

INSPIRES | INFORMS | INSTRUCTS | K-12 FOODSERVICE

SN

SCHOOL NUTRITION

The Official Publication of the School Nutrition Association **DEC17**

CRUNCH the Numbers

(Not Just the Vegetables)

Build Your Financial Management Skills

**KPIs FOR SCHOOL
NUTRITION**

**SERVING UP
ADULT MEALS?**

**KITCHEN SAFETY:
ALWAYS IN STYLE**



NEW FRUIT CUP® SNACKS

WITH PEACHES & PEARS GROWN IN

American orchards



BUY AMERICAN COMPLIANT**
 NON-GMO* · NO HIGH-FRUCTOSE CORN SYRUP
 MEETS 1/2 CUP EQUIVALENT SERVING***

NOW AVAILABLE AT **DOT®**

WWW.DELMONTEFOODSERVICE.COM

©2017 Del Monte Foods, Inc. All Rights Reserved

*Ingredients of the types used in this product are not genetically modified
 ** Compliant with the USDA's "Buy American" Provision in the National School Lunch Program
 ***In accordance with the USDA Food Buying Guide calculation methodology.

MUSHROOMS

from our farms to your schools

IN SEASON



Mushrooms are grown year-round in every geographic region of the US, which makes them local to most school districts.

VERSATILE

Mushrooms are on trend:

- On salad & topping bar
- On pizza
- In blended burgers, tacos & meatballs
- In vegetarian and Meatless Monday entrées



A NUTRITIONAL POWERHOUSE



Mushrooms are a source of B vitamins, potassium, selenium and more¹. All of which are vital nutrients for student health and development.

GOOD AGRICULTURAL PRACTICES (GAP)

Mushrooms are grown in a highly controlled environment which follows strict good agricultural practices.

PUT MUSHROOMS *On The Menu*

- Encourage students to “be brave” and try mushrooms as part of food testing day, i.e. Taste It Tuesday.
- Introduce mushrooms to the menu on familiar menu options like pizza & burger toppings.
- Send mushroom recipes home to parents to increase excitement.



Visit mushroomsinschools.com to print custom Farm to School clings, posters and recipes and learn how to source and promote mushrooms as your Harvest of the Month this year.



@MushroomsK12



¹ U.S. Department of Agriculture, Agricultural Research Service, USDA Nutrient Database. Release 22.

 Contents

December 2017 | Vol. 71 | No. 11

Published by the School Nutrition Association | www.schoolnutrition.org

FEATURES

22 The Fundamentals of Financial Management

Start growing your financial management confidence—simply by turning the page.

24 Crunch the Numbers (Not Just the Vegetables)

By Keith Rushing, PhD, RD, and Shellie Hubbard, MA

Learn how and why to use KPIs to drive your school nutrition business decisions with the help of a new tool from the Institute of Child Nutrition.

36 Cents & Sensibility

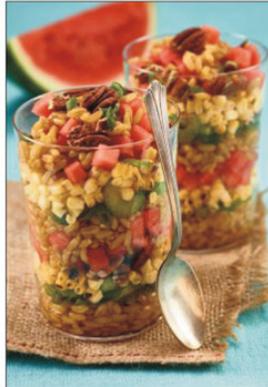
Financial terms and tips to help novice directors and managers get a grip on school nutrition costs.

FOOD FOCUS

46 All Grown Up

By Kelsey Casselbury

In some districts, staff meals provide a little extra in both revenue *and* goodwill.



FREEKEH

If you thought quinoa was a superfood, you'll love freekeh. It has more protein and fiber per serving than quinoa, and it's high in iron, calcium and zinc. It also acts as a prebiotic, which promotes the growth of healthy bacteria in your digestive system.

TO YOUR CREDIT

55 Safety Never Goes Out of Style

By Rachel E. O'Connell

Does your foodservice team understand the roles that proper kitchen attire and footwear play in protecting employees *and* customers?



See pages 44-45 for a National School Lunch Week 2017 recap

DEPARTMENTS

- 4** First Word
- 6** President's Perspective
- 8** What's Cooking
- 16** What's Cooking @ SNA
- 20** My Leadership Journey
- 42** Things We Love
- 60** This & That
- 62** Ad Index
- 64** A La Carte

JOIN SN ONLINE

-  We've got even more details, resources and best practice ideas to share with you online. Check out this month's Bonus Web Content at: SchoolNutrition.org/snmagazinebonus
-  Read this issue online, share articles, link directly to web resources, search by keyword and much more by accessing our digital edition at: SchoolNutrition.org/snmagazinecurrent
-  Tell us what you think, ask questions or suggest ideas! Drop us a line at: snmagazine@schoolnutrition.org

CombiCare All-In-One™

FX
Combistar
combi oven


Free Freight within
the contiguous U.S.


Certified Installation
*refer to Certified
Install criteria


Preventive
Maintenance




Cleaning
Chemicals


Reverse Osmosis
water treatment system


Water Quality
Analysis Test Kit


Chef
Training


Three year warranty with
CombiCare Package

“ If you are looking to reduce labor costs, improve food quality and consistency, increase yield on expensive proteins, increase food volume output, reduce cooking equipment footprint, diversify your menu or wanting to develop your skills with new and exciting food preparation techniques such as sous-vide, pasteurization, low-temperature cooking, drying or delta-T, then look no further than the Combi Oven experts at Angelo Po. **”**

Call our Angelo Po Culinary Experts who have been producing innovative foodservice equipment for over 95 years: **1-888-OVENS4U**

www.apd.it

Angelo Po America Inc.
2920 Turnpike Drive - Suites 3-4
Hatboro, Pennsylvania 19040
www.angelopoamerica.com

 **ANGELO PO**
AMERICA
A Marmon/Berkshire Hathaway Company



The Official Publication of the
School Nutrition Association

Publication Staff

Publisher

Patricia Montague, CAE

Editor

Patricia L. Fitzgerald

Associate Editor

Heidi Funkhouser

Communications & Marketing Coordinator

Rachel E. O'Connell

Contributing Editors

Kelsey Casselbury

Christina Uticone

Creative Director

Cher Williams

CW Design Solutions, Inc.

Editorial Office

120 Waterfront St., Suite 300
National Harbor, MD 20745

301.686.3100

800.877.8822

snmagazine@schoolnutrition.org

www.schoolnutrition.org

Advertising Information

National Sales Manager

Barbara Boyce

303.337.6854, bboyce@rmi.net

Eastern Regional Sales Manager

Lisa M. Turner

305.671.3763, lisaturner@LMTmedia.com

S. Midwest Regional Sales Manager

Jo Neese

214.505.1680, jneese@spiegelandneese.com

Western Regional Sales Manager

Gayle Massey

925.476.5515, gayle@masseylifestylemedia.com

Cover

www.gettyimages.com

All photography/illustrations courtesy of www.gettyimages.com unless otherwise noted.

SCHOOL NUTRITION (ISSN 1075-3885) is published monthly (except bimonthly in June/July) by the School Nutrition Association (SNA), 120 Waterfront Street, Suite 300, National Harbor, MD 20745. The appearance of editorial matter and advertisements does not imply SNA endorsement of ideas expressed or products offered for sale. Periodicals postage is paid at Oxon Hill, Md., and additional mailing offices. Subscription price: \$100 per year for nonmembers and \$2 per year from each member's dues. International: \$145. All material in this magazine is copyrighted by SNA and may not be reproduced without written permission. POSTMASTER: Send address changes to School Nutrition, SNA Member Services, 120 Waterfront St., Suite 300, National Harbor, MD 20745.

SNA's Member Services Department processes all applications received through the 15th of the month for the following month's update. The first issue of *School Nutrition* to be mailed is two months after the application is processed. For example, for applications received by January 15, members will receive the March issue.



First Word

Patricia L. Fitzgerald | Editor



I Had My Own Number—Or So I Thought

I AM A WORD GIRL. (THIS IS NOT EXACTLY BREAKING NEWS.) And for much of my youth and well into my adulthood, I believed that my facility for and love of language, reading and writing meant, automatically, that I was “bad” at math. But I’m not bad at math at all. I’m just not particularly *fond* of math.

Years of that skewed self-perception took a toll, as did regular comparisons with friends and coworkers who aren’t just “good” at math—they are *great* at it. They can gauge purchase discounts, divvy a complex dinner check and calculate full budgets in their heads. I envy them. And I find myself part-defensive, part-apologetic: I can’t do that. I could never do that. My brain isn’t wired that way. It’s okay that I’m bad at math; I’m a word girl.

Puh-leeze. If I am honest about my own skills, I’m far from being inept when it comes to numbers. I had better-than-average grades and test scores in school. Today, I can manage a budget at work. I can balance my checkbook at home (without software assistance, mind you). But unless I pursue a radical career change that forces me to fully immerse myself in it, I will probably always be somewhat uncomfortable with the “idea” of math—and, by extension, with the principles of financial management.

