



Review of the Student Nutrition Department of the Anchorage School District

Winter 2011-12

Ms. Carol Comeau, Superintendent of the Anchorage School District, requested that the Council of the Great Cities Schools (CGCS) provide a high-level management review of the school district's Student Nutrition Department. Specifically, she requested that the Council¹—

- Review and evaluate the leadership, management, organization, and operations of the district's Student Nutrition Department
- Develop recommendations that would help the district's food service operations achieve greater operational efficiencies, effectiveness, and sustainability.

In response to this request, the Council assembled a Strategic Support Team (the team) of senior managers with extensive experience in food service operations from other major city school systems across the country. The team was composed of the following individuals. (Attachment A provides brief biographical sketches of team members.)

- **Project Staff**

Robert Carlson, Project Director
Director, Management Services
Council of the Great City Schools

David Koch, Principal Investigator
Chief Administrative Officer (Retired)
Los Angeles Unified School District

Shirley Brooke
Director of Food & Nutrition Services (retired)
Jefferson County (Colorado) Public Schools

¹ The Council has conducted over 200 instructional, management, and operational reviews in about 50 big-city school districts over the last several years. The reports generated by these reviews are often critical, but they also have been the foundation for improving the operations, organization, instruction, and management of many urban school systems nationally. In other cases, the reports are complimentary and form the basis for identifying “best practices” for other urban school systems to replicate. (Attachment E lists the reviews that the Council has conducted.)

Review of the Student Nutrition Department of the Anchorage School District

Joseph Brown
Director, Food Service
Columbus City Schools

Walter Campbell
Director, Nutrition & Food Services
Charleston County School District

Michael Eugene
Chief Operating Officer
Orange County (Florida) Public Schools

Theresa Hafner
Executive Director, Food & Nutrition Services
Denver Public Schools

Jean Ronnei
Director, Nutrition & Custodial Services
Saint Paul Public Schools

The team conducted fieldwork for the project during a four-day site visit to Anchorage on November 29 to December 1, 2011. The general schedule for the site visit is outlined below. (The complete draft working agenda for the site visit is presented in Appendix B.)

On the first day of the site visit the team met with the Chief Financial Officer and the Assistant Superintendent of Support Services to better understand their expectations and objectives for the review and to make last-minute adjustments to the agenda. The team used the next two days of the site visit to conduct interviews with key staff members, examine documents and data, and to conduct site visits. (The complete lists of individuals interviewed, sites visited, and materials reviewed are presented in Appendices C and D.)² The final day of the visit was devoted to synthesizing and refining the team's findings and recommendations, and to debriefing the superintendent and senior staff.

The Council sent the draft of this document to team members for their review in order to ensure the accuracy of the report and to obtain their concurrence with the final recommendations. This management letter contains the findings and recommendations that were designed by the team to help improve the operational efficiencies, effectiveness, and sustainability of the Anchorage food service program.

² The Council's reports are based on interviews with district staff and others, a review of documents, observations of operations, and professional judgment. The team conducting the interviews must rely on the willingness of those interviewed to be truthful and forthcoming, and cannot always judge the accuracy of statements made by interviewees.

The Anchorage School District Student Nutrition Department

The Anchorage School District (ASD) is the largest school system in Alaska and one of the 100 largest in the United States. The district serves almost 50,000 students in 97 schools. In addition, the school system has an annual all-funds budget of about \$830 million per year.

The Student Nutrition Department (SND) provides breakfast, lunch, and snack services at school sites. Elementary schools are served by the Central Kitchen while middle and high schools have food preparation sites. The student nutrition program serves over 23 thousand meals daily or approximately 4 million meals per year to students in all grades. In addition, over 39 thousand meals are provided during the summer to “high needs” school programs.

The year-over-year revenue growth in the district’s food-service program has averaged about 3.4 percent, or over \$500,000 per year, over the past two years. The program has also maintained a respectable fund balance, with the ending balance averaging over 15 percent of expenditures for the past three years.³ The balances, revenues, expenditures, and net operating income are displayed in Exhibit 1 below.

**Exhibit 1. Food Service Special Reserve Fund Balances, Revenues,
Expenditures, and Net Operating Income (Loss)
School Years 2008-09 to 2010-11**

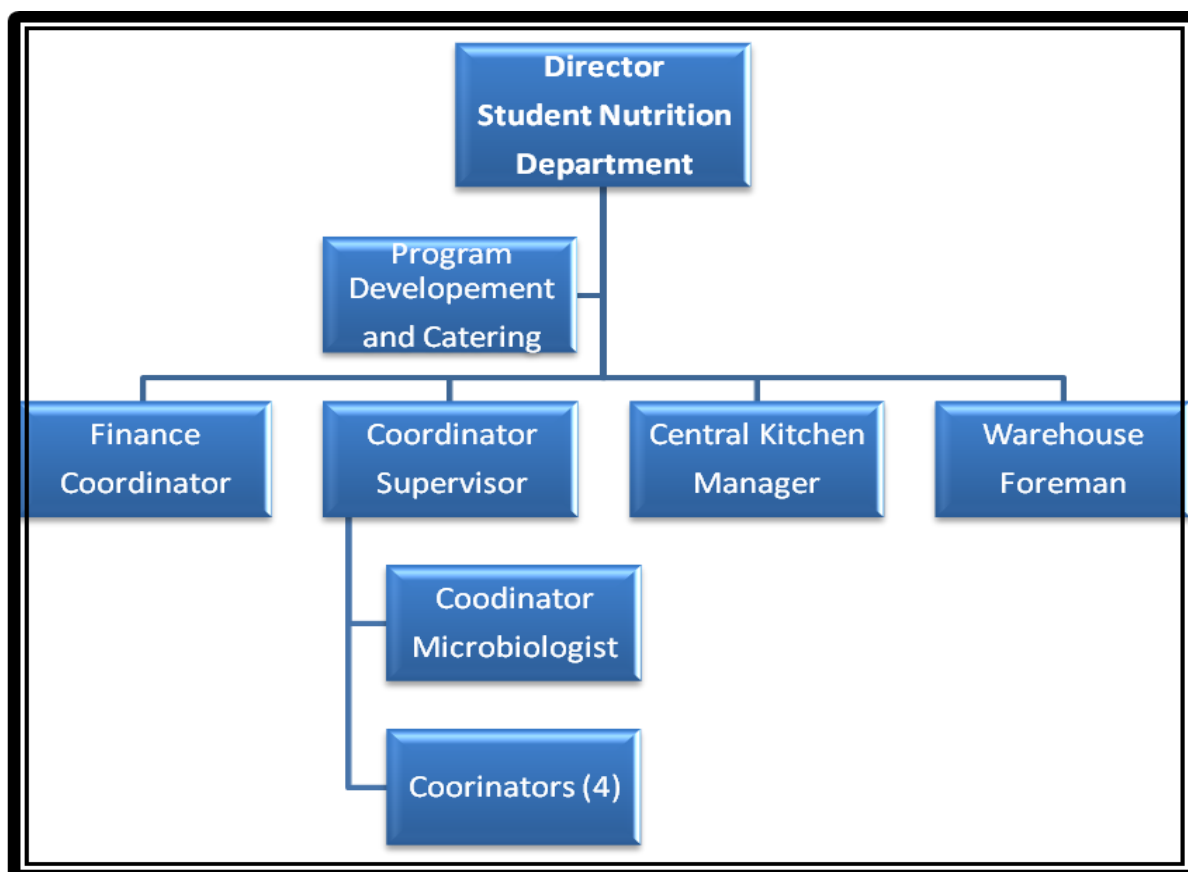
School Year	2008-09	2009-10	2010-11
Beginning Fund Balance	\$2,223,232	\$2,264,878	\$2,940,184
Total Revenue	16,635,841	17,370,048	17,776,991
Total Expenditures	16,594,195	16,694,742	18,017,232
Net Operating Income (Loss)	41,646	675,306	(240,241)
Ending Fund Balance	\$2,264,878	\$2,940,184	\$2,699,943

