Leadership Development 1999-2000
Leadership Inc., Philadelphia 9/98-6/99

Societies:

American School Food Services Association

Pennsylvania School Food Services Association

Association of School Business Officials

Pennsylvania Association of School Business Officials

Awards:

USDA Best Practices Award

USDA Atlantic Region
Best Practices Award

Key Qualifications

Eric Shapiro is a skilled public sector professional with extensive line and staff management experience. He knows the constraints and obstacles of operations in a large organization.

In the public school system, he has managed with various responsibilities in operations. Starting in procurement and contracts, he rose to Director of Operations for Charter Schools for the School District of Philadelphia. As assistant to the COO he oversaw Procurement; Facilities Management and Services; Design and Construction; Transportation Services; Food Services; Energy Management; and Real Property Management. He developed long-range facilities planning, negotiated labor agreements, and consistently reduced operating deficit.

After leaving the District, Mr. Shapiro worked in the food service industry as a broker/representative for both food and equipment manufacturers. He worked with school districts to reduce costs and improve efficiency.

Relevant Experience

Mr. Shapiro understand the school food industry from both sides of the table. He has extensive experience in the intricacies of contracts and procurement. In food service, he worked with government regulations and guidelines, and commodities. He has worked to develop nutritional sound menus at cost effective pricing. He has established relationships with both union and industry leadership.

THE CONSULTING TEAM

KATIE CAVUTO BOYLE, MS, RD
Owner, Healthy Bites ToGo, LLC Market/Cafe

Project Assignment:

Nutrition and Meal Analysis
Menu Planning

Education:

Tufts University, MS Clinical Nutrition
Frances Stern Nutrition Center,
Dietetic Internship
Johnson and Wales University,
BS Culinary Nutrition
AS Culinary Arts
Pennsylvania State University, BS

Societies:

Awards:

Finalist – *The Next Food Network Star*
Best of Philly 2009 – Best Meal
Delivery Service
Showcased in: *Newsweek, Parents Magazine, Main Line Today*

Key Qualifications

Katie Cavuto Boyle is the president of Healthy Bites market and café which offers nutrition and personal chef services. A professional chef and registered dietician, Ms. Boyle is rooted in good nutrition to promote health and wellness. She has built her passion into a successful business. An expert in areas of wellness, weight loss and nutrition, she teaches nutrition as an adjunct professor, and is a regular contributor on ABC, Fox, NBC and CBS in Philadelphia as an expert in her field. She writes weekly for *Healthy Eats*, a national nutrition blog on foodnetwork.com and for Philadelphia Magazine's *Be Well Philly* website. Ms. Boyle promotes farm to table fare and the use of seasonal, local ingredients. Her philosophy is what she likes to call "Green Cuisine" which is about eating healthy for your body and the planet. Ms. Boyle works with individuals and companies to provide up to date nutrition information. She conducts cooking demonstrations and classes. She knows and deals with local suppliers and growers.

Relevant Experience

As a Clinical Dietician, Ms. Boyle had menu design and oversight responsibilities for medical, surgical and cardiac care patients' diets. She holds a certification in Adult Weight Management through the American Dietetic Association and Center for Dietetic Registration. She is the dietician for the Philadelphia Phillies.

APPENDIX B

NUTRITIONAL PRODUCTS LISTINGS

Following are listings of nutritional products that the consultants identified and tested during the initial phase of the project. All of these products meet the proposed guidelines that were developed by USDA for implementation in school year 2012-13 and subsequently delayed by action of Congress in the fall of 2011. These products provide the basis for the development of new menu recommendations.

Appendix B-1 shows the:

- Individual product descriptions grouped by general categories.
- Name of the manufacturer.
- Unit price, if available.
- USDA donated commodity that can be used in the product if the District chooses to supply that commodity to the manufacturer.
- Number and category of NSLP reimbursable meal components that the product meets.

Appendix B-2 shows the nutritional breakdown per portion for each product.

- Total Calories.
- Calories from Fat.
- Total Fat Grams.
- Saturated Fat Grams.
- Trans Fat Grams.
- Cholesterol Milligrams
- Sodium Milligrams.
- Total Carbohydrate Grams.
- Dietary Fiber Grams.
- Sugars Grams.
- Protein Grams.
- The number of NSLP reimbursable meal components that the product meets.

The manufacturers shown in Appendix B-1 are not intended to be an all-inclusive list but rather a cross section of companies who have a major presence in the school food service market. The consultants are certain that there are other similar products available in the marketplace.

Appendix C shows the results of an initial sampling for acceptability conducted at the Nutritional Products Presentation held in November, 2011.

NEW PRODUCT LISTING AND PRICES

Product Description	Manufacturer	Portion \$Cost \$	USDA Commodity Used	USDA Nutritional Components
BEEF PRODUCTS				
Beef patty (low sodium)	AdvancePierre	0.17	Ground Beef	2 oz. m/ma
Beef patty w/applesauce (reduced sodium)	AdvancePierre	0.16	Ground Beef	2 oz. m/ma
Mini Beef Patty on whole grain bun	AdvancePierre	0.55	Ground Beef	1 oz. m/ma, 1 bread
Beef patty w/black bean	J.T.M Food Group	0.20	Ground Beef	2 oz. m/ma
Beef patty w/cherries	J.T.M Food Group	0.18	Ground Beef	2 oz. m/ma
Beef patty, reduced fat/salt	J.T.M Food Group	0.18	Ground Beef	2 oz. m/ma
Meatball, reduced fat/salt	J.T.M Food Group	0.17	Ground Beef	2 oz. m/ma
TURKEY PRODUCTS				
Turkey thigh meat, whole muscle, sl. roast.	Jennie-O Turkey	0.33	Turkey	2 oz. m/ma
Turkey, ground, pre-cooked	Jennie-O Turkey	0.30	Turkey	2 oz. m/ma
Turkey burger, pre-cooked	Jennie-O Turkey	0.35	Turkey	2 oz. m/ma
Turkey sausage, pre-cooked	Jennie-O Turkey	0.14	Turkey	1 oz. m/ma
Turkey ham	Jennie-O Turkey	0.24	Turkey	2 oz. m/ma
Turkey salami	Jennie-O Turkey	0.24	Turkey	2 oz. m/ma
Turkey pepperoni (sliced or crumbles)	Jennie-O Turkey	0.45	Turkey	1 oz. m/ma
Turkey lasagna, whole grain roll-up	Tasty Brands	0.41	Turkey	2 oz. m/ma, 1 bread
Turkey Sausage Scrambler cup, wh. Wheat	Jennie-O Turkey	0.41	Turkey	1oz. m/ma, 2 bread
Turkey sausage breakfast square, low sod.	Schwann Foods	0.35	Turkey	1 oz. m/ma, 1.5 bread
Mini Tacos (whole grain)	Tasty Brands	0.50	Turkey/Chicken	2 oz. m/ma, 1.5 bread
CHICKEN PRODUCTS				
Mini Spicy Brd. Chicken on wh. gr. bun	AdvancePierre	0.57	Chicken	1 oz. m/ma, 1 bread
Chicken sausage/Pancake sand. w/ cheese	Tyson Foods	0.68	Chicken	1 oz. m/ma, 1 bread
Chicken sausage/biscuit breakfast sand.	Tyson Foods	0.54	Chicken	1 oz. m/ma, 1 bread
Chicken, breast filet, whole muscle	Tyson Foods	0.61	Chicken	2 oz. m/ma
Taco filling, chicken	Tyson Foods	0.17	Chicken	2 oz. m/ma
Chicken breast filet -grilled	Tyson Foods	0.36	Chicken	2 oz. m/ma
Chicken breast patty unbreaded	Tyson Foods	0.32	Chicken	2 oz. m/ma

