

Public Schools of Brookline

Food Service Program

Food Service Program – Presentation Agenda

1. **Overview of the PSB's Food Service Program**
2. Summary of Work to Date to Improve PSB's Food Service Program
3. Financial Status of Program
4. Goals and Next Steps
5. Approve "Amendment #1" Contract for Whitsons

The Food Services Team

- **Management**
 - Director (service currently provided by Whitsons)
 - Assistant Director (PSB employee - non-aligned)
 - Head Clerk (PSB employee - BESA)
- **Kitchen Managers**
 - One for each PSB school (PSB employees - AFSCME)
- **Food Service Workers** (PSB employees - AFSCME)

PSB Food Services - Overview

Every day, the PSB Food Service team provides 2,500 - 3,000 meals in 9 schools, 3 BEEP sites, and 2 private schools

- **Cost of providing breakfast and lunch - FY 2019 Budget**
 - PSB Employees - \$1,189,344
 - Food Service Management Company - \$351,267
 - Total Costs - \$2,535,088
- **Sales**
 - October 2017 = 2,927 average daily sales
 - October 2018 = 2,725 average daily sales

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Meetings where School Committee has addressed Food Services

- May 31: School Committee Meeting
- June 19: School Committee Meeting
- August 22: School Finance Subcommittee Meeting
- August 22: School Committee Workshop
- August 30: School Committee Meeting
- September 13: School Finance Subcommittee Meeting
- September 20: School Committee Meeting
- October 4: School Finance Subcommittee Meeting
- October 4: School Committee Meeting
- October 25: School Committee Meeting
- November 5: School Finance Sub Committee Meeting

Action Steps Taken Since FY2018 Food Services Feedback Survey

Quality, Freshness of Food, Improve Menu Choices

- Upgraded specific menu items (chicken, beef, etc)
- Reviewed and adjusted menus monthly

Access to Menu and Ingredient Information and Making Food Choices Clearer

- Highlighted vegetarian options in menu, improved signage, posted HHFKA guidelines on website, and added What's on My Student's Lunch Tray
- Provided menu ingredient and nutrients on website supporting Allergy Awareness, Diabetic Management, and general nutrition information.

Increase Student Interest in Menu Options

- Held promotional days for new menu items; Held Tasting Days,

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Food Service Review

What is depleting fund balance?	Remedies in Place
Declining Revenue	Hired Professional Food Service Mgt. Co. Change BEEP Lunch service to Lynch and Putterham from pilot status to permanent
Benefit charges to fund	Due to deficit, Benefits not charged
DESE Non-Compliance Findings (FY16 - 23 findings)	Addressed DESE compliance findings in FY 2018
Account Debt due (\$107,000 FY19 start)	Implementing Collections procedures (collected \$23k) and investigating private collection services
Revenue vs. Expense losses are ongoing (2013+)	Implementing Food Service Advisory Committee (Nov 13, 2018)

Note: Fund balance should be 3 months operating Expenses

Financial Summary

Revenue	2019 BUDGET	COST PER MEAL	2018 ACTUAL	COST PER MEAL	2017 ACTUAL	2016 ACTUAL*	2015 ACTUAL*	2014 ACTUAL	2013 ACTUAL
Prior Year Fund Balance	\$ (257,385)		\$ (4,649)		\$ 111,649	\$ 298,913	\$ 276,189	\$ 430,165	\$ 484,728
Total Revenue	\$2,443,260	\$ 3.61	\$2,321,397	\$ 3.58	\$2,453,488	\$2,707,074	\$2,465,401	\$2,458,804	\$2,041,672
Total Expenses	\$2,535,088	\$ 3.75	\$2,574,134	\$ 3.97	\$2,569,785	\$2,894,338	\$2,442,677	\$2,612,781	\$2,096,235
Profit/(Loss) Cash Basis	\$ (91,828)	\$ (0.14)	\$ (252,737)	\$ (0.39)	\$ (116,298)	\$ (187,264)	\$ 22,724	\$ (153,976)	\$ (54,563)
Target Fund Balance	\$ 253,509		\$ 257,413		\$ 256,979	\$ 289,434	\$ 244,268	\$ 261,278	\$ 209,623
Ending Fund Balance	\$ (349,213)		\$ (257,385)		\$ (4,649)	\$ 111,649	\$ 298,913	\$ 276,189	\$ 430,165
Loss if Debt Accounts were not paid							\$ (52,883)		
Chocolate Milk Pilot						*			
Change in Food Service Director			7/1/2017	temp		1/20/2016		8/29/2012	7/27/2012
Lunch Price Increase							*		
Meal Price		\$ 3.25		3.25					
Meals Sold		676,230		648,997					

