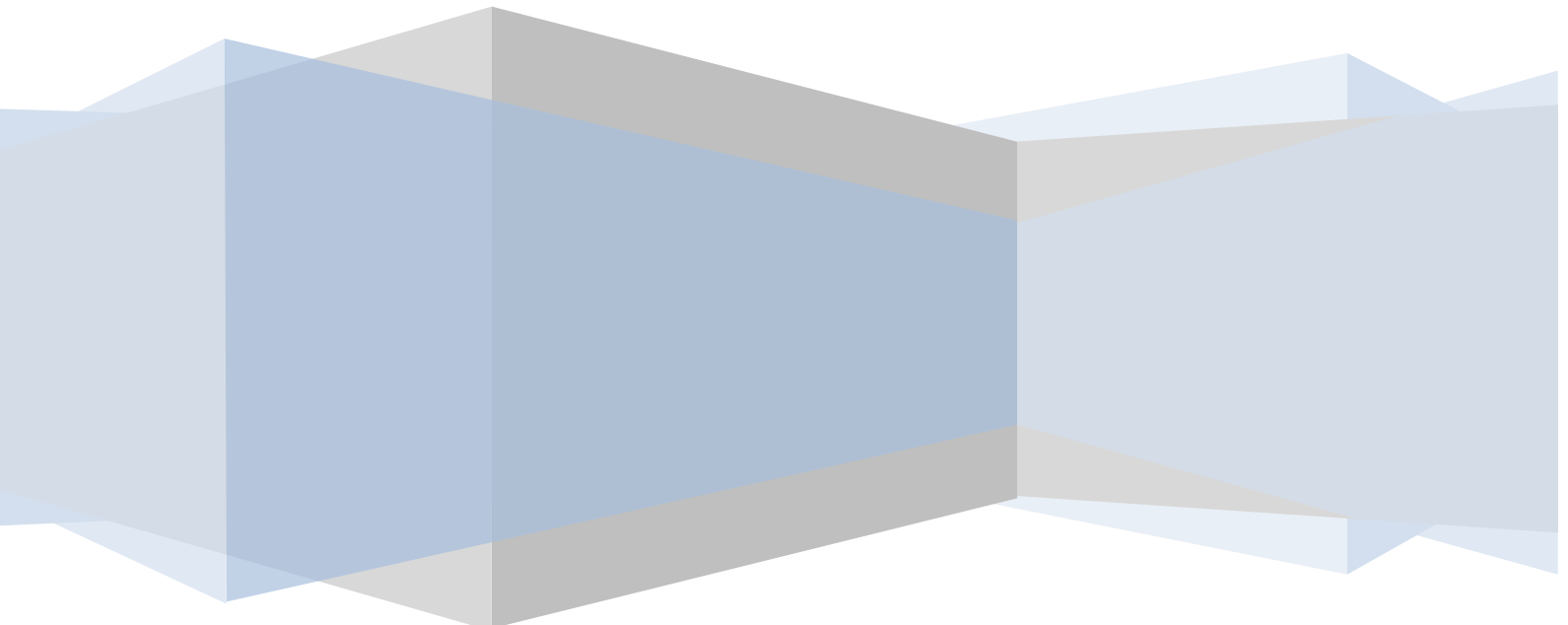


Executive Summary

Communities Putting Prevention to Work



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

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INTRODUCTION

S.R. Watkins & Associates (the consultants) are 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 a 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 SDP 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 SDP to provide services relating to a nutrition and physical activity initiative grant - *Communities Putting Prevention to Work* - that the SDP 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 SDP's menus and identifying economies in the food service 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 SDP staff to discuss the organization, procedures, and menu development processes. In May 2011, the consultants conducted school site visits to observe staff, equipment capacities, and the production and service of meals to customers.

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

1. The food service 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 realize 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 cycle 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 twenty day 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 twenty day cycle menu for both the full-service 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 successfully worked with Maramont (or another pre-plate vendor) to make healthy and cost-effective changes.

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- Evaluate different approaches to increase children’s participation and acceptability of foods by: identifying preparation techniques that generate more appetizing and appealing foods; conducting taste tests on new menu items and drafting resourceful concepts for marketing the new menu to children.
- Work with an outside “au von guard” consultant (Chef/food designer) to assess the 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 SDP’s menus would be problematic as a result of the SDP’s ongoing budget problems. The SDP’s financial situation is dire. Early in FY 2011-12 the SDP was required to implement program reductions totaling \$691 million to balance its budget. On January 20, 2012 the SDP 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 SDP’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 service program budget. In some cases the consultant’s review of procurement practices and contracts resulted in identifiable savings. 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 FSD to test these hypotheses through the RFP/Bid process in advance of implementing any changes in the program.