NEW PRODUCT LISTING AND PRICES

Product Description	Manufacturer	Portion \$Cost \$	USDA Commodity Used	USDA Nutritional Components
Chicken Strip - dark meat, w/orange sauce	Tyson Foods	0.57	Chicken	2 oz. m/ma
Chicken Strip - dark meat, w/teriyaki sauce	Tyson Foods	0.57	Chicken	2 oz. m/ma
Chicken wing, boneless - multi-gr. brdg.	Tyson Foods	0.63	Chicken	2 oz. m/ma
Chicken wing, boneless, unbreaded	Tyson Foods	0.63	Chicken	2 oz. m/ma
Chicken tender - multi-grain breading	Tyson Foods	0.75	Chicken	2 oz. m/ma
Chicken Tender, spicy - multi-grain brdg.	Tyson Foods	0.75	Chicken	2 oz. m/ma
EGGS & DAIRY PRODUCTS				
Eggs, hard cooked	Papetti's	0.10	Eggs, whole	1 oz. m/ma
Quesadilla, egg,turkey sausage,cheese IW	Papetti's	0.45	Eggs, liquid	1 oz. m/ma
Eggs, scrambled	Papetti's	0.15	Eggs, liquid	1 oz. m/ma
French toast, cinnamon, wh. wheat, glazed	Papetti's	0.27	Eggs, liquid	1 oz. m/ma, 1.5 bread
French toast sticks, whole wheat	Papetti's	0.27	Eggs, liquid	1 oz. m/ma, 1 bread
Yogurt, low fat .	Chobani	0.39	n/a	1 oz. m/ma
FRUIT & FRUIT JUICE				
Fruit, fresh bagged (single portion)	Sun Rich	0.21	n/a	
Fruit, fresh, bagged (bulk)	Sun Rich	seasonal	n/a	
Fruit, assorted, cut up, in pails	Sun Rich	seasonal	n/a	
Fresh fruit & Yogurt - pre-packaged	Safeway	1.00	n/a	
VEGETABLES				
Green Beans, whole grain breading, baked	Tasty Brands	0.25	n/a	1.25 bread, 1/4 cup veg
Okra, whole grain breading, oven ready	Tasty Brands	0.25	n/a	1.25 bread, 1/4 cup veg
Soybean bacon bits	Tasty Brands		n/a	1 oz. m/ma
Salads, pre-packaged (various types)	Safeway	.80/1.10	n/a	
BREAD & BAKED GOODS				
Whole Grain PB&J Uncrustable	AdvancePierre	0.37	Peanut butter	1 oz. m/ma, 1.5 bread
Graham Snackers (PB&J)	AdvancePierre	0.26	Peanut butter	1 oz. m/ma, 1.25 bread
Breadstick, whole wheat	AdvancePierre	0.10	n/a	1.5 bread
Mini loaf (choc chip) whole wheat	Super Bakery	0.34	n/a	1 bread
Mini loaf (orange) whole wheat	Super Bakery	0.34	n/a	1 bread
Mini loaf (very berry) whole wheat	Super Bakery	0.34	n/a	1 bread

NEW PRODUCT LISTING AND PRICES

Product Description	Manufacturer	Portion \$Cost \$	USDA Commodity Used	USDA Nutritional Components
Mini loaf (apple cinn) whole wheat	Super Bakery	0.34	n/a	1 bread
Super star - cinnamon, 51% whole wheat	Super Bakery	0.43	n/a	1 bread
Pretzels, 51% whole grain	J&J Snack Foods	0.10	Flour	3 bread
Mini-bars (orange cranberry) 51 % wh.wheat	J&J Snack Foods	0.25	Flour	1 bread
Mini-bars (oatmeal spice) 51 % wh. wheat	J&J Snack Foods	0.25	Flour	1 bread
Mini-bars (maple br. sugar) 51 % wh. wheat	J&J Snack Foods	0.25	Flour	1 bread
Pretzel rods,51% whole grain	J&J Snack Foods	0.16	Flour	1.25 bread
Pretzel (themed) 51% whole grain	J&J Snack Foods	0.10	Flour	3 bread
Pretzel Bun 51% whole grain	J&J Snack Foods	0.22	Flour	2 bread
PIZZA & PASTA PRODUCTS				
Pizza Bagel w/soy bacon bits	Tasty Brands	0.50	Cheese	1 oz. m/ma, 2 bread
Pizza, wheat, 5" rd. w/ turkey pepperoni	Georgio	0.57	Cheese	2 oz. m/ma, 2.75 bread
Pizza, 5" round, low sodium	Georgio	0.51	Cheese	2 oz. m/ma, 2.75 bread
Pizza, Black Bean Empanda	Georgio	0.47	n/a	2 oz. m/ma, 2.75 bread
Pizza, black bean under cheese	Georgio	0.51	<i>Cheese</i>	<i>2 oz. m/ma, 2 bread</i>
Pizza, black bean 5" round w/chicken	Georgio	0.55	Cheese	2 oz. m/ma, 2.75 bread
Pizza 16", whole grain 50/50	Georgio	0.40	Cheese	2 oz. m/ma, 2 bread
Pierogies, high protein	Georgio	0.51	n/a	2 oz. m/ma, 1.5 bread
Calzone, mini, w/turkey pepperoni	Georgio	0.53	n/a	2 oz. m/ma, 2 bread
Pizza (Live Smart), Galaxy	Schwann Foods	0.58	Cheese	2 oz m/ma, 2.5 brd., .125 veg.
Pizza (Live Smart), 5" round	Schwann Foods	0.58	Cheese	2 oz m/ma, 3.5 brd., .125 veg.
Pizza (Live Smart)right angle wedge	Schwann Foods	0.72	Cheese	2 oz m/ma, 3.5 brd., .25 veg.
Pizza strips (Live Smart), w pepperoni	Schwann Foods	0.65	Cheese	1 oz. m/ma, 2 bread
Pizza, (Live Smart) cheese	Schwann Foods	0.58	Cheese	2 oz m/ma, 3 brd., .125 veg.
Pizza (Live Smart) 6 " french bread	Schwann Foods	0.61	Cheese	2 oz m/ma, 2.5 brd., .125 veg.
Pizza (Live Smart) 6 " garlic french bread	Schwann Foods	0.62	Cheese	2 oz m/ma, 2.5 bread
SOUPS & VEGETARIAN DISHES				
Soup, Black Bean	Tabatchnick	0.27	n/a	2 oz. m/ma, /5 cup veg.
Soup, vegetarian chili	Tabatchnick	0.03	n/a	2 oz. m/ma, /5 cup veg.
Soup, minestrone	Tabatchnick	0.03	n/a	1/2 cup veg

NEW PRODUCT LISTING AND PRICES				
Product Description	Manufacturer	Portion \$Cost \$	USDA Commodity Used	USDA Nutritional Components
S.W. Vegetarian Chili	J.T.M Food Group	0.48	n/a	2 oz. m/ma, 3/8 cup veg.
Vegetarian Options - BBQ	AdvancePierre	0.38	n/a	2 oz. m/ma
Vegetarian Options - Terryaki	AdvancePierre	0.38	n/a	2 oz. m/ma
BREAKFAST & LUNCH ITEMS				
Cheesy Bean and Rice stuffed sandwich	East Side Foods	0.45	Cheese	2 oz. m/ma, 3/4 bread
Egg, cheese, potato & salsa stuffed sand.	East Side Foods	0.34	Cheese	1 oz. m/ma, 2 bread
Deli salads (tuna, chicken)	Safeway	various	n/a	2 oz. m/ma
Stuffed lunch sandwich, low sodium	Schwann Foods	0.63	n/a	2 oz. m/ma, 2 bread
Stuffed breakfast sandwich, low sodium	Schwann Foods	0.42	n/a	1 oz. m/ma, 2 bread
Fresh sandwiches, various	Safeway	various	n/a	2 oz. m/ma, 2 bread
Beef Sausage on wh. grain english muffin	J.T.M Food Group	0.48	Beef	1 oz. m/ma, 1 bread
Turkey Italian hoagie (pre-sliced turkey)	Jennie-O Turkey	0.40	Turkey	2 oz. m/ma, 2 bread, 1 Veg.
Mini Turkey Sausage on Whole Grain Bun	AdvancePierre	0.63	n/a	1 oz. m/ma, 1 bread
Turkey Sausage, wh. grain english muffin	J.T.M Food Group	0.48	Turkey	1 oz. m/ma, 1 bread
Breakfast meal with cereal, fruit and milk.	Safeway	1.10	n/a	
OTHER PRODUCTS				
Fish filet - unbreaded	Viking Fishery	0.56	Cod	2 oz. m/ma
Macaroni & Cheese, red. fat, red. sodium	East Side Foods	0.45	Cheese	1 m/ma, .75 bread
Egg roll (New York)	Minh	0.50	n/a	1/2 cup veg, 1.25 bread
Vegetable fried rice	Minh	0.38	n/a	1 oz m/ma,1.75 br.,1/4 cup veg.
Quesadella, chili & cheese , low sodium	Schwann Foods	0.51	n/a	2 oz m/ma, 2 bread
Flatbread cheese sandwich	Schwann Foods	0.74	n/a	2 oz m/ma, 2 bread
Flatbread, southwest chicken	Schwann Foods	0.78	n/a	2 oz m/ma, 2 bread
Cheese sticks, low sodium	Schwann Foods	0.43	Cheese	2 oz. m/ma, 2 bread