It’s a shame, because when I do take the time to learn how to read a financial statement, understand the components of a calculation or review the elements of a sales report, then I find I kind of, well....*like* math and finance. It appeals to the part of me that seeks a linear progression in my writing and editing to be sure that one thought connects to the next seamlessly, logically. It also appeals to the part of me that loves strategic thinking, asking “What story is the data telling and how do we *use* that story to develop a solution?”

I suspect that I just need more practice and patience, and this will translate into confidence and, in turn, to genuine affection. Maybe this word girl *could* one day become a numbers geek, even after all these years.

What about you? Are you ambivalent about reading the articles in this issue, thinking, “That’s just not for me?” Is it simply a matter of confidence that’s holding you back from embracing your inner financial wizard? I urge you to crunch the numbers and find out. **SN**



I will probably always be somewhat uncomfortable with the “idea” of math—and, by extension, with the principles of financial management.



WE APOLOGIZE IN ADVANCE FOR ALL THE RUNNING IN THE HALLS.



Kids know a good thing when they taste it — and Domino's Smart Slice Pizza is that good. It's also completely customizable and built to your school's needs.

**To learn more about Domino's Smart Slice program,
call 800-810-6633 or email schoollunchinfo@dominos.com**



Program available at participating locations nationwide. ©2017 Domino's IP Holder LLC. Domino's®, Domino's Pizza® and the modular logo are registered trademarks of Domino's IP Holder LLC.



Feeding Bodies. Fueling Minds.®

2017-18 Board Of Directors

PRESIDENT

Lynn Harvey, EdD, RDN, SNS
North Carolina Department of Public Instruction
Raleigh, N.C.

PRESIDENT-ELECT

Gay Anderson, SNS
Brandon Valley School District, Brandon, S.D.

SECRETARY/TREASURER

Debbi Beauvais, RD, SNS
Gates Chili Central School District
Rochester, N.Y.

» Regional Directors »

MIDEAST

Tamara Earl, SNS
Mason City Schools, Mason, Ohio

MIDWEST

Sandi Kramer
Yankton School District, Yankton, S.D.

NORTHEAST

Gail Koutroubas
Andover Public Schools, Andover, Mass.

NORTHWEST

Kaye Weltl, SNS
Riverview School District, Duvall, Wash.

SOUTHEAST

Reginald Ross, SNS
North Carolina Department of Public Instruction
Raleigh, N.C.

SOUTHWEST

Monica Deines-Henderson, SNS
Falcon School District 49, Peyton, Colo.

WEST

Angela Haney, SNS
Los Lunas Schools, Los Lunas, N.M.

» At-Large Directors »

Lori Adkins, SNS
Oakland Schools, Waterford, Mich.

Stephanie Dillard, SNS
Geneva County Schools, Geneva, Ala.

Ariane Shanley
South Kitsap School District, Port Orchard, Wash.

» Other Representatives »

**SCHOOL NUTRITION EMPLOYEE/
MANAGER REPRESENTATIVE**

Donna Myers
Osceola County School District, Saint Cloud, Fla.

**SCHOOL NUTRITION FOUNDATION BOARD
REPRESENTATIVE**

Sandra Ford, SNS
SNF Board Chair
Ex-Officio

CHIEF EXECUTIVE OFFICER

Patricia Montague, CAE
Ex-Officio



President's Perspective

Lynn Harvey, EdD, RDN, SNS | SNA President



Financial Management: A Matter of Trust

ONE OF THE THINGS THAT MAKES ME PROUD to be a school nutrition professional is how we respond to our individual and collective opportunity to work every day in a manner that is worthy of earning and sustaining public trust. When we serve students satisfying meals with an encouraging word, showing enthusiasm for what we do, we earn their trust. When we consistently provide safe, wholesome, nutritious school meals, we earn the trust of parents, school personnel, healthcare providers and child advocates. Likewise, when we demonstrate that we are good stewards of the federal, state and local dollars available to us in order to support school meal programs, we earn the trust of taxpayers, policymakers and stakeholders around the country.

Earning the public's trust requires the utmost attention to ethical leadership, responsible and accountable business practices, transparency and a genuine commitment to program integrity. With this in mind, the SNA Board of Directors recently formed a Financial Management Task Force consisting of members who are experts in fiscal accountability, budget management, analysis and financial planning. The Task Force is examining opportunities to identify and develop reliable resources to support Association members in achieving and sustaining financial excellence.

On a separate track, *School Nutrition's* editorial team has also worked to prioritize this important topic throughout the year. In the January 2017 issue, the "Onsite Insights" column for managers and employees focused on the critical role that site-level staff play in the financial health of a school nutrition operation. Late this summer, a two-part series looked at how a technology overhaul at one district is driving data-based decisions. And now, this month's issue offers additional resources designed to help you develop your skills and confidence in financial management.

As you read, I encourage you to consider how you and your teams can strengthen your practices and, in so doing, continue to earn the trust of those who look to you to be good stewards of public resources. It's one of the most important things we can do to protect and preserve the future of our programs.

As I prepare this final message for 2017, I want to thank you for your membership in and commitment to SNA. It is my great honor to serve you, working to earn *your* trust. I wish you each a joyous holiday season and a peaceful, prosperous and healthy New Year! **SN**



Earning the public's trust requires the utmost attention to ethical leadership and a genuine commitment to program integrity.



FREE LUNCH

RECIPE CONTEST



Share your best recipe for the chance to win a free lunch ON US for your entire school!

At Gold Kist Farms®, we'd like to think there *is* such a thing as a free lunch! That's why we're hosting an exciting recipe contest for K-12 foodservice operators.

Winning schools will be featured in a national ad campaign in School Nutrition magazine and showcased front and center on the Gold Kist Farms® website.

it's easy to enter



PICK YOUR GOLD KIST FARMS® PRODUCT.

Choose from one of the following categories:



A SMACKERS
(recipes due October 1)

B DICED/STRIPS
(recipes due November 1)

C A+ CHICKEN
(recipes due December 1)



SUBMIT YOUR RECIPE.

Fill out the form on our website:
goldkistfarms.com/freelunchcontest



IT'S PARTY TIME!

We'll be selecting **the most exciting recipe** from each category, and then it's time to celebrate! Winning schools will be treated to the party of the year, with a free lunch event held in Q1 2018.

START COOKING UP YOUR WINNING RECIPE TODAY!



©2017 Pierre Chicken. All Rights reserved.

Visit goldkistfarms.com/freelunchcontest

What's Cooking

FDA DELAYS NEW NUTRITION FACTS LABEL

In May 2016, the U.S. Food and Drug Administration (FDA) revealed a revised Nutrition Facts label for packaged food and beverage items purchased at retail. The revisions were designed to reflect updates in nutrition science. Changes include a larger type font size for the number of calories, serving size and servings per package. In late September, FDA announced a proposed rule to extend the implementation deadline for large companies from July 2018 to January 2020 and from July 2019 to January 2021 for smaller companies (those with less than \$10 million in annual sales).

The new Nutrition Facts label also features a listing of added sugars, both in grams and as percent Daily Value, as well as changes to other nutrient information required on the label. Serving size updates are intended to reflect what people actually *do* eat, not how much they *should* eat.

FDA asserts the additional time will allow the agency to develop necessary guidance for manufacturers. Certain health associations, such as the American Academy of Family Physicians, have vocally decried the compliance extension as “preposterous.”

As of Fall 2017, label tracking firm Label Insight estimates that approximately 8,000 products have already adopted the new label. FDA says “the framework for the extension will be guided by the desire to give industry more time and decrease costs, balanced with the importance of minimizing the transition period during which consumers will see both the old



and new versions of the label in the marketplace.” Read More: “Changes to the Nutrition Facts Label,” U.S. Food and Drug Administration, <http://tinyurl.com/labeling-SNmag>



Think Positive for Employee Motivation

WHEN YOU WANT YOUR UNDER-PERFORMING STAFF MEMBERS TO WORK MORE EFFECTIVELY—whether harder, smarter or both—do you lean toward positive or negative reinforcement? When you’re frustrated and perceive employees as taking advantage of you or the system, it’s natural to think that disciplinary actions, warnings and even a little public humiliation (like the dunce



Walk This Way to Health

Walking *whenever* you can still boosts your health, even if you’re not traversing multiple miles. That’s according to a study published in the *American Journal of Preventive Medicine*.

Researchers looked at data from nearly 140,000 participants in the Cancer Prevention Study II Nutrition Cohort, conducted by the American Cancer Society. They found that even minimal walking, less than two hours a week, was

cap of old) would be suitable motivation. Think again.

An article published this past fall in the *Harvard Business Review* recommends that supervisors stay focused on doling out positive reinforcement. Official recognition and praise not only incites better work, but also improves the relationship between employees and employers.