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It is also necessary to consider that the current FSD administrative staff has been reduced to a level that the consultants consider inadequate to effectively oversee a food service program of this magnitude and complexity. FSD's own ability to identify waste and economies in its program is severely hampered. While our report encourages the SDP to correct this problem with additional staff, our procurement recommendations are structured to add as little additional administrative burden as possible. Instead, we incorporated 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 the SDP 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 educational 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 FSD develop a strategic plan with measurable goals and objectives, vision, mission and implementation plan for strategies and activities.

Summary of Recommendations

Below is a synopsis of short and long term recommendations that are discussed in detail in the relevant sections of this Executive Summary.

Short Term Recommendations: FY 2012-13:

- ❖ Supplement staff in materials management, training and auditing areas.
- ❖ Establish one or two single-price-per-meal pilot programs in twenty/thirty schools.
- ❖ Renegotiate with the current milk supplier to procure milk directly potentially saving \$225,000.
- ❖ Improve the specifications in USDA donated commodity processing contracts and implement a long-term contract (five year) strategy.

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- ❖ Identify staff to keep abreast of and source new food products, services and equipment.
- ❖ Initiate a structured program in partnership with Eat.Right.Now to elicit ongoing student feedback.
- ❖ Partner with a “volunteer” chef to create mini video training programs to support kitchen production teams.
- ❖ Develop a marketing plan to attract and gain support and drive participation of students, parents, teachers, administrators, support staff, food service community and the broader foodservice business community.

Long-term Recommendations: FY 2013-14:

- ❖ Establish a Centralized Distribution Center (CDC) for both the pre-plate and full-service programs.
- ❖ Revise the current contract and rebid in the single-price-per-meal format or utilize the Central Distribution Center model and break up the existing contract into individual components.
- ❖ Reconsider the current policy/process of converting full-service schools to the pre-plate program.

PROPOSED MENUS, RECIPES AND NUTRITIONAL ANALYSES

The menu items and recipes identified are to meet or exceed the USDA 2012 meal pattern guidelines. The revised nutritional requirements while noted daily are averaged over a week, aimed at lowering fat, decreasing sugar and sodium, increasing the frequency of fresh fruit and vegetables in menus, increasing fiber through the 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.

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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 Consultants also met with and toured the facilities of alternate suppliers of pre-plated meals and storage and delivery providers to 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 newly revised 2012 USDA Meal Pattern Requirements for both the pre-plate and full-service programs, were developed. Recipes and nutritional analyses were completed. Exact food cost was not provided as recommended enhancements to the procurement process would result in additional savings. 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 that give student tested options for the menu planners that are in compliance with the new guidelines.

LUNCH

Full Service 20 Day Cycle MENU

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, Orange Segments	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
 Steamed Vegetables
 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

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NUTRITIONAL ANALYSIS FOR FULL SERVICE MENU

Day 1

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Whole Muscle Tenderloin (Tyson)	580	20	14	2.5	580	1
BBQ Sauce	18				96	
Turkey Burger on Wheat Bun (Jennie-O)	240	21	7.5	2.5	550	3
catsup	7				78	
Average of Entrees	123.5	21	7.5	2.5	314	3
sweet potato fried (McCain/Ore Ida)	110	1	6	1	120	3
breaded okra (tasty brand)	180	3	7	1	270	3
Fresh Fruit cup	45	1			2	2
1% milk	102	8.4	2.4	1.5	107	0
Total	560.5	34.4	22.9	6	813	11

Day 2

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Cheese Lasagna Roll Up (Tasty Brand)	220	18	8	4	430	4
Chicken Quesadilla (tasty Brand)	310	18	8	4	790	1
Average of Entrees	265	18	8	4	610	2.5
Roasted Kale*	65	2	2.8	0	81	2
Carrot Salad*	30	1			66	2.5
apple slices	64					2.9
1% milk	102	8.4	2.4	1.5	107	0
Total	526	29.4	13.2	5.5	864	9.9