NEW PRODUCTS NUTRITIONAL INFORMATION

Product Description		NEW PRODUCTS NUTRITIONAL INFORMATION												
		Portion (oz.)	Total Calories	Calories from Fat	Total Fat (g)	Saturated Fat (g)	Trans Fat (g)	Cholester. (mg)	Sodium (mg)	Total Carb (g)	Fiber (g)	Sugars (g)	Protein (g)	CN Equivalent
BEEF PRODUCTS														
1	Beef patty (low sodium)	2.4	180	70	8	3.5	0	40	85	1	0.0	0	12	2 oz. m/ma
2	Beef patty w/applesauce (reduced sodium)	2.4	110	50	6	2.0	0	25	320	3	1.0	1	13	2 oz. m/ma
3	Mini Beef Patty on whole grain bun	2	180	50	6	2.0	0	20	420	21	2.0	4	10	1 oz. m/ma, 1 bread
4	Beef patty w/black bean	2.6	150	90	10	4.0	0.5	35	390	4	1.0	0	11	2 oz. m/ma
5	Beef patty w/cherries	2.4	203	133	15	5.7	0.9	59	298	3	1.0	1	15	2 oz. m/ma
6	Beef patty, reduced fat/salt	2.25	128	71	8	3.2	0	35	139	4	1.0	0	13	2 oz. m/ma
7	Meatball, reduced fat/salt	2.8	162	90	10	3.8	0.6	38	234	5	1.0	1	13	2 oz. m/ma
TURKEY PRODUCTS														
8	Turkey thigh meat, whole muscle, sl. roast.	3.2	120	30	6	1.5	0	35	360	1	0.0	0	9	2 oz. m/ma
9	Turkey, ground, pre-cooked	3.04	100	40	4.5	1.5	0	50	270	0	0.0	0	15	2 oz. m/ma
10	Turkey burger, pre-cooked	2.22	110	50	6	2.0	0	50	320	0	0.0	0	15	2 oz. m/ma
11	Turkey sausage, pre-cooked	1.03	60	35	4	1.0	0	30	100	0	0.0	0	6	1 oz. m/ma
12	Turkey ham	3.18	110		5	1.5	0	60	720	1	0.0	0	15	2 oz. m/ma
13	Turkey salami	3.01	150		9	2.5	0	70	940	3	0.0	0	13	2 oz. m/ma
14	Turkey pepperoni (sliced or crumbles)	2	150	70	8	3.0	0	60	800	3	0.0	2	15	1 oz. m/ma
15	Turkey lasagna, whole grain roll-up	4.25	220	70	8	4.0	0	50	430	21	4.0	0	18	2 oz. m/ma, 1 bread
16	Turkey Sausage Scrambler cup, wh. Wheat	3	190	60	7	2.0	0	95	360	24	2.0	5	8	1oz. m/ma, 2 bread
17	Turkey sausage breakfast square, low sod.		210	70	8	2.0	0	15	430	25	2.0	9	10	1 oz. m/ma, 1.5 bread
18	Mini Tacos (whole grain)	4.05	260	100	11	4.0	0	90	460	25	5.0	1	15	2 oz. m/ma, 1.5 bread
CHICKEN PRODUCTS														
19	Mini Spicy Brd. Chicken on wh. gr. bun													1 oz. m/ma, 1 bread
20	Chicken sausage/Pancake sand. w/ cheese	4.41	250	120	13	5.0	0	160	640	15	2.0	4	18	2.25 m/ma, 1.25 bread
21	Chicken sausage/biscuit breakfast sand.	3.35	260	90	11	4.0	0	35	520	27	2.0	5	14	1 oz. m/ma, 1 bread

NEW PRODUCTS NUTRITIONAL INFORMATION

	Product Description	Portion (oz.)	Total Calories	Calories from Fat	Total Fat (g)	Saturated Fat (g)	Trans Fat (g)	Cholester. (mg)	Sodium (mg)	Total Carb (g)	Fiber (g)	Sugars (g)	Protein (g)	CN Equivalent
22	Chicken, breast filet, whole muscle	4	280	130	14	2.5	0	50	580	17	1.0	0	20	2 oz. m/ma
23	Taco filling, chicken	2	130	60	7	2.0	0	45	340	2	0.0	0	14	2 oz. m/ma
24	Chicken breast filet -grilled	3	120	25	2.5	0.5	0	60	320	1	0.0	0	22	2 oz. m/ma
25	Chicken breast patty unbreaded	2.8	130	60	7	2.0	0	50	330	2	0.0	0	15	2 oz. m/ma
26	Chicken Strip - dark meat, w/orange sauce	5	220	60	6	2.0	0	60	490	21	0.0	18	19	2 oz. m/ma
27	Chicken Strip - dark meat, w/teriyaki sauce	5	200	60	6	2.0	0	60	620	17	0.0	13	20	2 oz. m/ma
28	Chicken wing, boneless - multi-gr. brdg.	2.85	210	100	11	2.0	0	35	230	13	1.0	1	150	2 oz. m/ma
29	Chicken wing, boneless, unbreaded	3.35	160	50	5	1.0	0	65	300	3	0.0	0	24	2 oz. m/ma
30	Chicken tender - multi-grain breading	3.9	280	130	14	2.5	0	50	580	17	1.0	0	20	2 oz. m/ma
31	Chicken Tender, spicy - multi-grain brdg.	4	280	130	15	2.5	0	50	310	17	2.0	1	21	2 oz. m/ma
EGGS & DAIRY PRODUCTS														
32	Eggs, hard cooked	1.5	90	50	6	2.0	0	240	70	1	0.0	1	7	1 oz. m/ma
33	Quesadilla, egg,turkey sausage,cheese IW	3.25	210	50	6	2.0	0	235	180	1	0.0	1	7	1 oz. m/ma
34	Eggs, scrambled	1.5	90	60	6	2.0	0	235	180	1	0.0	1	7	1 oz. m/ma
35	French toast, cinnamon, wh. wheat, glazed	2.9	210	80	9	2.0	0	12	280	26	2.0	11	7	1 oz. m/ma, 1.5 bread
36	French toast sticks, whole wheat													
37	Yogurt, low fat .	4	140	0	0	0.0	0	0	65	20	0.0	19	14	1 oz. m/ma
FRUIT & FRUIT JUICE														
38	Fruit, fresh bagged (single portion)													
39	Fruit, fresh, bagged (bulk)													
40	Fruit, assorted, cut up, in pails													
41	Fresh fruit & Yogurt - pre-packaged													
VEGETABLES														
42	Green Beans, whole grain breading, baked	2.75	140	40	4.5	0.5	0	0	240	22	3.0	2	3	1.25 bread, 1/4 cup veg
43	Okra, whole grain breading, oven ready	3.2	180	60	7	1.0	0	0	270	25	3.0	1	3	1.25 bread, 1/4 cup veg
44	Soybean bacon bits	1	107	47	5.1	0.7	0	0	322	7.6	3.4	2.1	10	1 oz. m/ma
45	Salads, pre-packaged (various types)													