This tactic is backed up by a study performed at a New York hospital, in which researchers monitored employee handwashing habits. Despite warnings and notification of employee tracking, cameras found that only 10% of staff sanitized their hands before entering and after leaving a patient's room. But when an electronic board was installed that signaled each time a staff member *did* wash their hands in this circumstance, handwashing compliance reached almost 90% within four short weeks.

Instead of negative reinforcement—warning staff about the likely spread of disease or of disciplinary action—the employer focused on immediate positive acknowledgement when proper procedures were followed. Since



handwashing is of utmost importance in a school nutrition setting, this precise practice can be applied in *your* operation and expanded to other areas of focus. For example, make it a point to send an email every morning that praises the team's accomplishments the previous

day, ranging from prompt storage of a food delivery to production record updates to examples of great customer service and teamwork.

Read More: "What Motivates Employees More: Rewards or Punishments?" *Harvard Business Review*, <http://tinyurl.com/positiveHR-SNmag>

still associated with lower mortality than no activity at all. Meeting current health recommendations for physical activity showed an even greater decrease in mortality.

"Walking has been described as the 'perfect exercise,' because it is simple, free, convenient, doesn't require any special equipment or training and can be done at any age," said lead researcher Alpa Patel, PhD, in a news release. As the largest numbers of the Baby Boomer generation pass age 65 and older, clinicians should encourage patients to walk whenever and even for a minimal duration of time. Public health guidelines continue to recommend at least 150 minutes of moderate physical activity per week. Surveys show,

though, that only half of U.S. adults meet this advice, and even fewer older (age 65+) adults manage to reach this goal. **Read More: "Walking in Relation to Mortality in a Large Prospective Cohort of Older U.S. Adults," *American Journal of Preventative Medicine*, <http://tinyurl.com/walking-SNmag>**

Walking has been described as the 'perfect exercise,' because it is simple, free, convenient, doesn't require any special equipment or training and can be done at any age.

BY THE NUMBERS

10



The number of districts in the Urban School Food Alliance, which just welcomed Baltimore Public Schools, School District of Philadelphia and Clark County (Nev.) Public Schools to its fraternity. The Alliance aims to "share best practices and use its collective purchasing power to drive quality up and costs down, while incorporating sound environmental practices."

▶▶ What's Cooking

3 Ways to... Stop Late-Night Snacking



1 BRUSH YOUR TEETH or rinse with mouthwash to experience that minty-fresh feeling that will psychologically help relieve hunger cues. Sometimes your brain is on auto-pilot when it comes to snacking, but fresh breath interrupts that automatic impulse to binge.



2

FIND ANOTHER WAY TO DE-STRESS if you think that eating that bag of chips is helping you relax. A hot bath, meditation, yoga or stretching might be just the ticket when it comes to calming your mind, rather than heading to the pantry or fridge.

3

SNACK DURING THE DAY

instead of at night. You might be genuinely hungry in the evenings because you've been depriving your body of calories to manage your busy day. With hunger comes irritability and fatigue, as well as a perceived lack of food—and that leads to poor eating choices. Keep your blood sugar stable with small, high-protein snacks periodically during daylight hours.



PROMO PLANNER

JANUARY 2018

Be Kind to Food Servers Month
Financial Wellness Month
National Soup Month
National Volunteer Blood Donor Month
Sugar Awareness Week (Jan. 15-19)
Healthy Weight Week (Jan. 15-21)
National Milk Day (Jan. 11)
Civil Rights Day (Jan. 15)
60th Grammy Awards (Jan. 18)
National Compliment Day (Jan. 24)

FEBRUARY 2018

American Heart Month
National Children's Dental Health Month
National Black History Month
National School Counseling Week (Feb. 5-9)
Winter Olympics (Feb. 9-25)
National Eating Disorders Awareness Week (Feb. 23-Mar. 1)
National Freedom Day (Feb. 1)
Super Bowl LII (Feb. 4)
National Bagel Day (Feb. 9)
Mardi Gras (Feb. 13)

MARCH 2018

American Red Cross Month
National Craft Month
National Nutrition Month
Youth Art Month
National School Social Work Week (Mar. 5-11)
Passover (Mar. 30-Apr. 7)
90th Academy Awards (Mar. 4)
International School Meals Day (Mar. 5)
Pi Day (Mar. 14)
Spring Begins (Mar. 20)

For more holidays and promo ideas, visit the 2017-18 Promotional Calendar at www.schoolnutrition.org/promocalendar.

Panasonic



The power to please

THE RECIPE FOR HAPPINESS—THE SONIC STEAMER®



**SONIC
STEAMER®**

Fresher flavors and vibrant colors are yours with the power of microwave technology. Here's an energy-saving connectionless steamer—and a whole lot, LESS!

No hood needed! No Plumbing required! No de-liming necessary!
And at only 26" wide, it fits in tight kitchens. Experience the dependable Sonic Steamer® from Panasonic.

Instant Steam | Convenient Plug-in | Saves Energy

Learn more about Panasonic Commercial Food Services at panasonic.com/cmo or call **(815) 341-4639** for your local Panasonic Food Service distributor.

▶▶ What's Cooking

"TUESDAY" TIDBITS



Lowfat Flavored Milk Bill Introduced

U.S. Representatives G.T. Thompson (R-Pa.) and Joe Courtney (D-Conn.) introduced The School Milk Nutrition Act of 2017 (H.R. 4101) on October 24. The bipartisan bill would permit **lowfat flavored milk to be served in school meal programs** and echoes the May announcement by Agriculture Secretary Sonny Perdue directing USDA to provide this flexibility. The 2017 Appropriations Act gives state agencies the authority to grant waivers to schools that can show a reduction in milk consumption or an increase in school milk waste, but in the new proposal, schools could choose this option *without* applying for a waiver. The bill also establishes a pilot program to test effective, affordable, sustainable strategies for increasing school milk consumption. To view the bill and its status, visit <http://tinyurl.com/SchoolMilkBill-SNmag> and use "School Milk" in the search field.

Letter Seeks to Lower Equipment Grant Minimum

SNA has signed a joint letter sent in November to Senate and House Appropriations Committee leaders offering support for language that **lowers the threshold for USDA School Kitchen Equipment Grant purchases from \$5,000 to \$1,000**. Research indicates that much of the equipment needed in school nutrition programs falls below the \$5,000 threshold; these include large-capacity food processors (\$1,9401 average cost) and mobile milk coolers (\$3,110 average cost), as well as automated slicers, sectionizers and salad bars. SNA joins more than a dozen other organizations, including the Academy of Nutrition and Dietetics, Association of School Business Officials International, National Farm to School Network and United Fresh Produce Association. To view the letter, visit <http://tinyurl.com/EquipGrantLetter-SNmag>.

Application Process Study Announced

In late October, SNA submitted a comment on the proposed *Study of Non-Response to the School Meals Application Verification Process*. USDA's Food and Nutrition Service seeks to understand the approaches that **districts take to verification**, the accuracy of the process and the results it produces to determine potential changes and help identify improvements in the process. In its comment, SNA highlighted the challenges of communications with various households and suggested that resources be made available to districts facing language and literary barriers in the community.

Tuesday Morning is SNA's free weekly policy e-newsletter. Subscribe at www.schoolnutrition.org/Newsletters/TuesdayMorning.



INGREDIENTS FOR HEALTH: FREEKEH

Also known as *farik*, freekeh (pronounced "free-KAH") is simply wheat that's harvested while it's still young and green. In that state, it's roasted over an open fire. The straw and chaff parts are burned and rubbed off. You're left with a slightly chewy grain featuring a nutty and smoky flavor.

HOW TO EAT. Replace the grain in some of your favorite dishes (such as hot breakfast cereal, salads or soups) with freekeh. Cook it with a 2:1 ratio of liquid to grain (about 2 ½ cups of water or broth for every cup of freekeh) and simmer it for 15 to 20 minutes, or until the liquid is absorbed. (Make sure you're using *cracked* freekeh, or it will take significantly longer to cook.)



FACT. Because freekeh is wheat, it's not gluten-free. Therefore, it's not safe for those with celiac disease or a gluten-intolerance.



TRY THIS. Make the classic Middle Eastern dish tabbouleh with freekeh instead of traditional bulgur. Combine cooked freekeh with olive oil, lemon juice, fresh parsley, mint and basil, as well as green onions, cherry tomatoes and salt and pepper to taste.

Mix it up well and serve at room temperature.

NUTRITIONAL PROFILE. If you thought quinoa was a superfood, you'll love freekeh. It has more protein and fiber, per serving than quinoa, and it's high in iron, calcium and zinc. It also acts as a prebiotic, which promotes the growth of healthy bacteria in your digestive system.

Read More. "What Is the Ancient Grain Freekeh?" Academy of Nutrition and Dietetics, <http://tinyurl.com/freekeh-SNmag>



Who has two thumbs up
and can't wait to try
NEW Goldfish® Grahams?

This girl!