Source: Prepared by CGCS from information provided by ASD

The SND is headed by a director, who is supported by five direct reports (see Exhibit 2 on the next page).

³ The median food service fund balance for large urban school systems is about 7 percent, as reported in: *Managing for Results in America’s Great City Schools, A Report of the Performance Measurement and Benchmarking Project, Council of the Great City Schools, October, 2011.*

Exhibit 2. Student Nutrition Department Organization Chart



Source: Prepared by CGCS based on information provided by ASD

The director's direct reports include the following –

- The Program Development and Catering Coordinator manages the department's catering operation, menu development, special projects, and 20 school-site cafeterias.
- The Finance Coordinator supervises four administrative assistant positions that process accounting, payroll, inventory control, and accounts payable transactions. The Coordinator has overall responsibility for food service financial records, financial reporting, the department's purchasing functions, and administration of the federal school lunch program.
- The Coordinator Supervisor manages four field-operations coordinators who, in turn, supervise school-site cafeteria managers. The Coordinator Supervisor also supervises the Coordinator Microbiologist who also supervises some school sites.
- The Central Kitchen Manager is in charge of thirty employees in the Central Kitchen and supervises two Administrative Assistants. The unit produces cook, chill, and bakery products, packaged meals for elementary schools, and bulk products for secondary food preparation sites.

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- The Warehouse Foreman position (vacant at the time of the site visit) supervises twelve warehouse workers and three maintenance workers.

Findings and Observations

The findings and observations of the Council’s Strategic Support Team are organized into four general areas: commendations, leadership and management, organization, and operations.

Commendations

- The team observed that school site food-service employees appeared to be hard working, competent, and dedicated to the service of students.
- Food-service staff treated students in a polite and professional manner.
- School site-based kitchens have received positive health inspection reports.
- The United States Department of Agriculture and the State Department of Education have conducted Coordinated Review Effort (CRE)⁴ reviews of the district’s food service program and identified no material problems.
- SND has pursued and obtained fruit and vegetable grants to increase student access to these products, receiving a very positive response from both the students and staff at schools.
- The central kitchen and warehouse were clean, neat, and orderly.
- The warehouse staff conducts quality and food-safety checks of incoming products.
- Cafeteria equipment appeared to be in good working condition.
- The SND has prepared a well-structured policy and procedures manual.
- The “Nutrition Nuggets” newsletter is a positive vehicle for communicating with school staff.
- The Information Technology Division is developing an internal service-level agreement to define its support of the SND.

Leadership and Management

- The culture of the school district does not embrace the food-service program or view it as part of its core mission. For example –

⁴ The CRE is conducted every five years and includes a comprehensive on-site evaluation of the district to ensure compliance with National School Lunch Program (NSLP) regulations.

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- The team was told by high level administrators that “in a perfect world, students would get breakfast at home and bring their lunch to school.”
- Comments made by some district leaders reflected a lack of ownership and accountability for the food service program.
- Students were not viewed by district management as the primary “customers” of the food service program.
- School-site administrators can choose not to participate in the National School Lunch and Breakfast Program (i.e., only 83 of 97 schools participate in the lunch program and fewer schools participate in the breakfast program).
- The team observed in the secondary schools it visited that—
 - There sufficient time was not provided for students to eat.
 - Multiple lunch periods were not maximized to accommodate more students.
 - There were not adequate facilities to serve the student population, e.g., less than 350 seats were available in a cafeteria area for a school that had 2,200 students.
- Secondary schools have “open campuses” which encourages students to eat lunch off site.
- Bell times and bus schedules do not accommodate the school breakfast program.
- The district’s student participation rates in the food-service program are among the lowest of any large urban school system –
 - ASD had the lowest breakfast participation rate among 47 reporting districts, with a rate of 10 percent, compared with a median of 33 percent.⁵
 - ASD had the third lowest lunch participation rate among 47 reporting districts, with a rate of 36 percent, compared with a median of 55 percent.⁶
- The food service organization seems isolated and insular from other departments in the school district.
- There is a general lack of direction, accountability, or clear lines of responsibility within the food-service operation. For example -
 - The team observed a general lack of urgency and initiative in dealing with the district’s low student meal participation rates.
 - Management appears to be generally risk averse.