NEW PRODUCTS NUTRITIONAL INFORMATION

	Product Description	Portion (oz.)	Total Calories	Calories from Fat	Total Fat (g)	Saturated Fat (g)	Trans Fat (g)	Cholester. (mg)	Sodium (mg)	Total Carb (g)	Fiber (g)	Sugars (g)	Protein (g)	CN Equivalent
BREAD & BAKED GOODS														
46	Whole Grain PB&J Uncrustable	2.8	367	171	19	3.2	0	0	405	42	5.0	15	13	1 oz. m/ma, 1.25 bread
47	Graham Snackers (PB&J)	2.2	300	160	18	3.0	0	0	220	30	4.0	13	9	1 oz. m/ma, 1.25 bread
48	Breadstick, whole wheat	1.35	110	10	1	0.0	0	0	220	21	1.0	4	4	1.5 bread
49	Mini loaf (choc chip) whole wheat	2	180	60	7	1.5	0	5	170	29	2.0	15	3	1 bread
50	Mini loaf (orange) whole wheat	2	180	60	7	1.0	0	10	80	28	2.0	16	3	1 bread
51	Mini loaf (very berry) whole wheat	2	180	60	6	1.0	0	10	170	30	2.0	17	3	1 bread
52	Mini loaf (apple cinn) whole wheat	2	130	60	7	2.0	0	<5	160	17	1.0	8	2	1 bread
53	Super star - cinnamon, 51% whole wheat	1.3	130	60	7	2.0	0	<5	160	17	1.0	8	2	1 bread
54	Pretzels, 51% whole grain	2.5	170	10	1	0.0	0	0	150	36	4.0	1	6	3 bread
55	Mini-bars (orange cranberry) 51 % wh.wheat	1.25	140	40	4	1.5	0	0	105	24	3.0	11	2	1 bread
56	Mini-bars (oatmeal spice) 51 % wh. wheat	1.25	140	40	4.5	1.0	0	0	120	24	3.0	10	2	1 bread
57	Mini-bars (maple br. sugar) 51 % wh. wheat	1.25	140	35	4	1.0	0	0	115	24	3.0	10	2	1 bread
58	Pretzel rods,51% whole grain	2	70	5	0.5	0.0	0	0	65	14	1.0	0	2	1.25 bread
59	Pretzel (themed) 51% whole grain	3	165	10	1	0.0	0	0	145	35	4.0	1	6	3 bread
60	Pretzel Bun 51% whole grain													
PIZZA & PASTA PRODUCTS														
61	Pizza Bagel w/soy bacon bits	3.75	230	60	7	4.5	0	20	380	30	3.0	3	14	1 oz. m/ma, 2 bread
62	Pizza, wheat, 5" rd. w/ turkey pepperoni	5.8	370	90	10	5.0	0	25	780	45	7.0	8	27	2 oz. m/ma, 2.75 bread
63	Pizza, 5" round, low sodium	5.1	340	110	11	6.0	0	25	400	37	5.0	6	25	2 oz. m/ma, 2.75 bread
64	Pizza, Black Bean Empanda		290	90	10	5.0	0	25	540	34	2.0	1	15	
65	Pizza, black bean under cheese	5.2	350	90	10	5.0	0	25	500	42	7.0	6	42	2 oz. m/ma, 2 bread
66	Pizza, black bean 5" round w/chicken	n/a												
67	Pizza 16", whole grain 50/50	5.38	360	120	13	7.0	0	35	470	37	5.0	7	24	2 oz. m/ma, 2 bread
68	Pierogies, high protein	5.78	340	100	11	6.0	0	30	690	44	1.0	2	15	2 oz. m/ma, 1.5 bread

NEW PRODUCTS NUTRITIONAL INFORMATION

	Product Description	Portion (oz.)	Total Calories	Calories from Fat	Total Fat (g)	Saturated Fat (g)	Trans Fat (g)	Cholester. (mg)	Sodium (mg)	Total Carb (g)	Fiber (g)	Sugars (g)	Protein (g)	CN Equivalent
69	Calzone, mini, w/turkey pepperoni	4.85	330	78	8	4.0	0	30	600	32	2.0	6	24	2 oz. m/ma, 2 bread
70	Pizza (Live Smart), Galaxy	4.61	270	50	6	3.0	0	10	450	37	3.0	10	17	2 oz m/ma, 2.5 brd., .125 veg.
71	Pizza (Live Smart), 5" round	5.84	340	60	6	3.0	0	10	550	49	4.0	14	20	2 oz m/ma, 3.5 brd., .125 veg.
72	Pizza (Live Smart)right angle wedge	5.95	370	90	10	4.0	0	15	500	50	5.0	15	21	2 oz m/ma, 3.5 brd., .25 veg.
73	Pizza strips (Live Smart), w pepperoni	3	190	50	6	2.0	0	10	460	25	2.0	5	11	1 oz. m/ma, 2 bread
74	Pizza, (Live Smart) cheese	4.75	320	80	9	3.5	0	15	490	39	4.0	4	19	2 oz m/ma, 3 brd., .125 veg.
75	Pizza (Live Smart) 6 " french bread	4.5	300	80	9	3.5	0	15	540	36	4.0	4	19	2 oz m/ma, 2.5 brd., .125 veg.
76	Pizza (Live Smart) 6 " garlic french bread	4.55	300	90	10	3.5	0	15	550	32	3.0	2	21	2 oz m/ma, 2.5 bread
SOUPS & VEGETARIAN DISHES														
77	Soup, Black Bean	8	260	25	3	0.0	0	0	480	40	10.0	3	20	2 oz. m/ma, 1/2 cup veg.
78	Soup, vegetarian chili	8	230	35	3.5	0.0	0	0	380	33	9.0	4	19	2 oz. m/ma, 1/2 cup veg.
79	Soup, minestrone	8	140	15	1.5	0.0	0	0	440	21	4.0	3	11	1/2 cup veg
80	S.W. Vegetarian Chili	6.28	103	6	1	0.0	0	0	462	15	6.0	5	11	
81	Vegetarian Options - BBQ													2 oz. m/ma
82	Vegetarian Options - Terryaki													2 oz. m/ma
BREAKFAST & LUNCH ITEMS														
83	Cheesy Bean and Rice stuffed sandwich	4.8	320	90	10	6.0	0	15	500	41	1.0	4	17	2 oz. m/ma, 3/4 bread
84	Egg, cheese, potato & salsa stuffed sand.	3.2	230	80	9	4.5	0	65	310	28	1.0	2	10	1 oz. m/ma, 2 bread
85	Deli salads (tuna, chicken)													2 oz. m/ma
86	Stuffed lunch sandwich, low sodium	4.95	330	80	9	3.0	0	35	600	43	4.0	8	19	2 oz. m/ma, 2 bread
87	Stuffed breakfast sandwich, low sodium	3.1	190	50	6	2.0	0	10	460	25	2.0	5	11	1 Oz. m/ma, 2 bread
88	Fresh sandwiches, various													2 oz. m/ma, 2 bread
89	Beef Sausage on wh. grain english muffin	3.22	201	70	8	3.0	0	25	296	22	2.0	0	10	