Day 3

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Italian Pasta Salad*	293	19	4.5	0.5	170	10
Mediterranean Wrap*	222	9	7.5	2	297	4
Average of Entrees	257.5	14	6	1.25	233.5	7
garden salad (1/2 cup greens, 1/4 cup each)	20				15	2

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carrots and peppers)						
light french dressing (.75oz)	50		1.75		215	
orange	75	1.4				3.4
1% milk	102	8.4	2.4	1.5	107	0
Total	504.5	23.8	10.15	2.75	570.5	12.4

Day 4

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Turkey Club Salad*						
Vegetable Chili (JTM)	103	11	1	0	462	6
Average of Entrees	103	11	1	0	462	6
Corn on the Cob	44	1.5	0	0	0	2
pat of butter, unsalted	36	0	4	2.5	1	0
raw grape tomatoes	30	0	0		2	1.5
xtra-small banana	70					2.1
1% milk	102	8.4	2.4	1.5	107	0
Total	385	20.9	7.4	4	572	11.6

Day 5

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Baked Fish						
Mini Taco (tasty Brand)	260	15	11	4	460	5
Average of Entrees	260	15	11	4	460	5
roasted carrots and parsnips*	81	1	2.5	0	80	3.5
rawcucumber slices	8	0	0		0	0.5
light ranch dressing	50		1.75		215	
fresh pear	96				2	5
1% milk	102	8.4	2.4	1.5	107	0
Total	597	24.4	17.65	5.5	864	14

WEEKLY AVERAGE	514.6	26.58	14.26	4.75	736.7	11.78
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Day 6

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Turkey Meatball (Jennie-O)	180	18	13	4	400	
low sodium tomato sauce	133	0	5	0	50	4
Whole Grain Bun	130	6	2.5	0.5	280	3
Thai Chicken Salad*	314	17	9.8	1.3	727	4
Average of Entrees	147.67	8	6.8333	1.5	243.33	3.5
roasted broccoli*	45	4	2.5	0	67	1.5
raw carrots	30	1			66	2.5
fresh pineapple cup	45					1
1% milk	102	8.4	2.4	1.5	107	0
Total	369.67	21.4	11.733	3	483.33	8.5

Day 7

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Egg and Turkey Sausage Quesadilla (michael Foods)	210	11	6	2	570	4
Cobb Salad with Turkey and Dressing*	225	18	11.5	4	1187	2
Average of Entrees	217.5	14.5	8.75	3	878.5	3
wheat roll	95	3	1.5	0	202	2
potato wedges (McCain/Orelda)	100	0	3	0	35	2
oven roasted grape tomatoes*	40	0.2			2	1
fresh melon	40	0			2	1
1% milk	102	8.4	2.4	1.5	107	0
Total	594.5	26.1	15.65	4.5	1226.5	9

Day 8

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Black Bean Pizza						
Tuna Salad with Cranberries*	223	18	6	0.5	517	7.8
Average of Entrees	223	18	6	0.5	517	7.8
breaded green beans (tasty brand)	140	4.5	0.5	240	3	3

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pepper slices	35	0			2	2
fresh apple	64					2.9
1% milk	102	8.4	2.4	1.5	107	0
Total	564	30.9	8.9	242	629	15.7

Day 9

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
southwest pasta salad*	317	14	8	1.25	157	12
wheat breadstick (Advance/Pierre)	110	4	1	0	220	1
chicken taco*	272	18	6	1.25	805	2.5
Average of Entrees	233	12	5	0.8333	394	5.1667
succotash	80	4	0.5	0	20	3.5
raw snap peas	20	1			15	2
fresh peach	40					2
1% milk	102	8.4	2.4	1.5	107	0
Total	475	25.4	7.9	2.3333	536	12.667

Day 10

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
turkey pot pie (soup)*						
Ultimate Flatbread Mozzarella (schwann)	370	21	10	4	500	5
Average of Entrees	370	21	10	4	500	5
cinnamon roasted butternut squash*	60	1	1	0	2.5	1
spinach salad*	148	4	2	0	128	3
xtra-small banana	70					2.1
1% milk	102	8.4	2.4	1.5	107	0
Total	750	34.4	15.4	5.5	737.5	11.1
WEEKLY AVERAGE	550.63	27.64	11.917	51.467	722.47	11.393