⁵ *Managing for Results in America’s Great City Schools, A Report of the Performance Measurement and Benchmarking Project, Council of the Great City Schools, October, 2011.*

⁶ *Ibid.*

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- Much of the department's management appears to be handled by *ad hoc* committees where no one person takes ownership of problems and challenges.
- The department appears to allow lower-level staff to dictate whether they will pursue program improvements, as opposed to setting expectations and priorities for staff.
- Day-to-day management appears reactive rather than proactive.
- There are no performance standards for school site operations relating to profitability, participation, or food quality.
- There was no evidence that any employees have performance standards built into their evaluations.
- The department has no on-going process-improvement program to encourage innovation, and mid-level supervisors reported that creative ideas were not supported.
- There appears to be a pervasive lack of planning within the SND. For example-
 - Management has not established performance expectations or provided strong strategic direction for the SND.
 - The department's Strategic Plan is not linked to the district's plan and lacks measurable goals and objectives.
 - The SND's Business Plan lacks clearly defined goals with measurable outcomes, benchmarks to monitor progress, timelines, and assigned responsibilities.
 - The department's Marketing Plan lacks a broad vision and does not identify approaches or strategies to increase overall participation, address the inadequate lunch periods, promote the breakfast program, or otherwise expand and improve the food service program.
 - While supervisory personnel indicated they had copies of the department's Strategic Plan, none of them could identify their roles in the plan.
- The department's management does not appear to be data-driven and does not use analytical tools to guide decision-making. For example –
 - Business analytics are not being used to govern management decisions and processes.
 - The cost and quality benefits of contracting out all or a portion of food service operations have not been explored.
 - The department has not developed a business case or cost justification for the -
 - Central Kitchen
 - Warehouse and delivery operations

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- Catering services
- Staffing of maintenance personnel.
- Area supervisors do not use financial, meal, or operational data from current systems or reports to examine the performance of schools.
- The food provided by the SND is generally viewed by some to be of poor quality. For example –
 - School principals interviewed rated the food-service program as 2 to 4 (on a 10-point scale) and blamed low student participation on the poor quality of food served.
 - The team found many food items offered to be unappealing in both taste and appearance.
- There is no staff development for the food-service organization’s managers and supervisors. For example –
 - The staff does not appear to be encouraged to be involved in professional development activities.
 - Central staff is not encouraged to attend professional association meetings and conferences.
 - Management and supervisory staff do not visit other districts of comparable size and complexity to gather information and ideas.
 - There appears to be no effort to identify and emulate industry best practices.
- Financial oversight and analysis of the food-service program appears weak. For example—
 - No one interviewed in SND or the SND finance department could explain to the team why there was a million dollar swing in operating results between school years 2009-2010 and 2010-2011. (See Exhibit 1 above).
 - Not all school-site direct costs associated with the food program are charged back to the SND.
 - The food-service budget does not appear to be developed based on past experience or future projections, but is based on what was budgeted in the prior year.
 - There was no evidence of in-depth analysis of individual programs to determine profitability.
 - It was reported to the team that the catering operation loses \$60,000 per year based on sales of only \$100,000, yet no changes have been suggested in the program’s operations.

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- Coordinators are not expected to use school-specific profit and loss statements to conduct financial analysis of their respective areas or assigned schools.
- There does not appear to be a position-control system in place as vacancy counts cited by staff ranged from 8 to 40.
- The department lacks effective internal and external communications. For example –
 - The team saw little evidence that the department uses surveys or student focus groups to gather information on preferences and suggestions for improvements. (References made by staff to student taste-tests indicated that there was no systematic gathering of survey information, nor were results used to make menu decisions.)
 - The department does not have a principals’ advisory committee, a common practice in many city school systems.
 - Principals are not always consulted on cafeteria changes and do not provide input to cafeteria managers’ evaluations.
 - Neither coordinators nor school-based cafeteria managers are part of the school management team and neither attends site-council meetings.
 - SND coordinators indicated that they visit their schools every 2 to 4 weeks (significantly less than industry standards). However, few school principals interviewed by the team could name their coordinators.
 - Neither the SND director nor the coordinators attend principal meetings on any regular basis.
 - There is no forum for community and advocacy groups to express their concerns about food service operations.
 - There is little coordination with local, state, and federal agencies on supply-chain management.
- Cafeteria managers, assistant managers, and cafeteria workers are all in the same collective-bargaining unit, resulting in an inability to establish supervisory relationships among these classes of employees.
- Some key positions, including the warehouse foreman, have remained vacant for extended periods of time, impacting program effectiveness.

Organization

- The department is not organized to optimize effectiveness. (See Organization Chart, Exhibit 2 above.) For example –
 - The supervising coordinator position acts as little more than a conduit between the director and the coordinators.

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- The central kitchen and warehouse (and delivery) operations require close coordination, but they are separated organizationally.
- There is a perceived imbalance in the workloads of the coordinators.
- The team was not confident that the department had the right people, with the right skill sets, in the right positions with clearly defined responsibilities and target outcomes to meet the challenges that it faces. For example –
 - The SND lacks a registered dietician.
 - Some SND employees appear to be doing jobs for which they are not qualified and have not been trained.

Operations

- The team had several concerns about the SND's attention to food-safety issues. For example –
 - Only one of the coordinators was certified in food-service safety and she was the only manager conducting food safety checks of school cafeterias (checking each school only twice a year).
 - The team observed potential Hazard Analysis and Critical Control Points (HACCP⁷) violations, including –
 - HACCP recall procedures were not developed in sufficient detail to isolate food by lot numbers.
 - HACCP plans were not posted in kitchens.
 - Inconsistent temperature recordings were noted on refrigerators and some refrigerators and freezers in schools did not have any temperature logs.
 - Failure to control product temperature from production to school sites.
 - A breakdown in the monitoring and maintenance of appropriate temperatures on serving lines.
 - Employees who were not wearing hair nets in central kitchen and in school cafeteria prep areas.

⁷ Hazard Analysis and Critical Control Points (HACCP) is a systematic preventive approach to food safety. The system addresses physical, chemical, and biological hazards as a means of prevention rather than finished product inspection. HACCP is used in the food industry to identify potential food-safety hazards, so actions can be taken to reduce or eliminate risk. The system is used at all stages of food production and preparation processes.

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- The SND does not appear to comply with several National School Lunch Program (NSLP) and United States Department of Agriculture (USDA) rules and regulations. For example –
 - The district does not comply with Offer-versus-Serve (OVS)⁸ regulations, leading to increased food waste and labor costs.
 - The team observed situations at school sites that could result in the overt identification of students as participants in the Free and Reduced Price Meal program.
 - The team observed competitive food sales taking place during the established school lunch period.
 - The district does not perform a continuing analysis to identify potential additional NSLP Provision-3 schools.⁹
 - The team saw no evidence that SND has a plan to move from nutrient-standard menu planning to food-based menu planning as will soon be required by USDA.
- The team had the following observations on the operations of the central kitchen –
 - There were no production standards.
 - Products are not subjected to a “make-versus-buy” analysis.
 - Processes were labor intensive and were not analyzed for their cost effectiveness.
 - The SND had not capitalized on the excess capacity available in the central kitchen.
 - Some cook-chill production items are stored for as long as 30 days prior to distribution to schools, potentially compromising their quality.
 - There appeared to be little in the way of a quality control function.
- The team saw no evidence that any effort had been made to improve the efficiency or effectiveness of the warehouse and delivery operations. For example –
 - No one interviewed by the team seemed to know the warehouse inventory turn-over rate.
 - There apparently had been no exploration of computer-routing software for deliveries.