NEW PRODUCTS NUTRITIONAL INFORMATION

	Product Description	Portion (oz.)	Total Calories	Calories from Fat	Total Fat (g)	Saturated Fat (g)	Trans Fat (g)	Cholester. (mg)	Sodium (mg)	Total Carb (g)	Fiber (g)	Sugars (g)	Protein (g)	CN Equivalent
90	Turkey Italian hoagie (pre-sliced turkey)													2 oz. m/ma, 2 bread
91	Mini Turkey Sausage on Whole Grain Bun		160	45	5	1.5	0	25	370	20	2.0	4	10	1 oz. m/ma, 1 bread
92	Turkey Sausage, wh. grain english muffin	3.3	180	40	3.5	1.0	0	30	360	23	2.0	0	11	1 oz. m/ma, 1 bread
93	Breakfast meal with cereal, fruit and milk.													
	OTHER PRODUCTS													
94	Fish filet - unbreaded	2.6	60	0	0.05	0.0	0	50	60	0	0.0	0	13	2 oz., m/ma 1 oz. m/ma, .75 bread
95	Macaroni & Cheese, red. fat, red. sodium	6	280	110	12	8.0	0	40	450	25	1.0	7	16	1.25 bread, 1/2 cup veg
96	Egg roll (New York)	3.1	130		6			324		1.0				1oz m/ma,1.75 br.,1/4 cp veg.
97	Vegetable fried rice	6	220	60	7	1.5	0	135	320	32	3.0	3	7	2 Oz. m/ma, 2 breads
98	Quesadella, chili & cheese , low sodium	4.4	270	70	8	2.5	0	20	570	33	3.0	4	17	2 oz m/ma, 2 bread
99	Flatbread cheese sandwich	4.07	270	80	9	3.0	0	10	480	30	2.0	5	17	2 oz m/ma, 2 bread
100	Flatbread, southwest chicken	4.11	270	90	9	3.0	0	20	490	28	3.0	5	18	2 oz m/ma, 2 bread
101	Cheese sticks, low sodium	3	210	50	5	2.0	0		290	31	4.0	4		1 oz. m/ma, 2 bread

APPENDIX C
PRODUCT EVALUATIONS

November 2011

- Product acceptability studies
 - Product specification verification
 - Taste evaluations with students of new and existing products
 - Meetings with students, parents and school administrators to discuss product acceptability and program operations
-

Nutritional Product Evaluation, November 3, 2011

During the months of July through October the team met with food manufacturers and brokers some which currently deal with the District and some new entrants. We explained our objectives, reviewed nutritional information, and requested they think creatively in proposing products to meet our objectives.

We toured several manufacturing facilities, tasted samples and met with nutritionists to developed a list of over 100 products that met our requirements and met or exceeded the latest proposed USDA meal guidelines. These products were presented for the "first cut" evaluation by School District Food Service Managers and Supervisors, and representatives from Temple and Philadelphia Department of Health on November 3.

Our objectives were twofold:

Rule out those products which for any reason - *labor intensive, cultural affinity, appearance and taste, or no better than product currently used* - would not be acceptable for the individual schools.

Promote communications in a smaller venue (as opposed to larger food shows) where evaluators could ask questions, propose alternatives, gather menu ideas and see appealing displays.

District personnel were encouraged to ask questions and manufacturers' representatives were eager to participate. The consensus was favorable in that the District staff felt time worth spent, and excited by some of the products.

Products were scored "Acceptable, Do Not Use and No Opinion. The supporting comments will be valuable in menu planning..

As a result, the higher rated products, 76% and above will be considered for menu planning in the next rounds.. The acceptable products will be presented to students - the ultimate tasters.

**Nutritional Product Evaluation
November 3, 2011**



District Food Services staff interacted with manufacturers' reps. All thought the small venue allowed better exchange of ideas.



New vendors were introduced to the District.



**Nutritional Product Evaluation
November 3, 2011**

Well received were the
Whole Grain Breaded Green
Beans & Okra.



"Sandwiches have great presentation; Would love to have the variety in the schools."

Fresh fruits and salads in eye-appealing display. In many case, fresh produce moves from farm to school.



**Nutritional Product Evaluation
November 3, 2011**

Fresh Deli Salads were offered with varieties of whole grain bread.

Fresh Fruit were big winners in tasting.



“Turkey was great looking & tasty and could be used many ways.”

Nutritional Turkey product given with five different menu suggestions and nutritional cut sheets.

	Vendor	Product	Comments	Acceptable %
1	ADVANCED PIERRE	Burger, Beef (Low sodium)	Okay taste; Tasty; Not much flavor; Needed more spice;	86
2		Burger w/applesauce (Reduced Sodium)	I don't want applesauce in my burger; Looked strange, but has more flavor than the above; Tasted better had some taste;	86
3		Uncrustable, Whole Grain	Smuckers Uncrustable looks better; Did not look as nice as current product; Would be well accepted;	71
4		Graham Snackers	Un appealing; Cute fun - question airings/appropriate use;	86
5		Vegetarian Options - BBQ	Kids want meat!; Not worth the (??)-much healthier veg. options;	71
6		Vegetarian Options - Terryaki	Kids want meat!; Like the texture, a little dry; Looks gross (veg/garden burger would be better);	71
7		Breadstick, Whole Grain	Looked appealing; Nice;	100
8		Mini Beef Patty on Whole Gr.Bun	Looked un-appealing in wrapper; Great for pre-plate ? sauce;	86
9		Mini Turkey Sausage on Whole Gr. Bun	Looked un-appealing in wrapper; Must be hotter	86
10		Mini Spicy Brd. Chicken on Whole Gr. Bun	Looked un-appealing in wrapper; Tastes great; Very good;	86
	Vendor	Product	Comments	Acceptable %
1	EAST SIDE FOODS	Macaroni and Cheese	Good /Tasty Can be baked /boiled or steamed; Low sodium - good taste (creamy) student will like this product; Like it - think the kids will love it; Very Good	100
2		Cheesy Bean and Rice Stuffed Sandwich	Tasty could be darker better baked; Great breakfast & breakfast for lunch options; Great stuff; Very good will work; Excellent;	90
3		Egg, cheese, potato and salsa stuffed Sand.	Good /Tasty Can be baked /boiled or steamed; Low sodium - good taste (creamy) student will like this product; Like it - think the kids will love it; Very Good	100

	Vendor	Product	Comments	Acceptable %
1	GEORGIO	Pizza 5" wheat with turkey pepperoni	Good flavor texture, salty;	86
2		Pizza 5" low sodium pizza		100
3		Pizza Black Bean Empanada	Very good; Spice (heat) can be adjusted; Really good;	100
4		Pizza Black bean under cheese	Very good; Spice (heat) can be adjusted; Great veg option probably not good for everyone;	100
5		Pizza Black bean pizza 5 in w/chicken	Very good; Spice (heat) can be adjusted; Really good;	86
6		Pizza 16 in whole grain 50/50	Very good;	100
7		Pierogies high protein	A little dry;	71
8		mini calzone w/turkey pepperoni	Love as dipper;	100
9		One breakfast sandwich for display		100
	Vendor	Product	Comments	Acceptable %
1	JENNIE-O-TURKEY STORE	Turkey Rice/vegetable bowl	Roast turkey - nice product seasoned-bake & serve; great idea; Turkey was great looking & tasty and could be used may ways; Vegetable mix? Students; Very good;Once or twice a month use as a an add on or option;	100
2		Turkey Burrito bowl	Great idea; Turkey was great looking & tasty and could be used may ways; Black beans ? Students; Once or twice a month use as a an add on or option; Very good;	100
3		Turkey Fajitas	Great idea; Turkey was great looking & tasty and could be used may ways; Good in sandwich or over rice/veg; Very good;	100
4		Turkey Lettuce wrap	Great idea; Turkey was great looking & tasty and could be used may ways; Good in sandwich or over rice/veg; Very good;	83
5		Turkey Pizza Burger	Great idea; Lacks taste - fair;Great - will work;	100
6		Turkey BBQ Burger w/Cheese	Good; Tasted BBQ only; May work, questionable;	92
7		Turkey Burger w/Cheese & Turkey Bacon	Didn't like; All turkey products not much taste;	92
8		Breakfast Taco	Excellent! Flakey bread! Loved it; Same old, same old; Portion packaging would work; Not sure how acceptable item would be;	100