Day 11

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
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Veggie Patch Salad*	326	18	10	3	650	4
Baked Potato Bar	161	0	0	0	17	4
broccoli (1/4 cup)	15	0	0		0	1
salsa (2 tbsp)	15	0	0	0	250	1
turkey bacon bits						
low fat shredded cheese (1 ounce)	70	3	4.5	3	170	0
Average of Entrees	243.5	9	5	1.5	333.5	4
tomato and corn	60	1	1	0	2.5	1
broccoli slaw						
Fresh Fruit cup	45	1			2	2
1% milk	102	8.4	2.4	1.5	107	0
Total	450.5	19.4	8.4	3	445	7

Day12

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Burrito*						
Pasta with Chicken Sausage*	370	26	7.5	3.5	446	6.3
Average of Entrees	185	13	3.75	1.75	223	3.15
sweet and sour slaw	37	1	0	0	12	2
roasted carrots with dill	133	0	5	0	50	4
tropical fruit cup	45					1
1% milk	102	8.4	2.4	1.5	107	0
Total	502	22.4	11.15	3.25	392	10.15

Day 13

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
turkey mashed potato bowl						
French Bread Pizza	300	19	9	3.5	540	4
Average of Entrees	300	19	9	3.5	540	4
tomato and cucumber salad*	63	2.4	2.8	0.5	38	2
raw snap peas	20	1			15	2
light ranch dressing	50		1.75		215	

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fresh fruit (choice)	40					3
1% milk	102	8.4	2.4	1.5	107	0
Total	575	30.8	15.95	5.5	915	11

Day 14

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
roasted cauliflower*	40	2.4	1.5	0.5	115	2.3
breaded zucchini (McCain)	90	2			360	2
fresh grapes	31	0				1
1% milk	102	8.4	2.4	1.5	107	0
Total	633	32.3	22.4	6.75	1362	11.3

Day 15

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Pizza Salad*	285	25	15	6	1572	2.2
Boneless Buffalo Wings (Tyson)	170	16	7	1	530	1
Average of Entrees	227.5	20.5	11	3.5	1051	1.6
broccoli mashed potatoes*	94	3	2.8	0.5	69	2
carrots and celery	30	0	0		2	1.5
light ranch dressing	50		1.75		215	
orange	75	1.4				3.4
1% milk	102	8.4	2.4	1.5	107	0
Total	578.5	33.3	17.95	5.5	1444	8.5
WEEKLY AVERAGE	547.8	27.64	15.17	4.8	911.6	9.59

Day 16

EXECUTIVE SUMMARY

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Low Sodium Mac and Cheese (ESA)	280	16	12	8	450	1
Turkey Baked Ziti	370	21	10	4	374	6
Harvest Salad*	352	18	16	5	1221	4
Average of Entrees	334	18.333	12.667	5.6667	681.67	3.6667
corn	60	1	1	0	2.5	1
pepper and tomato salad	40	2	2		170	2
plum	40	0				1
1% milk	102	8.4	2.4	1.5	107	0
Total	576	29.733	18.067	7.1667	961.17	7.6667

Day 17

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
BBQ Ground Turkey/Chicken*	258	20	3.5	1	496	3
Southwest Turkey Soup	298	20	7	2	211	5.5
Chicken Burger	103	11	1	0	462	6
Average of Entrees	219.67	17	3.8333	1	389.67	4.8333
Whole Grain Bun	130	6	2.5	0.5	280	3
rice and beans*						
raw carrots	30	1			66	2.5
assorted fresh fruit	40	0				1
1% milk	102	8.4	2.4	1.5	107	0
Total	521.67	32.4	8.7333	3	842.67	11.333

Day 18

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Chicken Fried Rice (Schwann)	220	18	8	2	320	3
Spicy Whole Grain Breaded Chicken Filet (Tyson)	330	16	22	4.5	610	5
Average of Entrees	275	17	15	3.25	465	4
Whole Grain Bun	130	6	2.5	0.5	280	3
Cucumber Salad*	22	0.5	1.25	0	60	1

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roasted broccoli and peppers		1	1		2	1.5
fresh pear	96				2	5
1% milk	102	8.4	2.4	1.5	107	0
Total	350	15.9	7.15	2	451	10.5