⁸ Offer-versus-Serve (OVS) is a system designed to decrease food waste and give students greater flexibility in choosing what to eat for school breakfast or lunch. For a meal that is reimbursable under USDA regulations, students must be offered a lunch that contains 5 food items from the 4 food groups in at least the minimum age-appropriate serving sizes.

⁹ Under provision 3, schools do not collect and process annual school meal applications or keep track of meal categories, and serve meals to all students at the location at no charge.

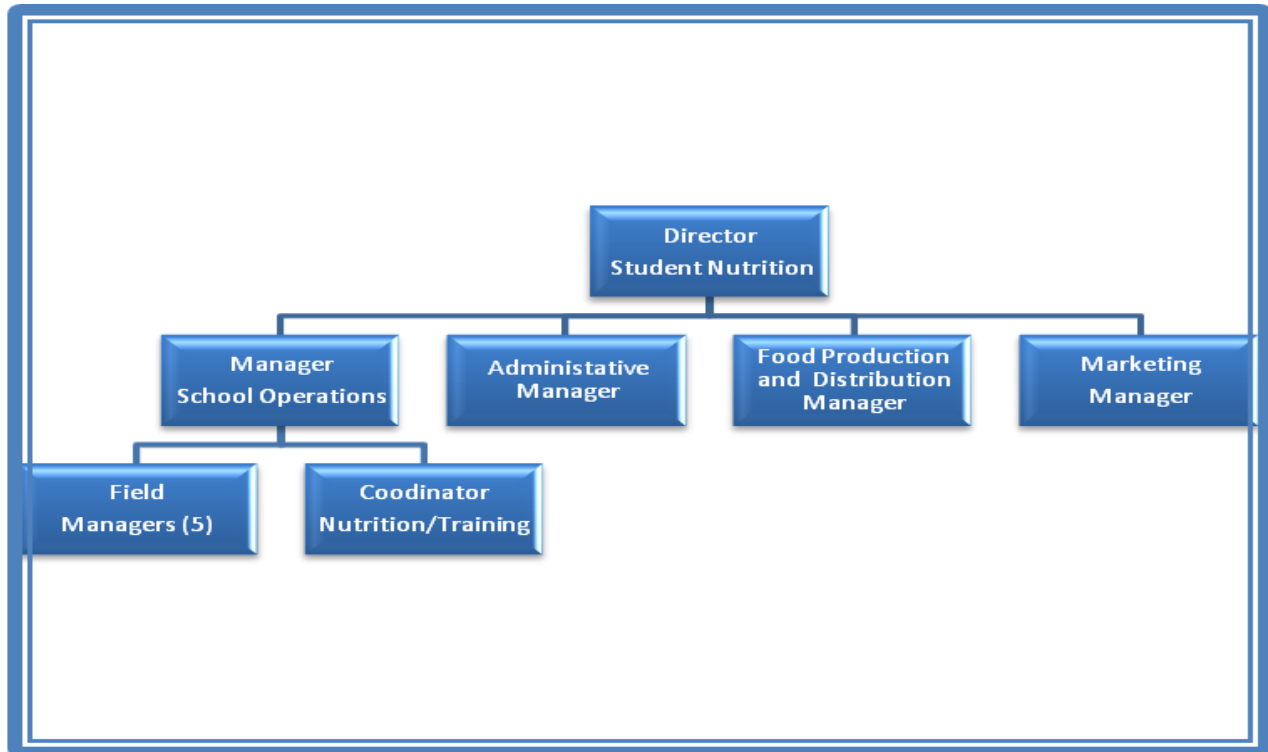
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- There was no tracking of the timeliness and accuracy of warehouse orders.
- There was no “spot buying” to cover shortages of critical items.
- The warehouse communicated with schools *via* telephone, rather than through the use of individual or mass e-mails.
- The use of in-department maintenance personnel is neither cost effective nor efficient when compared to contracting out or contracting with the district’s own maintenance department.
- The team saw no evidence that there was a preventive-maintenance program for cafeteria equipment.
- The district had no consistent policy in place to deal with how to collect funds for meals served to students who did not have lunch money or had not completed their NSLP application for a free or reduced price meal.
- SND employees do not wear standardized uniforms.
- The SND catering program distracts from the core mission of the student food service operation.
- The current SND technology systems appear to be under-utilized and staff members do not seem to be aware of the systems’ full capabilities.
- The team was told that a new technology system had been proposed, but it was unclear if an assessment of the capabilities of the current systems had been conducted or if SND management knows what the replacement is intended accomplish.

Recommendations

1. Incorporate the food-service program into the global view of the district’s instructional and social mission and include student nutritional needs in the establishment of school calendars, bell schedules, transportation timetables, and lunch period plans. Include—
 - a. Requiring all schools to participate in the National School Lunch and Breakfast Programs.
 - b. Establishing reasonable lunch periods that provide adequate time for all students to eat.
 - c. Closing secondary-school campuses during lunch periods.
 - d. Establishing transportation schedules that accommodate the school breakfast program.
2. Reorganize the Student Nutrition Department to optimize effectiveness, sharpen its focus, and promote clear lines of responsibility, authority, and accountability. Exhibit 3 illustrates a proposed organization for the Department.

Exhibit 3. Proposed Food Service Organization



Source: CGCS

Under this organization –

- a. The director’s span of control is simplified to School Operations, Administrative Support, and Food Production and Distribution (the current central kitchen and warehouse operations).
- b. School operations are consolidated under a single manager with five field managers (replacing the current coordinators), each supervising approximately 15 to 20 locations. This school operations manager also has a registered dietician (coordinator of nutrition and training) whose responsibilities include nutritional analysis, food and labor cost control, menu planning, and training. (The department’s catering operation is discontinued under this scenario.)
- c. Analytical, budget, payroll, purchasing, and accounts payable functions are consolidated under a single administrative manager.
- d. The operations of the central kitchen and the warehouse are consolidated under a single manager of food production and distribution position.
- e. The marketing manager would be responsible for implementation of the marketing plan, menu development, student taste panels, and surveys.
- f. The maintenance and repair functions are contracted out or assigned to the district’s maintenance department.