	Vendor	Product	Comments	Acceptable %
9	JENNIE-O-TURKEY STORE	Italian Hoagie	Pre-sliced-packaged labor friendly, great idea; Looked good; Didn't like; Looks great, tastes good; In my location pre-sliced would work; Very good;	92
10		Pepperoni/cheese pretzel melt	Great!;	100
11		Pepperoni (sliced, crumbles) for pizza	Easy to use; Great!;	100
12		Turkey Pot Pie	Very tasty; Great as a mashed potato bowl; good comfort food; Don't like jell mix; It would work but students are wary about loose mixed us saucy items. They say it looks funny; Excellent;	83
	Vendor	Product	Comments	Acceptable %
1	J&J SNACK FOOD	Pretzels 51% w grain	A bit dry; very good- taste same as regular;	100
2		ww 51% Mini bars orange cranberry	Put on Menu; good; excellent in place of Gram Crackers; Very good;	100
3		ww 51% Mini bars oatmeal spice	Good; excellent in place of Gram Crackers; Good;	100
4		ww 51% Mini bars Maple brown sugar	Good; excellent in place of Gram Crackers; Really good & tasty; Good idea with cereal; Good;	100
5		Pretzel rods 51% wgrain	little taste - dry	100
6		Pretzel theme 51% W grain	Fair, little taste; good idea for holidays	100
7		Whole fruit cups	Very good product; very good; good; Tasty, I like the packaging better than "Shape Up"; Very Good;	100
8		Pretzel Bun 51% WG		100
9		Southwest Veggie Sandwich	Outstanding	100
10		Sausage Egg-n-cheese		100
	Vendor	Product	Comments	Acceptable %
1	JTM	Black Bean Burger	It was great; Good; Loved; Tasty; Great taste;	100
2		Cherry Burger	Dry; Great taste;	71
3		Reduced fat/salt Burger	Rubbery tasting;	71
4		S.W. Vegetarian Chile	Very good; Excellent;	100
5		Reduced fat/salt Meatball	Good taste, texture;	100
6		Turkey Sausage on English Muffin		100
7		Beef Sausage on English Muffin		100

	Vendor	Product	Comments	Acceptable %
	OTHER			
1	Viking/fishery	unbreaded fillet		100
2	Chobani Yogurt	Yogurt 4 oz.	1st time tasted - very good - liked 6oz. with fruit in it better, but very good; Both 6 & 4 oz only 1 protein; Blended - 6oz version has fruit on bottom; The Best!; Good texture - taste great - loved the product; Personally did not like it, but might appeal to kids;	100
3	Ardmore Farms	Juice new variety	I think I saw this product from commodity last year; Very good!; Way good	100
	Vendor	Product	Comments	Acceptable %
1	PAPETTI'S	Hard cooked eggs	Good pre-peeled; Like how they are packaged - great to add to salads; Great on cobb salad;	100
2		quesadilla, egg, turkey sausage, cheese IW	I don't like the product in plastic bag; Tasted great- looks nice- Maybe not enough food to use for lunch protein;	86
3		Scrambled eggs		86
4		french toast cinn glazed	Very good; Nice; Compares to what we presently [use]	100
5		french toast sticks ww	Tasted good - can't tell the difference w/ whole wheat; Very good; Nice; Did not taste - looks nice;	100
	Vendor	Product	Comments	Acceptable %
1	SAFEWAY	Pre-packaged fresh fruit	Looking for companies for FF&V program; Beautiful product; Nice; Was appetizing; Fruit was more flavorful, better quality; Was appetizing	100
2		Pre-packaged salads (various)	Prepackaged & large variety; Very nice; Nice; Looked great, fresh;	100
3		Deli salads (tuna, chicken)	Bulk package item; Nice; Chicken salad was very tasty; ? Quality of chicken;	100
4		Breakfast cereal meal	Great product;	100
5		Fresh Sandwiches	Great product if cost effective; Sandwiches have great presentation; Would love to have the variety in the schools;	100
6		Pre-packaged fresh fruit & Yogurt	Nice product; Loved this;	100

	Vendor	Product	Comments	Acceptable %
1	SCHWAN	Pizza, Live Smart Galaxy		100
2		Pizza 5" Live Smart		83
3		Pizza, Angle wedge, Low Sodium		83
4		Pizza Strips,		100
5		Pizza Cheese, Low Sodium		100
6		Pizza, French bread 6" Low sodium		100
7		Pizza, French bread 6" garlic, Low sodium		100
8		Flatbread, Cheese	Very good; Great idea; Good;	100
9		Flatbread, South West chicken	Good; Great idea; Great taste;	100
10		Cheese sticks, Low Sodium	Good; Good for dipping; Okay; Great idea;	100
11		Quesadilla, Chili & cheese Low Sodium,	Good; Good;	100
12		Sandwich, Stuffed breakfast, Low Sodium,	Very good;	100
13		Sandwich stuffed lunch, Low Sodium	Very good;	100
14		Turkey sausage breakfast square, Low Sodium	Very good;	100
15		Egg Roll (Minh)	Good;	88
		Chicken Fried Rice (Minh)	Would be great with ground turkey or something; Didn't like and wasn't hot; A little dry, but like the idea & still servable;	87
	Vendor	Product	Comments	Acceptable %
1	SUN RICH	bagged fresh fruit	Cost factor; Nice product - clean looking; Excellent; Not that flavorful; Taste Great; It was good	100
2		bagged fresh fruit bulk	Cost factor; Don't want to portion - too much work; Excellent; Not that flavorful; Taste Great; Very Good;	88
3		assorted fruit pails	Interested for FF& V - limited items, very tasty; Cost factor; Excellent; Pineapples were good, apples tasted processed; Taste Great; Great	88

	Vendor	Product	Comments	Acceptable %
1	SUPER BAKERY	ultra dog #3385	Kid friendly, filling; 51% whole grain- do they intend to increase grain to 100%?; Not good	66
2		Mini loaf choc chip ww		100
3		Mini loaf orange ww		100
4		Mini loaf very berry ww		100
5		Turkey Scrambler cup	Tastes salty to me, but likely kid-friendly; Dry looking; Didn't look good;	100
6		Super star 51% ww cinnamon	Fried? Need to know if other options available;	100
7		Mini loaf apple cinn ww		100
	Vendor	Product	Comments	Acceptable %
1	TABATCHNICK	Soup Black Bean	All soup were good. Product in bowl, nice product; Excellent; Did not like taste; Looked gross - Black bean soup is a hard sell to the kids; ? If students	66
2		Veg. Chili soup	All soup were good; Excellent; Good veg & protein; Liked; Really like this;	100
3		Minestrone	All soup were good; Kids would love soup, need beef; Excellent; No protein; Liked; Might not be well received w/beans;	66
	Vendor	Product	Comments	Acceptable %
1	TASTY BRANDS	Turkey Carnita		100
2		Turkey Lasagna	Love this; Good - has meat, Current commodity only cheese;	100
3		Cheese Grits		100
4		Mini Tacos (whole grain)	Kid friendly - desirable flavor, nice size	100
5		Green Beans, W/G breading, baked	Great product, would love to see with broccoli/cauliflower; Very good & good idea; Yummy; Interesting product - I like it;	100
6		Okra, W/G breading, baked	Great product, would love to see with broccoli/cauliflower; Very good & good idea; looked nice, but did not like the taste; Good;	86
7		Bacon Bits (Soy)	Not a huge fan, but fits purpose; No, I want the "real" thing;	86
8		Pizza Bagel w/soy bacon bits		N/A*
* Product not available for tasting.				