Day 19

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Chicken Salad*	156	21	6	1	293	0.5
Stuffed Shells (tasty Brand)	200	17	4.5	2.5	430	1
BBQ Sauce	18				96	
Average of Entrees	178	19	5.25	1.75	361.5	0.75
Whole Grain Bun	130	6	2.5	0.5	280	3
mashed sweet potatoes	102	1.4	2.3	0	95	3
garden salad (1/2 cup greens, 1/4 cup each carrots and peppers)	20				15	2
light french dressing (.75oz)	50		1.75		215	
watermelon	40	0				1
1% milk	102	8.4	2.4	1.5	107	0
Total	622	34.8	14.2	3.75	1073.5	9.75

Day 20

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Whole Grain Chicken Nuggets WM (Tyson)	250	16	13	2	780	2
BBQ Sauce	18				96	
Cheese Flatbread (Schwann)	270	17	9	3	480	2
Average of Entrees	179.33	16.5	11	2.5	452	2
breaded okra (tasty brand)	180	3	7	1	270	3
raw grape tomatoes	30	0	0		2	1.5
pineapple cup	45					1
1% milk	102	8.4	2.4	1.5	107	0
Total	536.33	27.9	20.4	5	831	7.5

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WEEKLY AVERAGE	521.2	28.15	13.71	4.18	831.87	9.35

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LUNCH		PRE-PLATE MENU	School District of Philadelphia		
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	
Calzone Bites Or Whole Grain "Jamwich" Seasoned Broccoli Raw Grape tomatoes Whole grain dinner roll 100% Fruit Juice 1% Milk	Grilled Chicken Tenders Or Min Cheese Pizza Bagels Mixed Veg Raw Baby Carrots Fresh Orange 1% Milk	Turkey Burger Or Veggie Burger Whole Grain Burger Bun Potato wedges Slaw Fresh Grapes 1% Milk	Meatloaf Or Chicken Salad Whole Grain Crackers Cooked Green Beans Garden Salad Fresh Banana 1% Milk	Black Bean Empanada Or Mini Taco (3) Rice and Beans Raw grape tomato Fresh Apple 1% Milk	
Turkey or Beef Meatballs (reduced sodium) Or Chicken WM Whole Grain Pasta Tomato Sauce Breaded Green Beans 100% Fruit Juice 1% Milk	Roast Turkey Or Vegetable Chili With Mashed potato Carrots with dill Applesauce 1% Milk	BBQ Ground Turkey Or Chicken Burger Whole Grain Bun Sweet potato Fries Broccoli Slaw Mixed fruit cup 1% Milk	Salisbury Steak Or Turkey Lasagna Roll Up With Wheat Breadstick Roasted Carrots Pepper Slices Fresh Pear 1% Milk	Black Bean Mexican Pizza or Chicken Quesadilla Corn and Peppers Tomato and Bean Salad Fresh Melon 1% Milk	
Southwestern Flatbread Chicken Sandwich Or Ultimate Flatbread Mozzarella Fresh Orange Broccoli Carrot and Raisin Salad 1% Milk	Turkey Pepperoni and Cheese Sandwich Or Meatball Sandwich Pretzel Roll Tomato sauce Side salad with beans Pineapple Cup 1% Milk	Cheese Lasagna Roll Up Or Sicilian Pizza w/ pepperoni (soy bacon or turkey pep) Mixed veg Raw carrots Fresh grapes 1% Milk	Chicken Fried Rice Or Turkey Chili Peas Raw grape tomato Fresh Pear 1% Milk	Oriental Chicken Strips Or Boneless Buffalo wings long grain rice Fresh Celery and Carrots Breaded green beans w/dipping sauce 100% Fruit Juice 1% Milk	
Low Sodium Macaroni and Cheese Or Egg and Turkey Sausage Quesadilla corn Salad Fresh apple slices 1% Milk	Black Bean Beef Burger Or Spicy Whole Grain Breaded Chicken Filet Whole Wheat bun Seasoned Broccoli Slaw Fresh Grapes 1% Milk	Stuffed Shells Or Whole Grain Chicken Nuggets Tomato and chickpea salad Green Beans Fresh Pear 1% Milk	Meatloaf Sandwich Or Chicken Burger BBQ Sauce Wheat Bun Carrots with Dill Peas Fresh Orange 1% Milk	Breakfast Pizza Bagel Or Cheese Flatbread Breaded Okra Pepper Slices Fresh Pineapple 1% Milk	
<p>*Fat Free and 1% milk will be available each day</p>			<p>This menu was planned to meet the 2012 USDA guidelines of new meal pattern.</p>		