- French Toast and Honey Bun flavors
- Smart pick for breakfast, lunch or snacking
- Whole grain-rich
- No artificial flavors or preservatives
- 1 oz. grain equivalent per package
- Smart Snack compliant

© 2017 CSC Brands LP



Download introductory offer valid from February 1–April 30, 2018,
at campbellfoodservice.com/brands/goldfish

▶▶ What's Cooking

Social Media Booming With Boomers



Facebook, Twitter, Instagram and the like are often thought to be the domain of those young whippersnappers, but that's certainly no longer the case. Predictions estimate that by 2020 there will be approximately 3 billion social media users on the planet—and a good portion of those are from the Baby Boomer generation. Here's a look at how they're using today's social media channels:

- » **13%** of internet users over age 65 use LinkedIn—nearly the same rate as those in the 18-29 age range.
- » Among all social media sites, Boomers **prefer Facebook** (as do Generation X members).
- » **Baby Boomers are 19%** more likely to share content (especially political content) on Facebook than other generations.
- » **On Instagram**, 18% of users are age 50-64 and **8%** are 65 or older. **On Twitter**, **21%** are 50-64 and **20%** are 65 and over. **On Pinterest**, **28%** are 50-64 and **16%** are 65 and older.
- » **Boomers** are much **less likely** than Gen Xers or Millennials to follow particular brands or companies on social media—a concern for companies trying to target this demographic, which continues to dominate in spending.
- » While they might not follow a company, **Boomers are likely to take action** based on what they see on social media. More than **57%** will visit a company's website, **41%** will visit a store and **34%** will actually make a purchase.

Sources: DigitalTrends.com, eMarketer.com, Pew Research Center, Social Media Marketing (blog), Sprout Social



NEW LOGO. NEW FLAVOR.

SAME TRUSTED BRAND.

Students simply love **Bosco**® Sticks and ask for them by name. As the #1 stuffed breadstick in many schools' **Bosco**® Sticks are a trusted, high-quality, freshly-baked entrée or snack that deliver a fun, delicious taste. To better convey that fun, tasty, bold message, we updated our logo. But rest assured, our products are the same great quality you've come to love. We've added even more deliciousness with our **NEW** cheese breadstick made with 100% low moisture part skim (LMPS) cheese. Increase food sales with these easy prep customer favorites.



NEW
702210-1120
5" WG Cheese Breadsticks
(Made w/100% LMPS Cheese)

Learn more: tysonfoodservice.com/k-12

©2017 Tyson Foods, Inc. Trademarks and registered trademarks are owned by Tyson Foods, Inc. or its subsidiaries, or used under license.



*Interflex School Year 2016-2017

What's Cooking @ SNA



PERSONAL WELLNESS

STEP Lightly Into 2018!

With the hustle and bustle of the upcoming holidays, make sure to stress *less* this month and earn 5 (five!) points every time you are mindful about relaxing and enjoying the season—whether that's being treated to a festive pedicure, dancing it out to your favorite playlist or cracking open a cozy book. Keep calm and destress!

Then, start the New Year...light. It's tempting to want to begin with a bang, contemplating big goals and bigger promises. But January 2018's STEP Challenge is something of a "player's choice." YOU choose to break down a single wellness goal into small, manageable steps. Want to try drinking those eight glasses of water per day? Instead of attaching a gallon to your hip, try adding one extra glass per week to your regimen. This piecemeal method puts you in charge. Which "Small Change for Success" will you choose to kick off 2018? Visit www.schoolnutrition.org/steps.

SNA EMPORIUM

GREAT GIFTS FOR EVERYONE ON YOUR TEAM

Want to show appreciation for your hard-working staff? Eager to express seasonal thanks for the support of school nutrition peers in other districts? Look no further than SNA's Emporium, which is stocked with an assortment of themed gifts and treats. "I Make a Difference," "My Kids Are Special" and "Serving Up Excellence" pins are examples of inexpensive but meaningful tokens you can share in the spirit of the holidays.

How about a "Child Nutrition Is My Business" license plate holder? Or an SNA Teddy Bear? From shirts and coffee mugs to aprons, bags and pens, there is the perfect something for every school nutrition professional on your list—including you! Visit <http://emporium.schoolnutrition.org> to view the extensive inventory of merchandise and take advantage of year-end discounts on select items.



SNA PLANNER

- JAN. 21-23, 2018**
School Nutrition Industry Conference
New Orleans
- MAR. 4-6, 2018**
Legislative Action Conference
Washington, D.C.
- MAR. 5-9, 2018**
National School Breakfast Week
- APR. 26-28, 2018**
National Leadership Conference
Long Beach, Calif.
- MAY 4, 2018**
School Lunch Hero Day
- JULY 9-12, 2018**
Annual National Conference
Las Vegas
- OCT. 15-19, 2018**
National School Lunch Week



SAVE THE DATES:
SNA'S VIRTUAL EXPO 2018
Registration Opens
January 3, 2018
Register for SNA's Virtual Expo,
back for a second year!
Featuring virtual vendor booths,
live-chat opportunities and more than
20 hours of on-demand education
sessions, The Virtual Expo is free and
will run February 6-March 16, 2018.



PUBLICATIONS

Research the Possibilities

What is published biannually in the fall and spring; is available exclusively online; is completely free to access; and provides the latest research findings, updated articles and significant issues affecting K-12 foodservice and management? Why, SNA's *The Journal of Child Nutrition & Management (JCN&M)*, of course!

JCN&M is your best source for research exclusive to the K-12 school nutrition profession. Each issue features peer-reviewed studies focused on a variety of topic areas, such as nutrition standards, nutrition education, administrative challenges, food production and service, food safety, marketing and much more.

Highlighted articles in the Fall 2017 issue include:

- "Use of Point-of-Service Systems in School Nutrition Programs: Types, Challenges, and Employee Training"
- "Essential KPIs for School Nutrition Program Success" (also see "Crunch the Numbers," on page 24)
- "The Purchasing Power of Collaboration"
- "Evaluation of a Theory-Based Farm to School Pilot Intervention"

In addition, you will find abstracts from the 2017 Child Nutrition Showcase at ANC in Atlanta, as well as a summary of research from the Institute of Child Nutrition.

Research results can give you the upper hand when making the case for change and innovation in your school or district. Get an insider's advantage when you bookmark JCN&M's page on your computer at www.schoolnutrition.org/JCNM and be sure to check out other research findings by reviewing the JCN&M archives.



In October, SNA's Leadership Development Committee met to select the following slate of candidates to stand for election to the SNA Board of Directors and the SNA Leadership Development Committee. The SNA Election will take place over a two-week period: **February 15-28, 2018**, using a secure online voting website.

More information about the candidates and the voting process will be featured in the January 2018 issue of *School Nutrition*. You can start now to get to know the candidates, however, so you are prepared to cast an informed vote. Remember, when you vote, you help to shape the Association's future. It's an important part of your job as a national member. These individuals serve as your voice, representing your professional interests and concerns.

The candidates elected to the Board of Directors will be installed at SNA's Annual National Conference (ANC), July 9-12, 2018, in Las Vegas. The candidates elected to the Leadership Development Committee will begin their terms on March 1, 2018, to coincide with the annual nominations and election calendar.



SNA BOARD OF DIRECTORS CANDIDATES

President-Elect

- ✦ **Doug Davis, SNS**, Burlington Schools, Vermont
- ✦ **Linda Eichenberger, SNS**, Oak Hills Local School District, Ohio

Secretary/Treasurer

- ✦ **Jill Kidd, SNS**, Pueblo City Schools, Colorado
- ✦ **Jessica Shelly, SNS**, Cincinnati Public Schools, Ohio

Southeast Regional Director

- ✦ **Daniel Ellnor**, Jefferson County School District, Kentucky
- ✦ **Vanessa Hayes, SNS**, Tift County School District, Georgia

West Regional Director

- ✦ **Patti Bilbrey**, Scottsdale Unified School District, Arizona

At-Large Director

- ✦ **Chris Derico, SNS**, Lewis County School District, West Virginia
- ✦ **Reginald Ross, SNS**, North Carolina Department of Public Instruction, North Carolina



LEADERSHIP DEVELOPMENT COMMITTEE CANDIDATES

Southeast Regional Representative

- ✦ **Paula De Lucca, SNS**, Wake County Public Schools, North Carolina
- ✦ **Cleta Long, EdD, SNS**, Dade County School District, Georgia

Midwest Regional Representative

- ✦ **Kristen Hennessey**, Plymouth-Canton Community Schools, Michigan

Midwest Regional Representative

- ✦ **Lori Danella, SNS**, Lee's Summit R-VII School District, Missouri
- ✦ **Sandra Voss, SNS**, Marquardt School District 15, Illinois

West Regional Representative

- ✦ **Stephanie Bruce**, Palm Springs Unified School District, California
- ✦ **Siri Perlman**, Solana Beach School District, California



▶▶ What's Cooking @ SNA

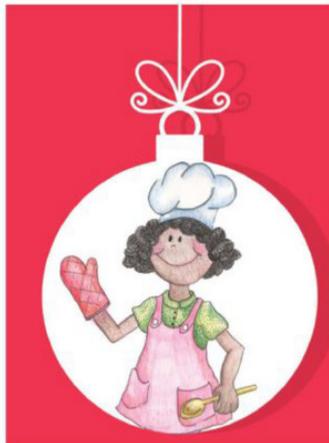
SCHOOL NUTRITION

Invite Ruby Reader to Your Holiday

For the fourth consecutive year, *School Nutrition* magazine's "Where's Ruby Roaming?" contest is in full-swing! The magazine's beloved mascot, Ruby Reader, is on the road again, visiting with SN readers, their colleagues, students, families and friends.