	Vendor	Product	Comments	Acceptable %
1	TYSON	Sausage/Pancake Br. Sand. w/ cheese	Wrapped in plastic, not appealing; Packaging nice, taste good; Looked awful in packaging; Appearance? Questionable;	82
2		Sausage/Biscuit Br. Sand. w/ cheese	Packaging nice, taste good;	91
3		Whole muscle breast filet	Nice; Excellent; Excellent; Nice;	100
4		Taco filling	Excellent taste; Fair, ok; Very nice; Good;	100
5		Fillet grilled breast	Very good; Great as sandwich or cut up on salad; Good texture, great; Good texture, excellent;	100
6		Breast patty unbreaded	Tastes great, looks real good; Great on sandwich (pizza sandwich or cheddar BBQ); Very good;	100
7		Chicken Strip - Dark Meat orange	Maybe worth trying; Looks gross; Very good product; Good; Spicy, great;	91
8		Chicken Strip - Dark Meat Terryaki	Good over rice & veg; Looks gross; Good,	91
9		Boneless Wing - Multi-grain breading	Tasted good - nice product; Good; Great; Hot, great product; Excellent;	100
10		Boneless Wing - unbreaded	Good; Excellent;	100
11		Tender - Multi-grain breading	Tasted good; Great, Tasty!; Good; Real chicken;	100
12		Chicken Tender Spicy Multi-grain breading.	Students prefer spicy; Good; Winner with spice lovers; Great, will work;	100



APPENDIX C-2
STUDENT TESTING

**COMMUNITIES PUTTING PREVENTION TO WORK (CPPW)
STUDENT TASTE TEST ACCEPTABILITY SURVEY**

Background

The student taste test of new menu items is one of the planned deliverables by SR Watkins and Associates as part of the CPPW project in collaboration with Temple University, The Health Department of Philadelphia and the School District of Philadelphia. In cooperation with the Food Service Department, students participating in the Philadelphia Urban Food & Fitness Alliance (PUFFA) were chosen as the group to test a variety of food items to determine acceptability for possible placement on the menu. Some of the items were selected from the previous nutritional product evaluation conducted at US Foodservice where over 25 vendors displayed in excess of 100 food items that met or exceeded the new USDA nutrition guidelines. Additionally, concern has been raised over the lack of acceptability of vegetables and particularly those fresh vegetables not commonly eaten in some households or offered in the school meal program.

Executive Summary

Students were very engaged in the testing of the various foods and open to testing 18 various items. While there was a written sensory evaluation for each food item, students offered their verbal comments while tasting which included comments such as “you must have an acquired taste for some of the non-traditional, regional foods or cultural food items”. The openness to try an unfamiliar food and evaluate each item based on the appearance, taste, flavor and aroma proved effective. Students were interested in the rationale for the abundance of turkey products and its significance in quality and pricing. Students also expressed the need to offer certain foods occasionally, seasonally or less often until there is an appreciation and acceptability for the newly acquired taste. There was interest in an item if the condiment were changed to reduce the spicy flavor or try a different dressing on a sandwich.

The items that had the greatest flavor profile and acceptance will be proposed on the 20 day cycle menu. The result of the survey would indicate that food items shown in “red” on the survey results will not be recommended for inclusion in the 20 day cycle however those items shown in green will be offered occasionally and those items in black will become a part of the recommended 20 day cycle reflecting students choice.

Survey Methodology

Fifteen PUFFA students representing various high schools were surveyed to evaluate the acceptability of food products that could be offered as a part of the menu in the school lunch program for the School District of Philadelphia. The potential of including food products selected for sampling, exposed students to healthier options that may appear as a part of their daily food choices in the school meal program. Further, this effort may result in an increase in the consumption and acceptability of fresh vegetables.

Participants were administered an evaluation tool that allowed them to rate the product's four attributes: the food's appearance, taste and flavor, aroma, and overall acceptability. In addition, survey respondents had the opportunity to articulate whether these food items should be added as a menu item. The scoring model can be found at the bottom of the attached evaluation tool that was used for this effort.

The results of the survey are listed below:

-Sweet Potato-

64% of respondents rated the appearance, flavor and aroma in the top two categories suggesting that not only do the sweet potatoes have good appearance but also that the taste is acceptable. 69% of respondents found sweet potatoes to have overall acceptability. 80% of respondents suggested that this product be added to the menu. Based on these results it is recommended that this product be added to the menu rotation on a recurring basis.

-Butternut Squash-

57% of respondents rated the appearance of the butternut squash at least Moderately Attractive or higher. However, only 48% of respondents found the taste and flavor appealing. 70% of respondents found the aroma appealing. While 55% found butternut squash to be acceptable only 20% of respondents recommend adding it to the menu. Results suggest that if added to the menu it should be used to expand the students taste pallets and be used infrequently.

-Sweet Potato Fries-

100% of respondents rated sweet potato fries as moderately attractive or higher. 100% of the respondents rated the flavor/taste as acceptable or higher with 85% indicating that they taste great. 100% found the aroma to acceptable with 90% of respondents suggesting that this food item should be added to the menu. Given such high rankings in three of the four sensory attributes it is recommended that this food item be added as a regular item in the menu cycle.

-Black Bean Chicken Pizza-

93% of respondents rated the appearance of this pizza as moderately attractive or higher. 100% of respondents surveyed found the flavor and aroma of this pizza product to be acceptable or taste great with 60% ranking the product in the highest category, taste great. Only 13% of respondents found this product to have an unacceptable aroma. 100% of respondents found the pizza to be acceptable. 75% suggest adding it to the menu. With such high ratings in appearance, flavor and aroma it is suggested that this product be added to the menu rotation regularly.

-Breaded Green Beans-

73% of respondents rated Breaded Green Beans in the top two categories for Appearance. 86% of respondents ranked the taste and flavor as acceptable. 62% rated the aroma as acceptable. 64% evaluated the breaded green beans as overall acceptable. 50% suggested adding this product to the menu. While the product has higher ratings for taste and flavor, fewer rated the

appearance and aroma as highly. Given the 50% recommendation to add to the menu, it is recommended that breaded green beans be added only on occasion with the intention of expanding the taste and acquired knowledge of the students.

-Breaded Okra-

92% of respondents rated Breaded Okra in the top two categories, attractive and moderately attractive in this sensory attribute. However taste and flavor didn't rank as highly, with only 36% of respondents finding the taste acceptable. 50% of respondents found that the aroma of breaded okra was acceptable and 58% rated breaded okra as overall acceptable. 63% of respondents suggested adding to the menu. Given these results it is recommended that breaded okra be added occasionally to the menu.

-Roasted Cauliflower-

78% of respondents rated Cauliflower in the top two categories, attractive and moderately attractive, with 50% rating Cauliflower as moderately attractive. 86% rated Cauliflower at least acceptable in the taste sensory attribute. 79% found the Cauliflower aroma acceptable. 85% found Cauliflower to be over all acceptable with 90% recommending that Cauliflower to added to the menu. These results suggest that Cauliflower should be added as a recurring menu item.

-Broccoli Mashed Potatoes-

71% rated Broccoli Mashed Potatoes as moderately attractive or higher. 82% found the flavor to be acceptable with 55% rating the potatoes as tasting great. 79% rated the aroma as acceptable while 83% rated broccoli mashed potatoes as overall acceptable. 82% suggested adding to the menu. These results suggest that Broccoli Mashed Potatoes has high acceptability and should be added as a recurring menu item.

-Honey Glazed Carrots-

80% of respondents rated Honey Glazed Carrots in as acceptable or higher with 50% rating them as acceptable. 77% rated the taste and flavor highly. 83% rated Honey Glazed Carrots as overall acceptable while 50% suggested adding them to the menu. Despite the high acceptable ratings only 50% of respondents suggest adding these to the menu. It is therefore recommended that these be added occasionally on the menu but not on the 20 day cycle.

-Turkey Chili-

73% of respondents rated Turkey Chili with at least moderately acceptable appearance. 50% rate taste and flavor as acceptable. 69% of respondents rated the Chili as overall acceptable however only 50% suggested adding this product to the menu. Given the lower ratings on taste and flavor it is recommended that Turkey Chili only be added to the menu in rare instances.

-Vegetarian Chili-

71% of respondents rated Vegetarian Chili as moderately acceptable or higher appearance. 54% rated taste and flavor as acceptable. 46% of respondents found the aroma to be acceptable. 50% of respondents suggested adding to the menu. Similar to the Turkey Chili it is recommended that this be added to the menu in rare instances.

-Turkey Fried Rice-

86% of respondents rated Turkey Fried Rice as moderately acceptable or higher in appearance with 64% rating the Turkey Fried Rice as attractive. 92% rated turkey fried rice as acceptable or higher. 71% of respondents found the aroma to be acceptable. Despite high ratings in appearance, 50% suggested adding to the menu. Given that only 50% of respondents suggested adding to the menu it is recommended that Turkey Fried Rice be added to the menu in rare instances.