(1) Food Sales is over stated in all years due to the lack of reporting of student debt and student pre-payment balances

Contracted Services - Expenditures

FY18-19 Expenditures:

- Fridge and Freezer Repairs - \$14,582
- Kitchen Equip Repairs - \$12,211
- Hood Cleaning - \$9,700
- Knife Sharpening - \$3,703
- PSB Staff Training - \$2,769
- Food Composting - \$5,722
- POS Software - \$3,842
- Electrical Service Vendor - \$921
- Delivery Van (Rental) - \$10,000
- Delivery Staff (FSMC) - \$26,311
- Training Chef (FY 18 only) - \$83,048

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Goals

Increase Satisfaction

- Expand A la Carte Offerings at Elementary Level
- Review of Full Menu with the District
- Explore/Expand/Offer Afternoon Food Kiosks at BHS

Ensure program is self-funding

- Receive recommendation for Price Increase for SY19-20
- Eliminate operating budget subsidies

Action Plan

Action Steps	Notes	Who	When
Create an Action Plan for School Committee review	Developed October 2018	Whitsons, Food Service Advisory, District Staff	November with an update after new survey data is analyzed
Resolve clarity of direction and strategic goals for Food Program	Are we trying to create a transformational or participation menu approach?	Need to decide who makes these decisions	The sooner we get clarity on these matters, the sooner we will have financial stability.
Address structural deficit without resorting to unhealthy food options	Break even or tolerate operating budget subsidies? Review Summer Program, ingredients, a la carte and beverage offerings.	Need to decide who makes these decisions	The sooner we get clarity on these matters, the sooner we will have financial stability.

Action Plan

Action Steps	Notes	Who	When
Appoint new School Committee liaison to Wellness Committee	Suzanne Federspiel appointed	School Committee	Completed
Conduct district-wide feedback survey	Survey underway. Parent input complete Now getting student input	Whitsons and District	October - November
Add healthy a la carte options	Food Service Advisory considers entire John Stalker Institute list and makes recommendation (10 healthy choices and 10 "money makers")	Whitsons, Food Service Advisory, District Staff	November - December
Clearly define terms used on website and menu	Example: "organic", "local", "scratch"	Whitsons	November - December
More timely and transparent quarterly financial reporting	Monthly Whitson Reporting occurs now. Reconciliation with MUNIS quarterly	Food Service Director and Director of Operations	November

Action Plan

Action Steps	Notes	Who	When
Appointing a new district-wide Food Services Advisory Committee	Will provide sustained attention to the food services program from a student satisfaction, nutritional, operational, and financial point of view Comprised of staff, residents, and a student rep who conduct reviews and provide recommendations to the School Committee;	School Committee	First meeting scheduled for November 13
Conduct a complete menu review	Include analysis of September November sales, last year's financials, and menu options	Whitsons, Food Service Advisory and, District Staff	December 2018