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- g. All computer technology-support services are assigned to the district's information technology department under an internal-service-level agreement.
3. Establish new job descriptions and skill-level requirements for the re-defined management positions emphasizing the need for innovation, creativity, and enthusiasm in leadership roles.
4. Evaluate personnel within the SND and determine whose attributes match the new requirements of the proposed management positions and which positions would need to be filled from outside the current organization.
5. Create a mission statement and overarching goals for the food-service organization that are tied to the district's overall vision.
6. Develop a strategic business plan for the department that includes measurable goals, objectives, key performance indicators, accountabilities, and consequences.
7. Develop a districtwide marketing plan focused on increasing participation by emphasizing nutritious, attractive, and tasty meals and incorporating cafeteria aesthetics, customer service, and parental outreach.
8. Develop and implement a comprehensive initiative to improve food quality in the program.
9. Become a data-driven organization by collecting, analyzing, and modeling information to form the basis for decision making.
10. Review current technology systems to determine potential for expanded functionality and production of management reports to support data-driven decision making.
11. Analyze and determine the business justification for continued in-house operation of the food service program and its various components, including –
 - a. The central kitchen
 - b. Warehouse and delivery operations
 - c. Catering services
 - d. The internal staffing of maintenance and repair personnel.
12. Improve the financial oversight of the program, so that –
 - a. There is a thorough analysis of operating results on a regular basis.
 - b. All direct costs are charged to the program.
 - c. Budgets are based on past performance modified for anticipated changes.
 - d. The on-going use of Provision-3 is evaluated on an annual basis.

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- e. Uniform reporting tools for school-based financial and performance data are used by field managers to prioritize their work at schools.
13. Establish performance standards for school-site operations relating to profitability, participation, and food quality.
14. Establish performance measures and targets for employees and include them in their evaluations.
15. Place the responsibility for evaluating cafeteria managers with the field managers, in coordination with school principals.
16. Establish a communications structure that would include -
 - a. Setting up a forum to gather information and ideas from community, advocacy, and parent groups regarding the program
 - b. Using surveys and focus groups to gather information on student preferences and suggestions
 - c. Establishing a principals' advisory group
 - d. Having cafeteria managers attend and become involved in school-site councils
 - e. Increasing the frequency of school visits by field managers
 - f. Increasing the visibility of the program by having the director attend principal meetings
 - g. Improving coordination and cooperation with other agencies regarding supply-chain management and other common issues.
17. Creating staff-development opportunities for managers and employees to enhance their skills, including –
 - a. Participation in professional organizations.
 - b. Visits to peer districts to generate menu, food safety, and customer-service ideas.
 - c. Servsafe Certification.
18. Take steps to ensure employees and their supervisors are not in the same collective bargaining unit.
19. Re-train staff on food-handling safety and HACCP standards and conduct the necessary monitoring to ensure compliance.
20. Refresh field managers, cafeteria managers, and school principals on USDA and NSLP rules, regulations, and operating procedures, including -

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- a. Offer-versus-Serve (OVS) requirements
 - b. Protection of the identity of students participating in the NSLP free and reduced price meal program
 - c. Prohibitions against competitive sales during cafeteria operating periods.
21. Improve the operational effectiveness of the central kitchen by –
- a. Establishing production standards and a quality-control function
 - b. Subjecting all products to a “make-versus-buy” analysis
 - c. Using recipes and menu costing to control food and labor expenditures
 - d. Refining specifications for raw materials and using appropriate equipment to reduce labor costs
 - e. Capitalizing on excess capacity to supply other school districts and agencies.
22. Enhance the efficiency of the warehouse operation by -
- a. Analyzing and optimizing the turnover of items held in inventory
 - b. Tracking the timeliness and accuracy of order fulfillment
 - c. Analyzing and optimizing delivery routes and schedules
 - d. Establishing a “spot buy” capability to avoid shortages of critical items
 - e. Using electronic tools to expedite communications.
23. Fill vacant positions on a timely basis or eliminate them if no longer needed.
24. Adopt standardized uniforms for school-cafeteria personnel.
25. Establish a preventive-maintenance program for cafeteria equipment.
26. Establish policies, procedures, or practices to deal with collecting funds for meals served to students who do not have lunch money or have not completed their NSLP application for a free or reduced price meal.

ATTACHMENT A. STRATEGIC SUPPORT TEAM

Robert Carlson

Robert Carlson is Director of Management Services for the Council of the Great City Schools. In that capacity, he provides Strategic Support Teams and manages operational reviews for superintendents and senior managers; convenes annual meetings of Chief Financial Officers, Chief Operating Officers, Transportation Directors, and Chief Information Officers and Technology Directors; fields hundreds of requests for management information; and has developed and maintains a Web-based management library. Prior to joining the Council, Dr. Carlson was an executive assistant in the Office of the Superintendent of the District of Columbia Public Schools. He holds masters and doctoral degrees in administration from The Catholic University of America; a B.A. degree in political science from Ohio Wesleyan University; and has done advanced graduate work in political science at Syracuse University and the State Universities of New York.

David W. Koch

David Koch is the former Chief Administrative Officer for the Los Angeles Unified School District (LAUSD). The LAUSD is the nation's second largest public school system, with more than 700,000 students in grades K-12, an annual budget of more than \$9 billion, and more than 80,000 full- and part-time employees. Mr. Koch's responsibilities encompassed virtually all non-instructional operations of the District, including finance, facilities, information technology, and all of the business functions. Mr. Koch also served the LAUSD as Business Manager, Executive Director of Information Services, and Deputy Controller. Mr. Koch was also Business Manager for the Kansas City, Missouri Public School District and was with Arthur Young and Company prior to entering public service. He is a graduate of the University of Missouri and a Certified Public Accountant in the states of California, Missouri, and Kansas. Currently a resident of Long Beach, California, Mr. Koch provides consulting services to public sector clients and companies doing business with public sector agencies.