-Turkey Salad-

71% of respondents rated Turkey Salad as moderately acceptable or higher in appearance. However, only 23% rated Turkey Salad as having an acceptable taste. 75% found it to be overall unacceptable, with only 25% recommending that it be added to the menu. It is recommended that Turkey salad not be added to the menu at this time.

-BBQ Southwest Pasta-

73% of respondents rated Southwest pasta as moderately acceptable or higher in appearance with 55% rating the appearance as attractive. However, only 54% rated the taste as acceptable or higher. Flavor and Aroma were rated as acceptable or higher. 64% of respondents found the pasta to be overall acceptable. 100% of respondents suggested adding this to the menu. Given these results it is recommended that BBQ Southwest Pasta be added into the menu rotation.

-Couscous w/Curried Vegetables-

85% of respondents rated Couscous as moderately acceptable or higher in appearance, however only 30% of respondents found the taste and flavor to be acceptable or higher. 75% of respondents found the aroma to be acceptable. 33% of respondents suggested adding this to the menu. Given these results it is recommended that Couscous not be added to the menu at this time.

-Turkey Burger-

78% of respondents rated the Turkey Burger as moderately attractive or higher. 100% of respondents found the taste/flavor to be acceptable or higher. 69% of the respondents found the aroma to be appealing. 88% found the Turkey Burger to be acceptable overall with 86% suggesting that this food item be added to the menu. It is recommended that this food item be added as a regular item in the menu cycle.

-Turkey Sandwich-

93% of respondents found the Turkey Sandwich to be moderately attractive or higher. 78% found the taste/flavor to be acceptable or higher with 85% finding the aroma to be acceptable. Only 18% of respondents found the Turkey Sandwich not to be appealing overall. 86% of respondents suggested adding this item to the menu. It is recommended that this food item be added as a regular item in the menu cycle.



Students scored then discussed the offerings



PUFFA TASTE TEST



Katie Cavuto-Boyle prepared and served samples.



Student Food Taste Test Evaluation Form

SR Watkins & Associates

FOOD ITEM	APPEARANCE	TASTE AND FLAVOR	AROMA	OVERALL ACCEPTABILITY	PUT ON MENU
Sweet Potatoes & Butternut Squash					
Sweet Potato Fries					
Black Bean Chicken Pizza					
Breaded Green Beans					
Breaded Okra					
Roasted Cauliflower					
Broccoli Mashed Potatoes					
Honey Glazed Carrots					
Turkey Chili					
Vegetarian Chili					
Turkey Fried Rice					
Turkey Sandwich w/ Hummus					
Turkey Salad					
Turkey Burger					
BBQ					
Southwest Pasta					
Couscous w/ Curried Vegetables					

Scoring Model Code:

1. Appearance: Attractive - 5, Moderately Attractive - 4, Unappetizing - 3, Would not eat - 2
2. Taste/Flavor: Taste great - 5, Acceptable - 4, Off Flavor - 3, Flavor did not appeal to me - 2
3. Aroma: Wonderful Aroma - 5, Acceptable - 4, Not appealing - 3, Unappetizing aroma (stinks) - 2
4. Overall Acceptability: Extremely Acceptable - 5, Acceptable - 4, Moderately Accept - 3, Unacceptable - 2.
5. Put on Menu: YES - NO

Please place a sensory score (number) in each column beside the item you taste using the scoring model above in the 5 categories: Appearance, Taste & flavor, Aroma, Overall Acceptability and Put on Menu.

Food Item	Appearance	Taste and Flavor	Aroma	Overall Acceptability	Put on Menu
Sweet Potatoes					
5	1	4	6	5	8
4	8	5	5	4.5	2
3	5	4	2	3	0
2	0	1	1	1	0
Total Responses	14	14	14	13.5	10
Butternut Squash					
5	1	3	6	2	1
4	7	4.5	6	4.25	5
3	6	3	1	3	0
2	0	5	1	2	0
Total Responses	14	15.5	14	11.25	6
Sweet Potato Fries					
5	7	11	8	10	8
4	6	2	5	2	4
3	0	0	0	0	0
2	0	0	0	0	0
Total Responses	13	13	13	12	12
Black Bean Chicken Pizza					
5	10	9	9	8	8
4	3	5	3	4	5
3	1	0	2	0	1
2	0	0	0	0	0
Total Responses	14	14	14	12	14
Breaded Green Beans					
5	6	5	3	4	5
4	5	7	5	6	5
3	3	1	5	3.5	2
2	1	1	0	2	0
Total Responses	15	14	13	15.5	12
Breaded Okra					
5	5	3	3	2	5
4	8	2	4.5	5	2
3	1	6	7	3	1
2	0	3	0	2	0
Total Responses	14	14	14.5	12	8
Roasted Cauliflower					
5	4	4	5	5	10
4	7	8	6	6	1
3	3	1	3	2	0
2	0	1	0	0	0
Total Responses	14	14	14	13	11

Food Item	Appearance	Taste and Flavor	Aroma	Overall Acceptability	Put on Menu
Broccoli Mashed Potatoes					
5	7	9	6	6	9
4	3	4.5	5	4	2
3	2	2	2	1	0
2	2	1	1	1	0
Total Responses	14	16.5	14	12	11
Honey Glazed Carrots					
5	3	4	3	4	5
4	6	6	7	6	5
3	3	1	2	1	2
2	0	2	1	1	0
Total Responses	12	13	13	12	12
Turkey Chili					
5	4	3	5	1	5
4	7	5	5	8	5
3	4	8.5	4	4	1
2	0	0	0	0	0
Total Responses					
Vegetarian Chili					
5	4	4	4	3	5
4	6	3	2	4.5	5
3	3	4	5	4	0
2	1	2	2	1	0
Total Responses	14	13	13	12.5	10
Turkey Fried Rice					
5	9	7	6	4	5
4	3	5	4	4	5
3	2	1	4	2	2
2	0	0	0	0	0
Total Responses	14	13	14	10	12
Turkey Salad					
5	6	1	2	0	0
4	4	2	3	3	1
3	3	3	5	4	3
2	1	7	3	5	0
Total Responses	14	13	13	12	4
BBQ Southwest Pasta					
5	3	9	6	4	5
4	6	3	8	7	5
3	6	2	0	1	1
2	0	0	0	1	0
Total Responses	5	3	9	6	4

Food Item	Appearance	Taste and Flavor	Aroma	Overall Acceptability	Put on Menu
Southwest Pasta					
5	9	3	5	4	5
4	3	4	2	5	0
3	3.5	2	5	2	0
2	1	4	2	2	0
Total Responses	16.5	13	14	13	5
Couscous w/curried veg					
5	2	1	4	1	1
4	9	3	5	3	0
3	1	3	1	6	0
2	1	6	2	2	0
Total Responses	13	13	12	12	1
Sweet Potato Fries					
5	7	11	8	10	12
4	6	2	5	2	1
3	0	0	0	0	0
2	0	0	0	0	0
Total Responses	13	13	13	12	13
Turkey Burger					
5	5	6	5	4	13
4	6	7	4	5	0
3	3	0	3	2	0
2	0	0	1	0	0
Total Responses	14	13	13	11	13
Turkey Sandwich					
5	7	6	3	6	12
4	6	5	9	5	2
3	1	3	2	2	0
2	0	0	0	0	0
	14	14	14	13	14

APPENDIX D

SCHOOL DISTRICT OF PHILADELPHIA CAFETERIA SITE VISITS

Collage of PSD Cafeteria Site Visits



Dining area with well equipped kitchen below



Dining area beautifully decorated

Collage of PSD Cafeteria Site Visits



Poster displayed in dining area for EAT.RIGHT.NOW Program



Pre-plated meal of sandwiches left unopened on table after lunch

Garbage can over flows with unopened pre-plated sandwiches, milk and juice



Collage of PSD Cafeteria Site Visits



Kitchen in elementary school serving pre-plated meals



Elementary school without kitchen receiving pre-plated meals



Older equipped kitchen with ovens and ranges