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Pre Plate Program

Day 1

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Calzone bites						
Whole Grain Jamwich (Advance/Pierre)	320	11	16	2.5	320	4
Average of Entrees	320	11	16	2.5	320	4
broccoli	35	1	0		5	2.5
raw grape tomatoes	30	0	0		2	1.5
100% fruit juice	60				4	
1% milk	102	8.4	2.4	1.5	107	0
Total	547	20.4	18.4	4	438	8

Day 2

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Whole Muscle Tenderloin (tyson)	580	20	14	2.5	580	1
BBQ Sauce	18				96	
Mini Cheese Bagel Pizza (tasty)	200	18	6	4	390	3
Average of Entrees	266	19	10	3.25	355.3333	2
mixed veg	52	2	1		20	2.5
raw carrots	30	1			66	2.5
orange	75	1.4				3.4
1% milk	102	8.4	2.4	1.5	107	0
Total	525	31.8	13.4	4.75	548.3333	10.4

Day 3

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Turkey Burger on Wheat Bun (Jennie-O)	240	21	7.5	2.5	550	3
catsup	7				78	
Turkey Ham and Cheese on Wheat Bun (Jennie-O)	300	18	10	4	1349	3

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Average of Entrees	182.3333	19.5	8.75	3.25	659	3
potato wedges (McCain, Oreida)	100	0	3	0	35	2
Slaw*	37	1			12	2
fresh grapes	31	0				1
1% milk	102	8.4	2.4	1.5	107	0
Total	452.3333	28.9	14.15	4.75	813	8

Day 4

Item	Calories	Protein	Fat	Sat Fat	Sodium	Fiber
Meatloaf						
Chicken Salad*	156	21	6	1	293	0.5
Average of Entrees	156	21	6	1	293	0.5
wheat breadstick (Advance/Pierre)	110	4	1	0	220	1
green beans	30	1	1		2	1.5
garden salad	7				7	0.5
light french dressing (.75oz)	50		1.75		215	
xtra-small banana	70					2.1
1% milk	102	8.4	2.4	1.5	107	0
Total	525	34.4	12.15	2.5	844	5.6

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

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WEEKLY AVERAGE	501.0667	28.78	14.3	4.3	642.4667	8.28
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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
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

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sweet potato fried (McCain/Oreida)	110	1	6	1	120	3
broccoli slaw						
mixed fruit cup	45	1			2	2
1% milk	102	8.4	2.4	1.5	107	0
Total	567.5	31.9	13.15	3.5	988	12.5

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
WEEKLY AVERAGE	590.9	29.84	15.57	4.3	949.7	11.26

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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						
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						
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

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 (Scwann)	300	19	9	3.5	540	4
Average of Entrees	260	18.5	8.5	3.75	485	4
mixed veg	45				1	2

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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

WEEKLY AVERAGE	538	27.66	13.3	4.4	625.4	9.56
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Day 16

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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

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

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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)	230	14	6	4	390	3
Cheese Flatbead (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

WEEKLY AVERAGE	561.2	28.54	16.76	5.75	836.9	10.44
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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 phase, school site visits were conducted enabling The Consultants to assess the program and environment.

With the FSD central office staff reduction and other priorities, site visits to schools are infrequent and 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 efforts for children. Some values to be assessed include:

- Meals presented on serving lines are tested for visual appeal.
- 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.
- Appealing and age appropriate messages.
- Specific messages for proper dining room behavior.
- Creating ways to award classes and/or individuals for meeting established models of cafeteria behavior.

The first impression of the food service program for lunch at school is upon entry to the cafeteria. This environment should reflect the appearance of "good" healthy food that is age appropriate, appetizing and appealing, making children eager to eat.

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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. This program should include enhanced food quality encouraging students to consume food for good nutrition and health, 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's 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 that 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 result in greater student appreciation of food and increased 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 that with the reduction in staff, FSD did not have in place an adequate means to test a variety of new foods in the marketplace that meet 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 that included a food review with FSD staff followed by a taste test with students for acceptability.

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. A Nutritional Products Presentation was held with vendors providing the new products for examination and tasting.

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3. At the recommendation of the FSD, students in the Philadelphia Urban Food and Fitness Alliance (PUFFA) Program were used as the food taste testing panel to determine product acceptability.

The new food product exhibit utilized an evaluation tool to determine the acceptability and usefulness of the products in the current program to meet the newly revised nutritional requirements.