Don't miss out on all the fun! Before you close schools and head off for holiday plans or travels, be sure to pack Ruby Reader (cut her out of page 10 in the November issue) so she can be a part of your activities! Check out the March 2017 issue for pictures of Ruby's adventures from last year—she was quite the world traveler—and it may spark creative ideas for excellent photos.

Whether you take Ruby Reader across the street, downtown or on a trip overseas, we can't wait to see your pictures and read your feedback on the SN articles and ideas that have helped you in your job. (Remember, your



comments help us shape the magazine to your needs.) And by participating in the contest, you'll help create a more engaged SN reader community...and be eligible for a special prize drawing!

Visit www.schoolnutrition.org/snmagazineRoamingRuby for contest details. All entries must be received by *School Nutrition* no later than **Friday, January 26, 2018**.



PROFESSIONAL DEVELOPMENT

Webinars Are the Way to Go

WHY MAKE TIME FOR SNA WEBINARS? Because these elearning events are among the best—and easiest!—ways to expand your professional knowledge. From the convenience of a computer in your office, school or at home, you are instantly connected to notable experts in school nutrition with solutions to some of the problems you struggle to address. And in just an hour's time, you will get advice, learn something new or improve your understanding of a complex subject.

SNA's popular professional development webinars are offered at no cost to SNA members and, in certain cases, you can earn CEUs for attending. Unable to attend a session in real time? No problem! You can access SNA's Webinars On-Demand (www.schoolnutrition.org/webinar/archives) to retrieve the valuable information presented. Although you will have missed the opportunity to ask real-time questions during the session, presenters usually offer contact information and are willing to offer their insights upon request.

WEBINAR WEDNESDAYS®

Make time for your continued professional developments with SNA's webinars—you'll be glad you did! For more information on upcoming offerings and to access the On-Demand archives, visit www.schoolnutrition.org/webinars.



CERTIFICATE PROGRAM RENEWAL

What do I need to do to maintain my annual certificate?

The number of Continuing Education Units (CEUs) must be categorized in the four key areas: Nutrition, Operations, Administration and Communications and Marketing. You will be required to maintain the number of CEUs based on your level and membership type. The CEUs must be earned during your 12-month Certificate period. You must also pay the annual renewal fee. You are responsible for maintaining records of CEUs earned each year and for renewing on time before your Certificate expires. NOTE: You are only required to submit CEU documentation to SNA if you receive an audit notice at the time you receive your renewal notice. For more information about how to obtain CEUs and the number required, please visit: www.schoolnutrition.org/certificate/Maintaining-Certificate.

Will renewal notices be sent out?

Yes. Three months before your Certificate program expiration date, SNA will send you a renewal form via mail. Simply submit the renewal form with payment to SNA at least 4-6 weeks prior to expiring. NOTE: If SNA has your email address in its database, you will also receive an email notification a few weeks prior to expiring. You are also able to pay your renewal fee online at www.schoolnutrition.org/certrenew.

How many of the "To Your Credit" articles in *School Nutrition* (also known as Professional Development Articles [PDAs]) can I use to renew?

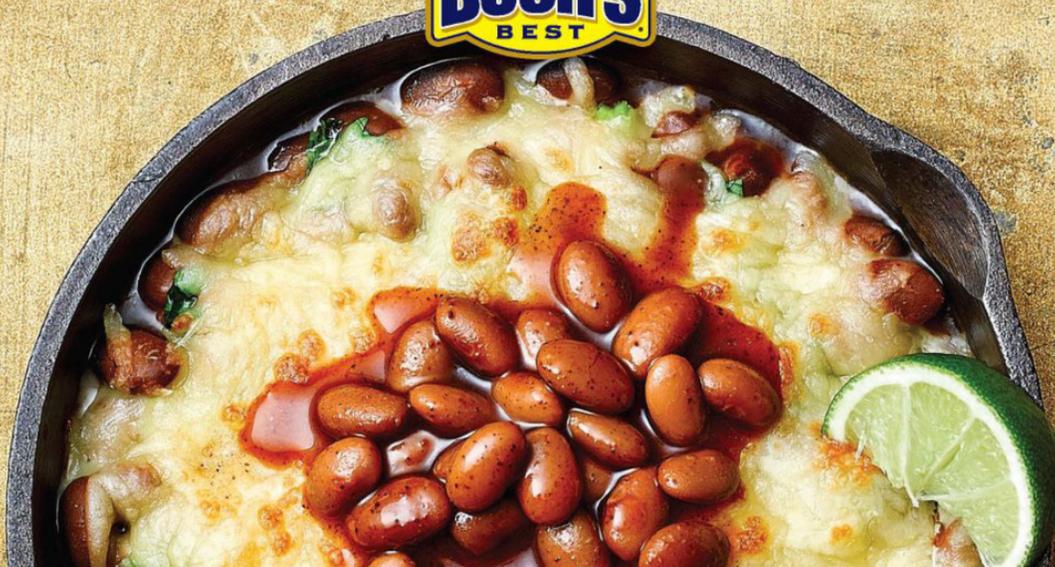
You can use a maximum of three (3) passing "To Your Credit" or PDA articles per year to renew your Certificate (or the School Nutrition Specialist [SNS] credential). The passing grade is 80%. Each article is worth 1 CEU in a specific key area. PDAs can be completed online at www.schoolnutrition.org/IPDA. PDAs can only be used to renew a Certificate or SNS. PDAs cannot be used to earn a Certificate, move up a level or for eligibility to take the SNS exam.

A SOUTHWEST

HERO

★ THAT CAN REVIVE AN ENTIRE MENU ★

Bold with true Texas flavor, Bush's Best® Easy Entrées Texas Ranchero® Pinto Beans are here to defend your menu from the ho-hum. Add spicy excitement to salads, burritos, chilis, soups, and a heck of a lot more with heat-and-serve ease. www.bushbeansfoodservice.com



© 2017 Bush Brothers & Company
All rights reserved 9/17

» My Leadership Journey

Lori Shofroth Cords

SNA Member Since 2008 » Lafayette, Indiana

A big fan of networking and pursuing professional growth, Lori Shofroth Cords has been to SNA's Legislative Action Conference (LAC), National Leadership Conference (NLC) and Annual National Conference (ANC) five times *each*—and that's not counting many Indiana School Nutrition Association (ISNA) meetings, as well. Shofroth Cords, director of nutrition services, Tippecanoe (Ind.) School Corporation, believes that “any conference—any networking—is amazing.” In fact, that passion led to her participation in SNA's Future Leaders Program in 2013, which, in turn, led to her recent tenure as ISNA president, earning her recognition as one of three 2017 President's Award of Excellence winners. Here, Shofroth Cords shares some thoughts leadership.



On Leadership

In general, professional and personal leadership are one and the same. I've always said that the person in charge, the leader, sets the tone for the whole program. It has to start at the top; you can't forget who you're working with, whether that's other association volunteers or your employees. Remember, *they* make you look good as a leader.

In my previous state, I was not allowed to participate in the state affiliate. But in Indiana, within two years on the job, I was invited to ISNA meetings and they lassoed me into being a regional representative, then chair and co-chair of professional development. *Then* I started the track to president.

I became immediate past president in November. It's been an experience that has exceeded my expectations. If it was up to me, I'd stay on as state president. You're just getting the hang of what you need to know and the right processes.

Creating a variation on SNA's Future Leaders Program in our state was my brain child. It was an ISNA goal to recruit fresh leaders; we have to keep “growing” our people or face the problems of so many other associations. Many volunteers worry that they don't have the time for this responsibility, but the secret is to get them excited. We wound up with 17 new leaders, including three ready to start the vice

president fast track. We continued this leadership recruitment at our state conference. Each board member was required to identify individuals who could be a future leader. One incentive we offered was receiving a scholarship to attend a conference. When they realize that leadership isn't just sitting idle and being a “representative,” that often gets people excited. They just have to be *asked*.