Shirley Brooke

Shirley Brooke is the former Director of Food & Nutrition Services for the Jefferson County Public Schools (JCPS) in Colorado. JCPS an 800 square mile school district with 85,000 students enrolled at 140 service sites. The district is serving 65,000 lunches, breakfasts, snacks and a la carte meals to students daily, with an annual operating budget for Food Services of \$21 million and over 500 full and part-time employees. Ms. Brooke was in Jefferson County Food Service for 20 years and was with the Denver Public Schools Food Service program for five years. She serves on numerous manufactures advisory boards and is a Director Member of the Alliance for School Food Service Leadership.

Joseph Brown

Joseph Brown is the Director of Food Service for the Columbus City Schools (CCS). CCS is the largest school district in Ohio with over 50,000 students enrolled on 117 schools. The district

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provides over 60,000 meals a day and food service has an operating budget of \$26 million. Prior to that, Mr. Brown has worked for 9 years in contract management where he had responsibility for food services, environmental services, and retail operations. Mr. Brown has a master's in business administration and a bachelor's of science in economics. He is also a certified six sigma black belt, a recognized process improvement methodology.

Walter Campbell

Walter Campbell is the Director of Nutrition & Food Services for the Charleston County School District. After over 23 years in the private sector Food Service Business, he joined the Charleston County School District in 2006 as Food Service Director. The District has over 43,000 students in over 70 schools. They serve over 40,000 Breakfast, Lunches, Snacks, and Ala Carte meals per day. The Food Service Budget has grown by 28% to over \$21 million dollars in the last 5 years with an increase in fund balance of 50%. The Food Service Department employees almost 400 employees with over 5,000 years of food service experience.

Michael Eugene

Michael Eugene is the Chief Operating Officer for the Orange (Florida) County Public Schools. In that capacity he leads Food & Nutrition Services, Transportation, Information Technology, Safety & Security, Procurement & Contracts, Warehouse Operations, and Building Code Compliance. Prior to joining Orange County he was Business Manager for the Los Angeles Unified School District. Mr. Eugene also served as the Chief Operating Officer for the Cleveland Metropolitan School District. Mr. Eugene serves in a voluntary capacity as co-director of the CGCS "Managing for Results" KPI Program. Before joining public education, Mr. Eugene was a management consultant in the private and not-for-profit sectors specializing in performance measurement, benchmarking, and public budgeting. Mr. Eugene holds a master's degree in public administration.

Theresa Hafner

Theresa Hafner is the Executive Director of Food and Nutrition Services for the Denver Public Schools which has a district enrollment of over 80,000 students at 137 service sites, with 68% approved to receive free or reduced-price meal benefits. Denver Public Schools serves over 61,500 breakfasts, lunches and a la carte meals to students daily with an annual operating budget of \$30 million and over 500 full and part-time employees. Ms. Hafner has been with Denver Public Schools for over 15 years. Ms. Hafner holds a master's degree in organizational leadership.

Jean Ronnei

Jean Ronnei has been the Director of Nutrition and Custodial Services for the Saint Paul Public Schools (SPPS) in Minnesota for 22 years. The SPPS is a very diverse urban district with 38,000 students. 72% are eligible for free or reduced-price meals; and over 70 languages and dialects are spoken. The Nutrition Service's annual budget is \$23 million. In addition to Ms. Ronnei's responsibilities for Nutrition Services, she also oversees the district print center and custodial operations. Ms. Ronnei is the current Education Chair for the School Nutrition Association and

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was named the 2007 FAME School Nutrition Association Director of the Year. Ms. Ronnei received her B.S. from Iowa State University in Hotel and Restaurant Management.

ATTACHMENT B. DOCUMENTS REVIEWED

- Office of the Superintendent Organization Chart
- Support Services Organization Chart
- Student Nutrition Organization Chart
- Student Nutrition Organization Chart 2011-2012, November
- Anchorage Participation Data, Compiled by CGCS
- Adopted Financial Plan, 2008-09
- Adopted Financial Plan, 2009-10 1, 2011
- Adopted Financial Plan, 2010-11
- Adopted Financial Plan, 2011-12
- Detailed Financial Budget, 2008-09
- Detailed Financial Budget, 2009-10
- Comprehensive Annual Financial Report, June 30, 2009
- Comprehensive Annual Financial Report, June 30, 2010
- Comprehensive Annual Financial Report, June 30, 2011
- CRE , April 2011
- Mini CRE, April 2011
- SFSP Review, 2010
- SFSP Review, 2011
- Elementary Training Manual (Four Parts), December, 2009
- FY 2008-09 Expenditures
- FY 2009-10 Expenditures
- FY 2010-11 Expenditures
- Manning Level, July 11, 2011
- Food Service Board Policy
- Business Plan, 2011-12, Final , September 20, 2011
- Marketing Plan, 2011-12
- Mission of the Student Nutrition Department
- Student Nutrition Strategic Plan, 2011-12
- Student Nutrition Strategic Plan Update, November, 2011
- Monthly Profit and Loss Report, October, 2011
- Revenue and Expense by School, October, 2011
- November Daily Cost Spread Sheets
- Big Daddy Specialist Pizza, November 21, 2011
- 11-12 Breakfast (Costs) Spread Sheet
- Elementary and Middle School Breakfast Costing
- Elementary Meal Costing
- Returned Checks For Collections, September 29, 2011
- Client #WFIK44194, May 5, 2010
- Notice of Returned Check, September 29, 2011

Review of the Student Nutrition Department of the Anchorage School District

- Service Level Agreement between Anchorage School District Information Technology Department and Student Nutrition for Level 1 Application Support (DRAFT), November 30, 2011
- Needs Assessment (Staffing Formulas), 1/28/2011
- 2011-2012 Application for Meal Benefits, with cover letter
- Wellness at the Anchorage School District (from web-site)
- Evaluation Data Form
- Agreement between Anchorage School District and General Teamers Local 959 Covering: Warehouse and Maintenance Employees, July1, 2008 - June30, 2011
- Agreement between Anchorage School District and General Teamers Local 959 Covering: Food Service Bargaining Unit, July1, 2009 - June30, 2012
- Collective Bargaining Agreement by and between Anchorage School District and the TOTEM Association of Educational Support Personnel APEA/AFY (AFL-CIO), July 1, 2009 through June 30, 2012
- Agreement between Anchorage School District and Anchorage Council of Education/American Federation of Teachers, Local 4425, July1, 2009 - June30, 2012
- Middle and Alternative School Manual, 2008-2009
- Elementary School Manual, December 2009
- Training Schedule for New Elementary School Managers & Mobiles (2011-12)
- Employee Development Plans, School Year 2011-12
- Student Nutrition Newsletters, 2012-12
- ASD Initiative/ Project Summary: Replacement of the Student Nutrition Inventory and Point of Sale system
- Spend Analysis: Replacement of the Student Nutrition Inventory and Point of Sale System
- 2011-2012 KPI Goals and Objectives

