“FRESH EYES” PROGRAM REVEALS PROGRAMS STRENGTHS & OPPORTUNITIES

Michigan SNA
October 20, 2017
Reasons to Consider a Review

Common Challenges & Opportunities

• Financial
• Participation
• Implementation of new program
• New or needing director
• Feedback on menus
• Marketing
Fresh Eyes – Keys to Excellence

Fresh Eyes Review – Structure
SNA Four Key Areas
1. Administration
2. Nutrition
3. Operations
4. Marketing and Communication

Organized by
• Observations / Findings
• Commendations and Recommendations
Fresh Eyes “How’s”

**Fresh Eyes Process Interviews**
- Superintendent
- School board member(s)
- Business Services Director
- Food Service Director
- Elementary and HS Principal
- Cook managers

**Fresh Eyes Process Other**
- Taste testing
- Systems
- Student feedback
- Food Safety
- Financial review
- Marketing
Fresh Eyes Interviews

Sample Report
When interviewees were asked what question(s) they hoped would be answered by this review, these were common themes:

• Are our menus meeting the needs of our changing student body?
• Do our menu offerings compare to similar districts?
• What are the trends that we might consider adopting?
• How do we go about getting parent and student feedback and input?
• How do we incorporate food services into the broader educational efforts?
• What might be the best way to address the upcoming FSD retirement and also build a succession plan moving forward.
• What marketing and communications efforts should we consider?
• How can we address food waste?
• As there is a large fund balance, how best to spend down resources to benefit students?
Report Aligns with SNA KEYS

Sample Report

Administration – Observations / Findings

The district’s food service fund is in an exceptional financial position. The fund balance is currently $XXX. The district’s finance office is providing reports that keep the director informed and able to effectively manage various food service programs. Budgets are prepared in partnership with the director. Purchasing is done in collaboration with the XXX School Food Service Buying Group and an eight-member district buying group. The district uses all of its commodity allocation with brown box, DOD produce and rebate items. Pricing has remained at the same level for the past five years despite USDAs Paid Meal Equity regulation. For five years, the Department of Ed has allowed the district to maintain low prices due to the healthy fund balance.
Emphasis on What’s Working!

Sample Report

Administration – Commendations

• The district has a highly qualified director and administration sees the department on solid footing. Fund balance has been used to upgrade much of the equipment in the kitchens and serving areas. Plans are in place to continue updating equipment as needs arise.

• Elementary recess before lunch is an outstanding program that leads to better appetites and improved student behavior
Sample Report

*Administration – Recommendations*

- Assistant director - In order to accomplish the goals of both districts, an assistant director should be hired no later than January 2017. This would allow for work to begin on marketing, communications, menu planning and staff training. This cost would be shared by both districts.

- Meal prices – Below area metro districts with similar demographics. Meal prices raised too steeply can result in lower participation, but raising prices in the new school year should be considered in order to keep up with inflation and allow for program changes.
Fresh Eyes Led to Cafeteria Makeover

**Key Area: Marketing & Communications**

- Great food, but who knew!
- Some cafeteria environments needed improvement
- Not enough time to address marketing –

- Led to a Cafeteria Makeover at Hilltop Elementary
  - Not too expensive
  - Can be replicated
Marketing Matters

What the Customer Sees: Before
Marketing Matters

What the Customer Sees: Before
Marketing Matters

What the Customer Sees:
Before
Marketing Matters

What the Customer Sees: Before
Marketing Matters

What the Customer Sees: Before
Marking Matters

What the Customer Sees: Before
Marketing Matters

What the Customer Sees:
Before
Marketing Matters!

What the Customer Sees: After
Before & After
Before & After
Small Things – Big Impact
Small Things – Big Impact
Small Things – Big Impact
The Proud Hilltop Team
Spread the Good Work News

Meeting with press on “Big Reveal Day”
Fresh Eyes Impact

“I was excited to have the ‘Fresh Eyes’ review for our district’s nutrition services program. We currently have a solid program with quality staff, healthy finances and high student participation; however, it is important to evaluate current practices to identify potential changes that can be made to continuously improve our services.”

Dr. David Webb, South Saint Paul Public Schools, MN
Rapid City “Fresh Eyes”

“We are always striving to improve our programs, and the “Fresh Eyes” review provided the information, ideas, and brainstorming opportunities I needed to move our program to the next level.