On Goals

I have already been approached by SNA for a leadership role, so, after I finish my term as past president, I would like to do that. Everyone who knows me knows I love change. I thrive on it. I love trying new things—but I have to learn to slow down, because I can get ahead of myself sometimes. Earlier in my career, I





“If it was up to me, I’d stay on as state president. You’re just getting the hang of what you need to know and the right processes.”

would just “do” it—I wouldn’t really map out a plan. As I’ve grown, though, I actually sit down and map out what I think would work best, even in my personal life. But sometimes life gets in the way and the best-laid goals can’t always be achieved.

Many of us are struggling with hiring and retaining good employees—I would love if my goals in *this* area came to fruition. I want to build a deep bench, training someone to take over my job someday. Not everyone is cut out to be a director. My team and I have worked together to get the program where it’s at, and we want to continue excelling, but it’s not always easy to get the right person on the right bus and in the right seat.

I like to talk and preach about what we do. It’s hard to reach high schoolers and college kids to let them know what a great profession this is, but I’m trying! I’ve spoken at a university and we hire interns; in fact, I just hired my first registered dietitian intern.

I’ve also worked to improve consistency for our students, whether they

are at the beginning or the end of the line. That’s led to developing tools for both managers and employees. I also want to ensure consistency for the team, and that includes policies for absenteeism and tardiness. Previously, someone could miss multiple days without any repercussion, which was tough on morale. I had to build that back up—and build trust, too.

On Inspiration

Within ISNA, a fellow director, Diane Steining, is the person who got me going, but when I was a young director, working for a contract management company, it was my first high school manager who inspired me. She was blunt and resistant to changing anything I wanted to change. That’s when I learned that, as a leader, you need to find your toughest nut to crack. Once you do that, everything after that is so much simpler.

In trying to manage all the regulatory changes of the last five years, I’ve been telling my team that getting through these changes is not about me and it’s not about them, either. It’s about what we do for our *kids* every day. One piece of positive feedback can make their whole day—and that’s true of our colleagues, too. I try to make one sincere positive comment per day, even if it’s been a really bad day. I also try to lead by setting a positive, enthusiastic example. My supervisor says, “I can’t believe you get excited about a piece of equipment.” But I can’t help it, because that equipment makes it better for *everyone!* **SN**

As told to Rachel O’Connell, SNA’s communications & marketing coordinator.

BIO

30-SECOND

- CHILDHOOD HOMETOWN**
Hillsboro, Illinois
- CURRENT HOMETOWN**
Rensselaer, Indiana
- YEARS IN SCHOOL NUTRITION**
23
- CURRENT TITLE**
Director of Nutrition Services, Tippecanoe School Corporation, Lafayette, Indiana
- PROGRAM AT A GLANCE**
Overseeing 100 employees serving lunch and breakfast to 13,000 students at 20 schools in 430-sq. mile district.
- SNA LEADERSHIP**
Indiana SNA President (2016-17)
- FAMILY**
New husband Roger (married September 2017), daughter Ashton (28) and son-in-law Erik, grandson Kiernan (2)



THE Fundamentals Of Financial Management

School nutrition operations are complex. There are many regulations to meet—and some of them have gray areas that can be confusing and difficult to decipher. Then, there are the continually shifting sands of personnel management, internal and external customer service and public perception. But the beauty of financial management in school nutrition is that it all comes down to math—which is not subject to interpretation or personality or preference. Sure, you need to learn jargon and some analysis can be subjective. But, in general, **commitment, common sense** and **confidence** comprise the fundamentals of financial management.

Start growing your financial management confidence—simply by turning the page.

The first two attributes are on you. But *School Nutrition* and SNA can help to build your confidence when it comes to mastering money matters at work. In fact, we're always working to provide new related resources, because so many directors and managers come to this area of responsibility with minimal experience or training. *School Nutrition* has featured multiple articles on cafeteria finances throughout 2017 and will continue to address different facets of financial management in the coming year.

You can also look forward to resources being created as part of SNA's new Dollars & Cents of Financial Management program. Designed with input from members of SNA's School Nutrition Financial Management Task Force, the program is intended to respond to a call for user-friendly, short, multi-media training resources for busy operators lacking the wherewithal to participate in a full-fledged course. Among the anticipated tools are brief, 3- to 5-minute instructional videos on select financial concepts (such as meal equivalents, breakeven point and meals per labor hour), which will be paired with companion documents for reference and future use. These are expected to make their debut in Spring 2018.

The new *Essential KPIs for School Nutrition Programs* resource from the Institute of Child Nutrition, described in detail beginning on page 24, is another back-to-basics tool that will help build your financial management confidence. And SNA is expected to feature education sessions on this topic at its Annual National Conference in Las Vegas next summer.

School nutrition operations are only successful and sustainable when cafeteria teams deliver nutritious, appealing meals to students while managing tight parameters. You have the commitment and the common sense. Start growing your financial management confidence—simply by turning the page.



CRUNCH

the Numbers

(Not Just the Vegetables)

BY KEITH RUSHING, PHD, RD, AND SHELLIE HUBBARD, MA

»»»» Learn how and why to use KPIs to drive your school nutrition business decisions with the help of a new tool from the Institute of Child Nutrition.

School nutrition directors operate in an ever-changing, always-challenging business environment. Thriving in this field requires finely tuned decision-making skills to address a wide variety of potential problems. Some are about managing personnel, while others involve adhering to complex federal regulations for menu planning, procurement, food safety and training.

But always, underlying it all, is the bottom line. If the department is operating at a loss, with poor control of food and labor costs and insufficient revenue, then the rest doesn't matter. Someone is eventually going to lose her or his job. Financial management is an essential skill set of school nutrition directors, who continually confront difficult dilemmas and make tough decisions that are intended to provide the most favorable outcomes for their program.

Data-driven decision-making is a logical method to address this challenge. It means collecting critical operational figures, analyzing the numbers in a meaningful way and using them to make decisions that increase program performance. Of course, it's also important to use the data to communicate the results of your decisions to different stakeholders.

It's one thing to know and agree with the concept of data-driven decision-making, but it's quite another to figure out exactly what data points you need, how to collect them and then understand how to apply them toward making changes or leaving things be. This is where **KPIs**, or **key performance indicators**, come in.

KPIs are measures of operational performance in particular areas. They deliver a rigorous, numbers-oriented approach to review, analysis and action, one that



offers important objectivity to the process. When using KPIs, you are not making operational decisions based on personal preference, gut instinct, guess-timates or team consensus. The numbers tell the definitive tale of what's working—and what's not.

KPIs IN SCHOOL NUTRITION

KPIs allow users to set standards of expectation, identify troublesome areas and measure progress in correcting these problems. KPIs aren't applied only to fix what's broken, but to track the success of new initiatives, such as breakfast in the classroom, salad bars or farm to school partnerships.

What are the specific KPIs that are especially useful in managing a school nutrition operation? The Applied Research Division of the Institute of Child Nutrition (ICN) has developed a new, free, downloadable resource called *Essential KPIs for School Nutrition Success*

(see the box on page 26). This resource identifies 12 KPIs and groups them into three general areas:

Meal Counts and Participation

- » KPI: Meal Equivalents (MEQ)
- » KPI: Average Daily Participation (ADP)

Financial and Inventory Management

- » KPI: Revenues
- » KPI: Expenditures
- » KPI: Revenue Per Meal Equivalent
- » KPI: Cost Per Meal Equivalent
- » KPI: Cost as a Percentage of Revenue
- » KPI: Break-Even Point (BEP)
- » KPI: Inventory Turnover Rate

Productivity and Labor

- » KPI: Meals Per Labor Hour (MPLH)
- » KPI: Staff Turnover Rate
- » KPI: Staff Absenteeism

“ If the department is operating at a loss, with poor control of food and labor costs and insufficient revenue, then the rest doesn't matter. ”

KPI 101

Although KPI analysis is so critical to the success of school meal programs, there is a serious lack of resources available on this subject for school nutrition professionals to turn to for training, education and reference. To fill this void, the Applied Research Division of the Institute of Child Nutrition embarked on a multi-phase, multi-year project. The culmination of this research is a free, downloadable resource: **Essential KPIs for School Nutrition Success**.

It is advised that school nutrition management professionals receive training based on the contents of this resource *after* they have completed the following ICN courses: *Orientation to School Nutrition Management* and *Financial Management: A Course for School Nutrition Directors*. (For more information about this training, please visit ICN at www.theicn.org.) In the meantime, download your own copy of this reference tool at <http://tinyurl.com/ICNNonKPI-SNMag>.