ATTACHMENT C. WORKING AGENDA

**Strategic Support/Technical Assistance Team
Food Services Operations
Anchorage School District
November 29-December 2, 2011**

Contact: Mile Abbott
Chief Operating Officer
Office: 907-742-4389
Email: abbott_mike@asdk12.org

Tuesday, November 29

	Team Arrival Captain Cook Hotel 939 West 5th Avenue	
6:30 p.m.	Team Meet Hotel Lobby	
7:00 p.m.	Dinner Meeting Simon & Seafort's 420 L Street 907.274.3502	<u>Carol Comeau</u> Superintendent <u>Chad Stiteler</u> Chief Financial Officer <u>Mike Abbott</u> Assistant Supt., Support Svcs <u>Others</u> TBD

Wednesday, November 30

7:00 - 7:30 a.m.	Continental Breakfast 1307 Labar St	
7:30 - 8:30 a.m.	Team Interview	<u>Brent Rock</u> Director of Student Nutrition
8:45 - 9:45 a.m.	Team Interview	<u>David Schauer</u> Finance Coordinator
10:00 - 11:00 a.m.	Team Interview	<u>Melissa Terrell</u> Program Development Coord.
11:15 - 12:15 p.m.	Team Interviews	<u>Willy Brown</u> Program Administrator <hr/> Micro Computer Spec.

12:30 - 1:30 p.m. Working Luncheon

1:30 - 2:30 p.m.	Team Interview	<u>Arlene Eaton</u> Coordinator Supervisor
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Review of the Student Nutrition Department of the Anchorage School District

		<u>Microbiologist Coord.</u>
2:45 - 3:45 p.m.	Team Meeting	<u>Karen Richardson</u> Central Kitchen Manager
4:00 - 5:15 p.m.	Team Meeting	<u>Tim Rock</u> Technology Coordinator <u>Adam Pastors</u> Technology Support Specialist <u>Eva Wexler</u> <u>Andrea Carey</u> Software Support Specialists

5:30 p.m.	Team Discussion of Work Plan for Balance of Site Visit
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Thursday, December 2

7:00 - 7:30 a.m.	Continental Breakfast
7:30 -	Site Visits – Breakfast Locations
	Site Visit – Central Kitchen
	Site Visits – Lunch Locations

1:30 - 2:30 p.m.	Working Luncheon
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2:00 - 3:30 p.m.	Site Visit	Warehouse & Maintenance
2:30 - 3:15 p.m.	Team Interviews	<u>Chad Stiteler</u> Chief Financial Officer <u>Mike Abbott</u> Assistant Supt., Support Svcs
3:30 - 4:45 p.m.	Team Interviews	Principals Randomly Selected

5:30 p.m.	Team Discussion of Work Plan for Balance of Site Visit
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Friday, December 2

7:00 - 7:30 a.m.	Continental Breakfast 5530 E. Northern Lights Blvd	
8:00 – 12:00 Noon.	Team Meeting	Discussion of Findings & Recommendations
12:00 - 1:00 p.m.	Working Luncheon	<u>Carol Comeau</u> Superintendent <u>Chad Stiteler</u> Chief Financial Officer <u>Mike Abbott</u>

Review of the Student Nutrition Department of the Anchorage School District

Assistant Supt., Support Svcs
Others
TBD

2:00 p.m.

Adjournment & Team Departures

ATTACHMENT D. DISTRICT PERSONNEL INTERVIEWED

- Carol Comeau, Superintendent
- Chad Stiteler, Chief Financial Officer
- Mike Abbott, Assistant Superintendent of Support Services
- Jane Berglund, Chief Information Officer
- Brent Rock, Director of Student Nutrition
- David Schauer, Administrative Coordinator
- Jeannie Mackie, School Board Vice President
- Katrina Shuler, Systems Analyst, IT Department
- Joan Fox, Administrative assistant
- Melissa Terrell, Program Development and Catering
- Karen Richardson, Central Kitchen Manager
- Nancy Fuller, Microbiologist Coordinator
- Ardene Eaton, Coordinator Supervisor
- Sandi Hollis, Coordinator
- Melanie Hipszer, Coordinator
- Michele Powers, Coordinator
- Nancy Fuller, Coordinator
- Barb Allen, Cafeteria Manager
- Nancy Arnold, Cafeteria Manager
- Robin Pfannstiel, Principal
- Cessilye Williams, Principal
- Ann Olson, Assistant Principal
- Mike Graham, Principal
- Bill Schidback, Principal
- Dan Barker, Principal
- Patrick Garrity, Principal
- Rick Stone, Principal
- Brendan Wilson, Principal
- Dan Blanton, Principal

Sites Visited

- Taku Elementary School
- Abbott Loop Elementary School
- Chinook Elementary School
- East High School
- Clark Middle School
- Central Kitchen & Warehouse /Maintenance
- ASD Education Center

ATTACHMENT E. COUNCIL REVIEWS

Council of the Great City Schools

The Council of the Great City Schools is a coalition of 65 of the nation's largest urban public school systems. Its Board of Directors is composed of the Superintendent of Schools and one School Board member from each member city. An Executive Committee of 24 individuals, equally divided in number between Superintendents and School Board members, provides regular oversight of the 501(c)(3) organization. The mission of the Council is to advocate for urban public education and assist its members in the improvement of leadership and instruction. The Council provides services to its members in the areas of legislation, research, communications, curriculum and instruction, and management. The group convenes two major conferences each year; conducts studies on urban school conditions and trends; and operates ongoing networks of senior school district managers with responsibilities in areas such as federal programs, operations, finance, personnel, communications, research, and technology. The Council was founded in 1956 and incorporated in 1961, and has its headquarters in Washington, D.C.