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 engaged during an hour and a half session about their favorite foods including vegetables and fruits. It was particularly interesting to discover that there were lots of unfamiliar vegetables and fruits but a willingness to taste them when presented. A common thread of comments from students indicated the familiar fruits eaten at school did not taste good, and did not have 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 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 on alternate days that features fresh steamed and raw vegetables. By following the preparation techniques for just-in-time service, vegetables could be served at the peak of freshness. The "Veggie Eat Out" bar would contain steamed and raw vegetables, beans and legumes, different from the salad bar but would continue to be "all you can eat" encouraging consumption by students. Implementing this concept could result in the meal exceeding the newly revised nutritional requirements for the reimbursable meal. The value-added (bagged) fresh salad greens with carrots and red cabbage could serve to meet the needs of students choosing the vegetarian option. There are some 30 self serve schools participating in the farm to school program. This can be the 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 an 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

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they don't like as "nasty." Regardless of the condition of hunger it will not be eaten but discarded as garbage resulting in larger 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. These 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 season and enhance or balance, not overpower the flavors of the food products. Dried herbs should be purchased only for the amount that can be used for a two to three 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 vegetables. 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.
- Appropriate 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, providing 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

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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. Leverage 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. The food taste test is a natural fit while the over 75 nutrition educators are providing a 45 minutes class session in many schools across the district. 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:

- New fruits, vegetables, dairy and grain products introduced in school meals could be promoted.
- Students could learn how to read the ingredient labels and nutrition facts to decipher the quality of the products served in school meals.
- Materials could be provided to "Chop Chop" magazine on the value of school meals, including recipes used in school food service that are adopted to be prepared in the student's homes.

Results from these new connections:

- Increased meal participation.
- Increased consumption of whole grains, fresh fruits and vegetables.
- Students learn about new foods as they are introduced in school meals.
- Students exposed to new foods, making them more acceptable for tasting.
- School meals marketed 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

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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. Its success is highly dependent on selecting and using proper food preparation techniques, choosing high quality ingredients for items to cook from scratch, standardizing 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 menu when using the correct measuring tools.

A 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 batch cooking to another step when just-in-time production is planned at serving time for quick serve/pre-prepared products. 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.

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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 FSD 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 SDP's school nutrition program. Key to a

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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 food service products to schools offer their marketing services at no cost to help school meal programs develop creative and innovative marketing strategies 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 FSD’s request will join in partnership to customize a program for greater outreach promoting nutrition and improved health concepts to children. This type of partnership is seen as a viable opportunity to support the reduction in childhood obesity and increase the focus on positive health messages. While it seems this approach would have drawbacks, it is the reverse, this is a win win situation. Realizing the limited resources for marketing in the Philadelphia school district, this approach allows for the school district to supplement these limited resources with industry marketing tactics and expertise that may result in increased participation at no additional food cost. Leveraging industry marketing expertise has no potential negative outcomes as many of the tactics used have been developed, tested and implemented with school districts in mind.

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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 SDP 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 SDP 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 SDP 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 Consultants identified significant deficiencies in the existing pre-plate contract that work to the SDP’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 FSD 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 are capable of supplying products for use in a pre-plate program. The report provides specific recommendations, options and suggested timelines for FSD to consider.

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

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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 customer's 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.

In FY 2010-11 the SDP 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 SDP 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 SDP 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 SDP'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. Offer Versus Serve would allow students to decline food offered that isn't preferred. Students would be allowed to select three of five items offered in order to meet the reimbursable meal requirements. This would decrease food waste, food cost, and allow students to make healthy food choices. Individually packaged foods in the pre-plate meal program allows for the implementation of offer versus, serve making it a more viable option for children.
- ❖ **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 SDP 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 SDP 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.
- ❖ **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.

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- ❖ **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. However the consulting team chose only those ideas congruent with the overall project goals.

- 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 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 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 (lunch, breakfast, snack, summer lunch) with a team of nutrition educators in the classroom 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 processes. He designed and implemented the first Universal Feeding Program that reduced paperwork, increased participation and generated revenue. This program remains the national model.

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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 school food service organization having managed with various responsibilities. 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 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 the operating deficit.

KATIE CAVUTO BOYLE, MS, RD

Owner, Healthy Bites to Go, LLC Market/Cafe

A professional chef and registered clinical dietician, she 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.