Here's what you'll find to help you improve your financial management skills—and help you improve your operation's bottom line:

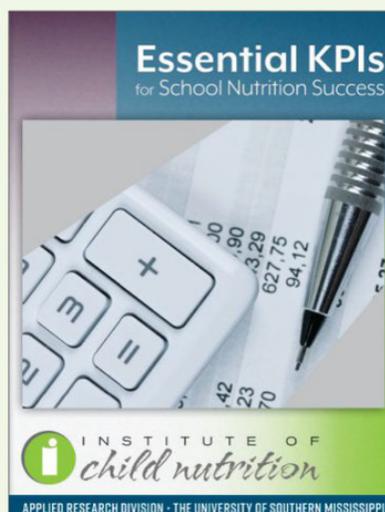
The researchers identified 12 KPIs and have grouped these into three areas (see page 25). For each KPI, there are the following 10 sections:

- » The **Description** introduces users to the KPI.
- » The **Why Calculate** section explains the importance and value of using the KPI.
- » **How Often to Calculate** provides suggestions on the frequency of calculating the KPI.
- » **How to Calculate** explains the mathematical steps for calculating the designated KPI.
- » The **Sample Calculations** section demonstrates, step-by-step, how to calculate the KPI.
- » **Where to Capture Data** provides guidance for locating the necessary data you will need to calculate the KPI.
- » The **How to Use** section explains how to apply the data once a calculation has been made.
- » **Industry Standards** provides a reference by which users can compare the results of their KPI calculations.
- » **Factors That Influence** identifies various factors that may cause the value of the KPI to increase or decrease.
- » **References** compiles all the references used to create the content for the designated KPI.

Essential KPIs for School Nutrition Success also features brief discussions on how to use the results of KPI calculations. Three helpful tools are included as appendices: a "SMART" (specific, measurable, achievable, realistic and time-bound) Goals action-planning template; a sample Statement of Activities Report (revenues and expenses); and step-by-step calculations for meal equivalents.

Once a KPI (or KPIs) has been calculated, the user is encouraged to review Chapter 3 for ways to analyze and apply the data by benchmarking findings; conducting a trend analysis; developing action plans for program improvement; and communicating the findings to managerial staff and other stakeholders.

The research project that led to the development of this resource is detailed in an article published in the Fall 2017 issue of *The Journal of Child Nutrition & Management*, SNA's online, twice-yearly, peer-reviewed research journal. The article goes into depth regarding the research methods, provides greater detail about the new resource and features references. You can access it at <http://tinyurl.com/KPI-JCNM-SNMag>.



PONDERING THE POWER OF THE NUMBERS

Essential KPIs for School Nutrition Success features brief discussions on how to use the results of KPI calculations. **Benchmarking** is defined as comparing one's performance with that of a similar operation or unit to assist in identifying best practices, as well as

areas for improvement efforts. **Trend Analysis** is a comparison of results over several periods of time. Trends may be used to assess historical data, but they also can be used for forecasting. Milk sales, for example, might trend slightly higher during warmer months, and decline during cooler months. The ability to forecast this trend can allow you to

more effectively manage your inventory and associated costs.

Data analysis is just one step. Scrutiny of KPIs doesn't get you very far if you don't do anything with your findings. **Developing action plans** is the next step in applying the results of your research. Then, you want to **communicate with key stakeholders**. ICN

WHEN YOU'VE BEEN IN SCHOOL AS LONG AS WE HAVE,
YOU LEARN A FEW THINGS



- ① QUALITY MATTERS
- ② NOT ALL CHICKEN IS THE SAME
- ③ BEING THE BEST REQUIRES FOCUS

For over 60 years, Gold Kist Farms has been the ONLY chicken brand dedicated exclusively to K-12.



©2017 Pierce Chicken. All rights reserved.

GET THE PRODUCTS AND SUPPORT TRUSTED BY SO MANY K-12 FOOD PROGRAMS.
TALK TO YOUR REPRESENTATIVE TODAY: CALL 800.336.9876 OR VISIT GOLDKISTFARMS.COM

SMART GOALS ACTION PLANNING TEMPLATE

DOES THE GOAL MEET THE FOLLOWING CRITERIA?

SMART GOAL

	YES	NO	
SMART	<input type="checkbox"/>	<input type="checkbox"/>	
MEASURABLE	<input type="checkbox"/>	<input type="checkbox"/>	
ACHIEVABLE	<input type="checkbox"/>	<input type="checkbox"/>	
REALISTIC	<input type="checkbox"/>	<input type="checkbox"/>	
TIME BOUND	<input type="checkbox"/>	<input type="checkbox"/>	

ACTION PLAN

STEPS YOU WILL TAKE TO ACHIEVE THE GOAL	PERSON RESPONSIBLE	MEASURE OF SUCCESS	TARGET DATE	DATE COMPLETE
1.				
2.				
3.				
4.				

Resources needed to achieve the goal:

Source: Institute of Child Nutrition (2015)

“

Expenditures are *allowable* costs that can be identified specifically as being associated with the *production and service of meals to school children*.

”

offers suggestions of ways to present research results in a concise manner to different target audiences, including the development of easy-to-read charts.

The box on page 26 details other ways school nutrition professionals can put the information in this resource to work for them. As further illustration, let's take a closer look at two specific KPIs used in school nutrition operations: **expenditures** and **inventory turnover**.

USING THE KPI: EXPENDITURES

Expenditures are *allowable* costs that can be identified specifically as being associated with the *production and service of meals to school children*. Expenditure categories for a school nutrition program can differ from state to state; you should check with your own state agency for guidance. In general, the

major expense categories include:

Salaries and Wages: These include regular, extra time and overtime pay, as well as compensation for vacation, severance and holidays. This category also includes substitute pay, administrative salaries and other salaries and wages that are paid from school meal program funds.

Employee Benefits: You'll need to calculate payments that your department makes to Social Security, health/life insurance, Workers' Compensation and unemployment insurance. If applicable, this section also might include employee meals, job-related medical expenses not covered by insurance, uniform allowances and other similar costs.

Purchased Food: This is the amount expended for the purchase of all food sold through the school meals program,



as well as for charges for processing USDA Foods from a bulk or raw form into ready-to-use end products. It also includes the cost of USDA Foods delivery to school districts. Some states also may require USDA Foods processing fees here or in the Purchased Services category (*right*).

USDA Foods. You will need to calculate the value of the USDA Foods used in your operation, including food purchased with a commodity letter of credit or cash in lieu of USDA Foods.

Paper Goods and Cleaning Supplies. This category includes the cost of disposable paper goods and supplies, as well as expenses related to a dishmachine and chemicals used for cleaning areas involved in the production and service of food.

Those are the *major* areas of expenses. But a school nutrition operation has other expenditure categories, as well. Typical examples of these include the following:

General Operating Supplies. These are the cost of all general supplies—

including office equipment and supplies—that are needed to operate the program.

Purchased Services. These are fees for professional and technical services, including accounting, legal advice and training. Architects, consultants, computer specialists, foodservice management fees and other services also should be included here.

Maintenance. This not only includes payments for repairs and maintenance of equipment, but also covers energy costs and other expenses related to the upkeep of the facility. Note that these expenses can be considered a direct cost or an indirect cost, but not both.

Capital Assets. This category encompasses the purchase of fixed assets, such as equipment, technology hardware and software and vehicles. Unit cost (capitalization threshold) and useful life also may be specified here.

Non-Capitalized Assets. These typically refer to equipment that falls under the capital threshold, such as small wares.

Indirect Costs: Some districts divide the costs of general overhead across different departments, including the school nutrition operation.

Fund Transfer-Out. These are funds that are transferred to another district fund and/or the repayment of loans to the district.

Miscellaneous. Did you write checks for items or services that don't fit the above categories? You don't want to disregard these, so consider them in this catch-all category.

Why should you track all these costs? Calculating expenditures provides valuable information. For example, significant changes in these expenditure categories or deviations from budget goals can serve as a red flag, indicating that you should more closely monitor the spending activity in a specific category. Other reasons to track expenditures are to identify transaction/accounting errors and discrepancies, as well as discern monthly and annual trends.

To calculate this KPI, which you



Comparing the revenue-and-expenditure statement with the balance sheet should reveal whether the operation is generating enough revenue to offset expenditures.



should do monthly, information should be collected from a *revenue-and-expenditures statement* and a *balance sheet*. The revenue-and-expenditures statement is a report that is usually prepared at the end of each month by the school nutrition or school business office. The balance sheet is a financial statement prepared at the end of each accounting period to reflect the financial position of the school nutrition operation. The balance sheet contains critical information about the program's assets, liabilities and the fund balance. ***Comparing the revenue-and-expenditure statement with the balance sheet should reveal whether the operation is generating enough revenue to offset expenditures.***

Ideally, once calculated, the Expenditures KPI allows for each individual expenditure line to be monitored for the *current period*, the *previous period* and the *year-to-date*. Comparing these figures can reveal trends and directions for improvement, so that effective financial decisions can be made. ***Total school nutrition program revenues should meet or exceed total expenditures***, thus making a program self-supporting. ICN's resource identifies the following industry standards in this area:

- » Food costs = 38% of total cost
- » Labor costs = 46% of total cost
- » Other costs = 16% of total cost

If you see problems or areas to improve, then the next step is to develop an action plan using goals that are SMART (specific, measurable, achievable, realistic and time-bound). Consider the following steps in developing your action plan and use the template found on page 28:

- » Outline the actions or steps that need to occur.