The report provided a tool for me to use in developing an action plan. I used the “Fresh Eyes” experience and report to educate kitchen staff and administration about changes that needed to be made. “

Janelle Peterson, M.Ed. SNS, Student Nutrition Manager
Rapid City Area Schools, SD
Rapid City “Fresh Eyes”

- Menus & Software Solutions
  - Converted menu software from Nutri-Kids to dietician supported menu analysis & production records system
  - Reduced menu cycle from 6 week to 3 week
- 42 Year Old Pre-Plate Equipment
  - Tours
  - Bid Specs & RFP
- Brand Identity & Cafeteria Makeover Plan
  - Logo
  - Labels
  - Bid Specs & RFP for signage, graphics, equipment wrap
  - Connect to outside experts
Rapid City - Before
Rapid City - After
Rapid City – Cafeteria Space
Rapid City – Topper

BREKKFAST
START YOUR DAY RIGHT!
Rapid City – Topper or Applied
Rapid City – Topper or Applied

- Chicken Bacon & Avocado Wrap
- Banana Muffin
Rapid City – Condiment Carts
Rapid City - Wall Graphics

DREAM BIG
Fresh Eyes Goals
Eastern Carver County

General “Fresh Eyes” observations while on site

- Food quality
- Customer service and engagement
- USDA compliance
- Food safety and sanitation
- Marketing & communications

Staffing review

- Chaska HS
- Chanhassen HS
- Comparison of MPLH of 4 high schools
- Review of job descriptions
- Approaches for rotation of staff
### TABLE 1: ENROLLMENT, ATTENDANCE AND VARIABLES

<table>
<thead>
<tr>
<th></th>
<th>Mounds View HS</th>
<th>Irondale</th>
<th>Hastings</th>
<th>Stillwater</th>
<th>Mahtomedi</th>
<th>Centennial</th>
<th>Chanhassen HS</th>
<th>Chaska HS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total School Enrollment</td>
<td>1833</td>
<td>1701</td>
<td>1446</td>
<td>2190</td>
<td>1146</td>
<td>2020</td>
<td>1578</td>
<td>1405</td>
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<tr>
<td>Daily Attendance Rate</td>
<td>93%</td>
<td>93%</td>
<td>94%</td>
<td>94%</td>
<td>97%</td>
<td>93.9%</td>
<td>93.9</td>
<td>93.9</td>
</tr>
<tr>
<td>Percent Free Students</td>
<td>8%</td>
<td>31%</td>
<td>12.30%</td>
<td>10%</td>
<td>5%</td>
<td>11%</td>
<td>5%</td>
<td>19%</td>
</tr>
<tr>
<td>Percent Reduced Students</td>
<td>5%</td>
<td>10%</td>
<td>5.60%</td>
<td>3%</td>
<td>3%</td>
<td>4%</td>
<td>2%</td>
<td>7%</td>
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<tr>
<td>Open or Closed Campus</td>
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<td>Closed</td>
<td>Closed</td>
<td>Closed</td>
<td>Closed</td>
<td>Closed</td>
<td>Closed</td>
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</tr>
<tr>
<td>Grade Levels</td>
<td>Grades 9-12</td>
<td>Grades 9-12</td>
<td>Grades 9-12</td>
<td>Grades 9-12</td>
<td>Grades 9-12</td>
<td>Grades 9-12</td>
<td>Grades 9-12</td>
<td>Grades 9-12</td>
</tr>
<tr>
<td>If open what grades</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>Na</td>
</tr>
<tr>
<td>Lunch offer to all at no cost</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Breakfast offered to all at no cost</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
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</table>
# TABLE 9: SUMMARY OF DATA USED FOR MEALS PER LABOR HOUR (MPLH) CALCULATION