**History of Strategic Support Teams Conducted by the
Council of the Great City Schools**

City	Area	Year
Albuquerque		
	Facilities and Roofing	2003
	Human Resources	2003
	Information Technology	2003
	Special Education	2005
	Legal Services	2005
	Safety and Security	2007
Anchorage		
	Finance	2004
	Communications	2008
	Math Instruction	2010
	Food Services	2011
	Organizational Structure	2012
Atlanta		
	Facilities	2009
	Transportation	2010
Austin		
	Special Education	2010
Baltimore		
	Information Technology	2011
Birmingham		
	Organizational Structure	2007
	Operations	2008
	Facilities	2010
Boston		
	Special Education	2009
Broward County (FL)		
	Information Technology	2000
	Food Services	2009
	Transportation	2009
	Information Technology	2012
Buffalo		
	Superintendent Support	2000
	Organizational Structure	2000
	Curriculum and Instruction	2000
	Personnel	2000
	Facilities and Operations	2000
	Communications	2000
	Finance	2000
	Finance II	2003
	Bilingual Education	2009
Caddo Parish (LA)		
	Facilities	2004

Review of the Student Nutrition Department of the Anchorage School District

Charleston		
	Special Education	2005
Charlotte-Mecklenburg		
	Human Resources	2007
Cincinnati		
	Curriculum and Instruction	2004
	Curriculum and Instruction	2009
Chicago		
	Warehouse Operations	2010
	Special Education	2011
Christina (DE)		
	Curriculum and Instruction	2007
Cleveland		
	Student Assignments	1999, 2000
	Transportation	2000
	Safety and Security	2000
	Facilities Financing	2000
	Facilities Operations	2000
	Transportation	2004
	Curriculum and Instruction	2005
	Safety and Security	2007
	Safety and Security	2008
	Theme Schools	2009
Columbus		
	Superintendent Support	2001
	Human Resources	2001
	Facilities Financing	2002
	Finance and Treasury	2003
	Budget	2003
	Curriculum and Instruction	2005
	Information Technology	2007
	Food Services	2007
	Transportation	2009
Dallas		
	Procurement	2007
	Staffing Levels	2009
Dayton		
	Superintendent Support	2001
	Curriculum and Instruction	2001
	Finance	2001
	Communications	2002
	Curriculum and Instruction	2005
	Budget	2005
	Curriculum and Instruction	2008
Denver		
	Superintendent Support	2001
	Personnel	2001
	Curriculum and Instruction	2005

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	Bilingual Education	2006
	Curriculum and Instruction	2008
Des Moines		
	Budget and Finance	2003
Detroit		
	Curriculum and Instruction	2002
	Assessment	2002
	Communications	2002
	Curriculum and Assessment	2003
	Communications	2003
	Textbook Procurement	2004
	Food Services	2007
	Curriculum and Instruction	2008
	Facilities	2008
	Finance and Budget	2008
	Information Technology	2008
	Stimulus planning	2009
Greensboro		
	Bilingual Education	2002
	Information Technology	2003
	Special Education	2003
	Facilities	2004
	Human Resources	2007
Hillsborough County (FLA)		
	Transportation	2005
	Procurement	2005
Houston		
	Facilities Operations	2010
	Capitol Program	2010
	Information Technology	2011
	Procurement	2011
Indianapolis		
	Transportation	2007
	Information Technology	2010
Jackson (MS)		
	Bond Referendum	2006
	Communications	2009
Jacksonville		
	Organization and Management	2002
	Operations	2002
	Human Resources	2002
	Finance	2002
	Information Technology	2002
	Finance	2006
Kansas City		
	Human Resources	2005
	Information Technology	2005
	Finance	2005

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	Operations	2005
	Purchasing	2006
	Curriculum and Instruction	2006
	Program Implementation	2007
	Stimulus Planning	2009
Little Rock		
	Curriculum and Instruction	2010
Los Angeles		
	Budget and Finance	2002
	Organizational Structure	2005
	Finance	2005
	Information Technology	2005
	Human Resources	2005
	Business Services	2005
Louisville		
	Management Information	2005
	Staffing study	2009
Memphis		
	Information Technology	2007
Miami-Dade County		
	Construction Management	2003
	Food Services	2009
	Transportation	2009
	Maintenance & Operations	2009
	Capital Projects	2009
Milwaukee		
	Research and Testing	1999
	Safety and Security	2000
	School Board Support	1999
	Curriculum and Instruction	2006
	Alternative Education	2007
	Human Resources	2009
Minneapolis		
	Curriculum and Instruction	2004
	Finance	2004
	Federal Programs	2004
Newark		
	Curriculum and Instruction	2007
	Food Service	2008
New Orleans		
	Personnel	2001
	Transportation	2002
	Information Technology	2003
	Hurricane Damage Assessment	2005
	Curriculum and Instruction	2006
New York City		
	Special Education	2008
Norfolk		

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	Testing and Assessment	2003
	Curriculum and Instruction	2012
Orange County		
	Information Technology	2010
Philadelphia		
	Curriculum and Instruction	2003
	Federal Programs	2003
	Food Service	2003
	Facilities	2003
	Transportation	2003
	Human Resources	2004
	Budget	2008
	Human Resource	2009
	Special Education	2009
Pittsburgh		
	Curriculum and Instruction	2005
	Technology	2006
	Finance	2006
	Special Education	2009
Portland		
	Finance and Budget	2010
	Procurement	2010
	Operations	2010
Providence		
	Business Operations	2001
	MIS and Technology	2001
	Personnel	2001
	Human Resources	2007
	Special Education	2011
	Bilingual Education	2011
Richmond		
	Transportation	2003
	Curriculum and Instruction	2003
	Federal Programs	2003
	Special Education	2003
Rochester		
	Finance and Technology	2003
	Transportation	2004
	Food Services	2004
	Special Education	2008
San Diego		
	Finance	2006
	Food Service	2006
	Transportation	2007
	Procurement	2007
San Francisco		
	Technology	2001
St. Louis		

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	Special Education	2003
	Curriculum and Instruction	2004
	Federal Programs	2004
	Textbook Procurement	2004
	Human Resources	2005
St. Paul		
	Special Education	2011
Seattle		
	Human Resources	2008
	Budget and Finance	2008
	Information Technology	2008
	Bilingual Education	2008
	Transportation	2008
	Capital Projects	2008
	Maintenance and Operations	2008
	Procurement	2008
	Food Services	2008
Toledo		
	Curriculum and Instruction	2005
Washington, D.C.		
	Finance and Procurement	1998
	Personnel	1998
	Communications	1998
	Transportation	1998
	Facilities Management	1998
	Special Education	1998
	Legal and General Counsel	1998
	MIS and Technology	1998
	Curriculum and Instruction	2003
	Budget and Finance	2005
	Transportation	2005
	Curriculum and Instruction	2007
	Common Core Standards	2011
Wichita		
	Transportation	2009