Action Plan

Action Steps	Notes	Who	When
Gathering feedback from food services staff.	Developing confidential employee feedback form to get input on program changes, food quality, and quality of training, support, information, and responsiveness provided by Management (Deputy Supt and Director of Operations, Food Service Director, Assistant Food Service Director, Head Clerk, and Bookkeeping/Clerk).	Human Resources Director	November - December
Plan to address and minimize food waste	Address over-production and post-sale waste Consider food recycling, composting, food pantry/food rescue, Share Table allowable, Food Rescue	Board of Health, Food Service Director, Director of Operations	June

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Food Service Management Company

With Management Company

Annual Expense Increase: + 0.17% (FY2018 - FY2019)

Additional Costs

- Management Fee and Administration Fee
- First Year Training Chef (FY2018)
- Delivery (distinct from mail, furniture, and supply delivery)

Cost Containment/Savings

- Lower food costs
- Regular and ongoing training
- Legal and Regulatory Compliance
- Ingredient & Menu Consistency
- Improved Allergen Awareness
- Nutritionist Review of all menus

Without Management Company

**Avg Annual Expense Increase: + 6%
(FY2013-FY2017)**

Costs to PSB

- Director - \$100,000
- Refrigerated Van* - \$9,000
- PSB Staff Training
- Consultant \$15,000
- Food Service Driver \$25,000

* Reflects annual price of 5- year lease purchase

Value of the Whitsons contract

- Purchasing power: lower food costs, lower rate of total program expense increase (0.17% vs Avg 6%)
- Better, clearer, and up-to-date information -- Diabetic and allergy awareness, online menu nutrition content/calories available to families, school nurses, and students 24/7;
- Ongoing and regular training of food service employees
- Compliance with USDA, DESE, MA DPH, and PSB Wellness Policy
- Expectation of improved food quality

Value of the Whitsons contract

Whitson's Philosophy is consistent with what PSB parents want:

- Local Sourcing
- High Quality
 - Fresh, not processed
- Control of Ingredients
- Use of organic produce

Local Food Sourcing

Defining Local

- Whitsons defines local as products made/grown within neighboring states relative to our business markets.
- 52% of our products are locally purchased companywide.
- At Brookline 44.5% of purchases come from sources in Massachusetts, Connecticut and New York.
- In 2017-18 the district allocated 10% to the Department of Defense Fresh Fruit & Vegetable program and Whitsons was able to increase it to 20%.
- In 2018-19 the DOD allocation has been increased to 25%.

Where We Source

- Belkin Family Lookout Farm, South Natick, MA
- Lanni Orchards, Lunenburg, MA
- Wilson Farms, Lexington, MA
- Carlson Orchards, Harvard, MA
- Pioneer Valley Growers Association, South Deerfield, MA
- Christoforo Farm, Northford, CT
- Rogers Orchards, Southington, CT
- Lyman Orchards, Middleton, CT
- Blue Hill Orchards, Wallingford, CT
- Baggott Farms, East Windsor, CT
- Costa Produce, Boston, MA

Decision to Continue Whitsons Contract through FY19

School Committee approves Amendment #1 contract with Whitsons Culinary Group with subsidy of \$91,827 pending final approval by DESE (Department of Elementary and Secondary Education) as required by USDA.

Options for FY 2020

1. Re-issue RFP
2. Advertise for a Food Service Director and return to Independent Operation
3. Re-Issue RFP and Advertise for Food Service Director

Re issue RFP in January

Thurs Jan 24 & 31, 2019	Advertise Request for Proposal
Thurs Jan 31, 2019	Release RFP
Week of Feb 4 or 12, 2019 at 9:00 / 10:00 am	Site Visitation
Week of Feb 18 or 25, 2019	Deadline for Written Questions on RFP
Week of Feb 25 or Mar 4, 2019	Response to Written Questions (Amendment)
Thurs Mar 14, 2019	Deadline for Proposals, Proposal Opening
Starting Mar 14, 2019	Review or proposals, interviews, etc
On or before April 31, 2019	Contract Negotiation
On or before April 31, 2019	Award of Contract by School Committee

Post for a Food Service Director position through School Nutrition Association

<https://www.schoolnutrition.info/networking/>