<table>
<thead>
<tr>
<th></th>
<th>Mounds View HS</th>
<th>Irondale</th>
<th>Hastings</th>
<th>Stillwater</th>
<th>Mahtomedi</th>
<th>Centennial</th>
<th>Chanhassen HS</th>
<th>Chaska HS</th>
</tr>
</thead>
<tbody>
<tr>
<td># of days in session</td>
<td>19</td>
<td>19</td>
<td>18</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td># student breakfasts served</td>
<td>1,706</td>
<td>6,603</td>
<td>2,726</td>
<td>1,468</td>
<td>239</td>
<td>453</td>
<td>1,839</td>
<td>3,797</td>
</tr>
<tr>
<td>Breakfast Meal Equivalents</td>
<td>853</td>
<td>3,302</td>
<td>1,363</td>
<td>734</td>
<td>120</td>
<td>227</td>
<td>920</td>
<td>1,899</td>
</tr>
<tr>
<td># adult breakfasts served</td>
<td>3</td>
<td>6</td>
<td>18</td>
<td>12</td>
<td>1</td>
<td>2</td>
<td>15</td>
<td>39</td>
</tr>
<tr>
<td># student lunches served</td>
<td>12,289</td>
<td>18,310</td>
<td>15,781</td>
<td>13,673</td>
<td>7,667</td>
<td>17,741</td>
<td>16,787</td>
<td>16,680</td>
</tr>
<tr>
<td># adult lunches served</td>
<td>187</td>
<td>219</td>
<td>210</td>
<td>418</td>
<td>385</td>
<td>984</td>
<td>1200</td>
<td>1045</td>
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<tr>
<td>Total a la carte sales</td>
<td>$46,490</td>
<td>$19,999</td>
<td>$18,649</td>
<td>$30,316</td>
<td>$22,009</td>
<td>$26,066</td>
<td>$47,738</td>
<td>$35,844</td>
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<tr>
<td>A la Carte Meal Equivalents</td>
<td>12,397</td>
<td>5,333</td>
<td>4,973</td>
<td>8,084</td>
<td>5,869</td>
<td>6,951</td>
<td>12,730</td>
<td>9,558</td>
</tr>
<tr>
<td>Catering Sales</td>
<td>$488</td>
<td>$2,678</td>
<td>$0</td>
<td>$100</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$4,213</td>
</tr>
<tr>
<td>Afterschool Snack Meal Equivalents</td>
<td>130</td>
<td>714</td>
<td>0</td>
<td>27</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Meal Equivalents/Month</td>
<td>25,706</td>
<td>27,789</td>
<td>22,307</td>
<td>22,909</td>
<td>14,041</td>
<td>25,902</td>
<td>30,425</td>
<td>29,202</td>
</tr>
<tr>
<td>Total Meal Equivalents/Day</td>
<td>1,353</td>
<td>1,463</td>
<td>1,239</td>
<td>1,206</td>
<td>739</td>
<td>1,363</td>
<td>1,601</td>
<td>1,537</td>
</tr>
</tbody>
</table>
### TABLE 10: MEALS PER LABOR HOUR SUMMARY BY SCHOOL

<table>
<thead>
<tr>
<th>Mounds View HS</th>
<th>Irondale</th>
<th>Hastings</th>
<th>Stillwater</th>
<th>Mahtomedi</th>
<th>Centennial</th>
<th>Chanhassen HS</th>
<th>Chaska HS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cook Manager</td>
<td>8 Cook Manager</td>
<td>8 Site Manager</td>
<td>8 Manager</td>
<td>7 Manager</td>
<td>7 Cook Mgr</td>
<td>8 Manager</td>
<td>8 Manager</td>
</tr>
<tr>
<td>Asst Manager</td>
<td>8 Asst Manager</td>
<td>8 Cook-main</td>
<td>5.75 Cook</td>
<td>6.5 Cook</td>
<td>5.5 Cook Mgr</td>
<td>7 Asst Mgr</td>
<td>7 Asst Mgr</td>
</tr>
<tr>
<td>Cashier</td>
<td>5.5 Cooks Helper</td>
<td>5.5 Cook-main</td>
<td>5.75 Cook</td>
<td>6 Cook</td>
<td>4.5 Cook</td>
<td>6 FS Worke</td>
<td>6.75 FS Worke</td>
</tr>
<tr>
<td>Cooks Helper</td>
<td>5.5 Cooks Helper</td>
<td>5.5 Cook-bkfst/pt</td>
<td>5.75 Cook</td>
<td>4.5 Cook</td>
<td>4.5 Cook</td>
<td>6 FS Worke</td>
<td>6.5 Head Cas</td>
</tr>
<tr>
<td>Cooks Helper</td>
<td>5.5 Cooks Helper</td>
<td>5.5 Cook-grill</td>
<td>5.75 Cook</td>
<td>4 Cashier</td>
<td>4 Cook</td>
<td>6 FS Worke</td>
<td>6 FS Worke</td>
</tr>
<tr>
<td>Cooks Helper</td>
<td>5.5 Cooks Helper</td>
<td>5.5 Cook-grill</td>
<td>5.75 Cook</td>
<td>4 Cashier</td>
<td>4 Cook</td>
<td>6 FS Worke</td>
<td>5.5 FS Worke</td>
</tr>
<tr>
<td>Cooks Helper</td>
<td>5.5 Cooks Helper</td>
<td>5.5 Cook-sandwi</td>
<td>5.75 Cook</td>
<td>4 Cashier</td>
<td>4 Cook</td>
<td>6 FS Worke</td>
<td>5.5 FS Worke</td>
</tr>
<tr>
<td>Cooks Helper</td>
<td>5 Cooks Helper</td>
<td>5.5 Cook-fruit</td>
<td>5.75 Cook</td>
<td>4 Cashier</td>
<td>4 Cook</td>
<td>6 FS Worke</td>
<td>5.5 FS Worke</td>
</tr>
<tr>
<td>Cooks Helper</td>
<td>5 Cooks Helper</td>
<td>4.75 Cook-salad</td>
<td>5.75 Cashier</td>
<td>4 Cook</td>
<td>6 FS Worke</td>
<td>4.5 FS Worke</td>
<td>4.5 FS Worke</td>
</tr>
<tr>
<td>Cooks Helper</td>
<td>4 Cooks Helper</td>
<td>4.75 Cook Asst</td>
<td>3 Cashier</td>
<td>4 Cook</td>
<td>6 FS Worke</td>
<td>4.5 FS Worke</td>
<td>4.5 FS Worke</td>
</tr>
<tr>
<td>Cooks Helper</td>
<td>4 Cooks Helper</td>
<td>4.75 Cook Asst</td>
<td>3 Cashier</td>
<td>4 FSA</td>
<td>3 FS Worke</td>
<td>4.5 FS Worke</td>
<td>4.5 FS Worke</td>
</tr>
<tr>
<td>Cooks Helper</td>
<td>3 Cooks Helper</td>
<td>4.75 Cook Asst</td>
<td>3 Cashier</td>
<td>4 FSA</td>
<td>3 FS Worke</td>
<td>4.5 FS Worke</td>
<td>4.5 FS Worke</td>
</tr>
<tr>
<td>Cooks Helper</td>
<td>3 Cooks Helper</td>
<td>4.75 Cook Asst</td>
<td>3 Cashier</td>
<td>4 FSA</td>
<td>3 FS Worke</td>
<td>4.5 FS Worke</td>
<td>4.5 FS Worke</td>
</tr>
<tr>
<td>Cooks Helper</td>
<td>3 Cooks Helper</td>
<td>3 Cook Asst</td>
<td>2 FSA</td>
<td>3 Student</td>
<td>2 FS Worke</td>
<td>2 Student</td>
<td>2 Student</td>
</tr>
<tr>
<td>Cooks Helper</td>
<td>3 Student Helper</td>
<td>3 Cook Asst</td>
<td>2 FSA</td>
<td>3 Student</td>
<td>2 Student</td>
<td>2 Student</td>
<td>2 Student</td>
</tr>
<tr>
<td>Student Helper</td>
<td>2 Student Helper</td>
<td>2 FSA</td>
<td>3 Student</td>
<td>2 Student</td>
<td>2 Student</td>
<td>2 Student</td>
<td>2 Student</td>
</tr>
</tbody>
</table>

| Total hours        | 77.5           | 81.0           | 70.0           | 61.0          | 37.5          | 83.0          | 91.3          | 87.0          |
| Daily Meal Equivalent | 1353           | 1463           | 1239           | 1206          | 739           | 1363          | 1601          | 1537          |
| Daily Meals Per Labor Hour | 17.5           | 18.1           | 17.7           | 19.8          | 19.7          | 16.4          | 17.5          | 18.3          |
Take-Aways

- No one program, or one director will be great at all things
- Be open to critique
- Lean in to your strengths
- Seek out subject matter experts in other areas
- Don’t tackle everything – build a plan with a reasonable time frame
- Expect you’ll always have a list of things to accomplish and you won’t retire having it all done😊
Thanks to Customers

Cathi Krick, Inver Grove & South Saint Paul

Janelle Peterson, Rapid City Schools, SD

Roxanne Williams, Eastern Carver County
THANK YOU!

“Fresh Eyes”
MI SNA  October 20, 2017