- » Identify the person(s) who will be responsible for implementing the steps.
- » List indicators of completion or progress.
- » Set a target date for achieving each step.
- » Specify the resources that will be required, such as staff, money or materials.

In this KPI, there are a number of factors that may have influence on expenses that are too high—or serve to highlight areas you should consider for cost-cutting action. These include:

- » wages, salaries and benefits costs
- » food costs
- » supply costs
- » centralized vs. decentralized production
- » scratch prep vs. speed-scratch vs. convenience production
- » self-operation vs. contract management
- » indirect costs
- » market conditions
- » food waste
- » purchasing practices
- » absenteeism rate

You don't need to go it alone when using KPIs to make decisions about operational changes. Share data with team members and stakeholders. Encourage dialogue to ensure that everyone understands the data and shares ideas on applying it toward improvements. Involve others in the specifics of your action plan.

USING THE KPI: INVENTORY TURNOVER RATE

Calculating expenditures certainly is a fundamental KPI for a school nutrition operation. But there are other KPIs that may be less obvious, but no less

important. Consider the Inventory Turnover Rate. Why is it important to know *this*?

Inventory turnover is a measure of inventory *efficiency*. Specifically, it is the number of times inventory is used in a particular period. Calculating this KPI is important to any foodservice operation as a way to control "investments" in food and supplies. Allocating too much of your revenue into food items that are seldom used *or* over-ordering certain food items can both lead to food waste and can tie up funds that could be used in other areas. This KPI can be used to determine if an operation is holding too much inventory. It's an exercise that should be conducted monthly and annually in order to establish benchmarks.

Data for calculating inventory turnover rate may be captured from several areas. The revenue-and-expenditure report will display monthly purchases. Your point-of-sale inventory system is another excellent source for finding target data. Inventory records from the beginning and the end of a given period are also valuable.

Inventory turnover benchmarks should be established for each serving site that maintains *any* inventory. Even if a school receives meals prepped at another location, it likely has paper and cleaning supplies on hand! It's important to establish these benchmarks for every individual site, because each setting is so unique.

The ideal is to have as ***high an inventory turnover rate as possible***. When the inventory turnover rate is low—meaning you have packed or even overflowing storage areas—it presents a number of problems. At the most basic, it is difficult simply to keep track of all the products you have

New!
Available 2017-2018 School Year.



chicken & cheese TAQUITOS!

GREAT TASTING NUTRITION THAT MEETS
KIDS' REQUIREMENTS ... AND YOURS!



Over 70% of students prefer our taquitos over current menu items*

1 Grain Serving
Per Taquito

1 oz
Meat/Meat Alternative
Per Taquito

- NO Artificial Colors
- NO Artificial Flavors
- NO Caramel Color
- NO Carrageenan
- NO Trans Fat
- NO High Fructose Corn Syrup

Ingredients align with School Food Focus and CSPI targeted avoid list.

*Source: Student Taste Test Clovis, CA and Mesa, AZ, N=143 Students ages 12-18



Ruiz Foods is a certified minority owned and managed company, certificate number SC05406.

Contact your Ruiz broker or email newcustomers@ruizfoods.com.
©2017 Ruiz Food Products, Inc.



KPI: INVENTORY TURNOVER RATE

HOW TO CALCULATE

The beginning purchased inventory is the same figure as the previous month's ending purchased inventory.



$$\frac{\text{COSTS OF GOODS SOLD}}{\text{AVERAGE INVENTORY VALUE}} = \frac{(\text{Beginning Inventory} + \text{Purchases during period}) - \text{Ending inventory}}{(\text{Beginning Inventory} + \text{Ending Inventory}) \div 2}$$

SAMPLE CALCULATION(S) FOR A MONTH



Beginning Inventory	= \$6,000
Purchases during the month	= \$11,400
Ending Inventory	= \$5,400
Costs of goods sold	= $\frac{(\$6,600 + \$11,400) - \$5,400}{2} = \$12,600 = 2.1$
Average inventory value	= $\frac{(\$6,600 + \$5,400)}{2} = \$6,000$

2.1 = The number of times inventory turned over or was used up and replenished in a period.



Industry standards assert that a school that receives a weekly delivery for most products should have a turnover rate of once every 7 to 10 days or two to three times per month.



on-hand! Plus, more storage space is required, money is tied up and it is harder to control waste or pilferage.

Essential KPIs for School Nutrition Success provides sample instructions for calculating inventory turnover rate. The first step is determining the cost of goods sold. Then, you divide this number by the average inventory value. The result should be the same figure as the previous month's ending purchased inventory value. This process is displayed in the graphic above. Also, *Essential KPIs for School Nutrition Success* features a case study that establishes a hypothetical school district and school nutrition program, walking the reader through the specific steps of this calculation.

Industry standards assert that a school that receives a weekly delivery for most products should have a

turnover rate of once every 7 to 10 days or two to three times per month. Some of the factors that will influence this KPI are:

- » forecasting accuracy
- » inventory loss due to waste, theft, spoilage and other product lost
- » secure and safe storage practices (which can reduce inventory loss and ensure shelf life is maximized)
- » frequency of deliveries
- » storage space
- » use of cycle menus and the number of weeks in the cycle
- » minimizing menu substitutions
- » size of the bid
- » order procedures (centrally placed orders tend to allow for review and revision)
- » meals and meal counts

"Star'Bake Rustic makes life easier for our bakers."

"And, **Star'Bake** has helped us greatly reduce the number of other ingredients we were putting into our recipes—and therefore stocking in our warehouse."

— **Brandon Durio**, Executive Chef, Cherry Creek Schools – Colorado



Roberto Alvarez, Technical Service Manager

SIMPLE FORMULATION.
LESS SCALING.

STAR'BAKE™ Rustic

Star'Bake ready-to-use concentrate contains all your active ingredients: yeast, salt, dough improver and flavor. Just add one bag of Star'Bake per 25 lbs. of flour, along with water, sugar and oil.



YEAST & INGREDIENTS

Request trial samples
at 1-800-770-2714 or
visit lesaffreyeast.com



“

School nutrition directors are encouraged to use this resource as a desk reference, as well as for training their management staff to use KPIs.

”

- » meal service interruptions where there is a loss of foodservice sales (i.e. snow days)
- » non-compliance with regulations

As with other KPIs for school nutrition, once the calculation has been conducted, you can identify problem areas and develop an action plan (see the sample template on page 28). Calculating the KPI for inventory turnover rate can also be used for trend analysis, which is useful for projecting future purchases.

DATA DRIVES DECISIONS

School nutrition operators can use KPIs to support a wide range of decisions and assessments. For example, the *KPI Average Daily Participation* can assist in forecasting and taking subsequent action, such as determining labor requirements and food/non-food purchase projections. The *KPI Breakeven Point* indicates whether a school nutrition operation is self-sufficient and can be used to determine

the financial feasibility of starting an initiative such as a supper program or offering summer service. The *KPI Staff Turnover Rate* can be used to identify a poor work environment, including a lack of opportunities for development and advancement and poor supervision. These are just a few of the numerous ways to use KPI data all across your operation.

ICN is in the process of developing a series of online training programs based on the content of *Essential KPIs for School Nutrition Success*. In the meantime, school nutrition directors are encouraged to use this resource as a desk reference, as well as for training their management staff to use KPIs. **SN**

Keith Rushing is director of and Shellie Hubbard is research assistant for the Applied Research Division of the Institute of Child Nutrition, located at the University of Southern Mississippi. Rushing was project coordinator for Essential KPIs for School Nutrition Success.



our recipe for success.

Preferred Meals blends the preferences of students with the needs of school foodservice operators—the ingredients that keep participation high and costs manageable. Program development and tasty innovation are at the heart of what we do, and we can work with your team to create customized solutions that fit your operational needs.



800-886-6325 | preferredmeals.com

© 2017 Preferred Meals, Inc.



Cents & Sensibility

Financial terms and tips to help novice directors and managers get a grip on school nutrition costs.

The pages of *School Nutrition* are frequently filled with ideas to boost participation and **revenues**. From initiatives like supper in the classroom (September 2017) to adult meal service (*page 46*) to the inspired marketing creativity you'll find every month in "Things We Love" (*page 42*), we're often focused on the many opportunities to grow. But a successful school nutrition operation is one that is also properly managing its **costs**. Following are a few tools to help you meet this challenge.

6 Golden Rules

As a manager charged with controlling costs in *any* operation, you should pledge to gain the training and experience to confidently complete the following checklist:

- ✓ I have an accurate, timely accounting system that can generate a variety of reports.
- ✓ I understand how to read different financial reports and statements; if I don't understand, I will get training or ask someone with more experience, rather than fake my way through it.
- ✓ I have different standards or measurements to use as points of comparison; I can benchmark past performance, against key performance indicators (KPIs) and against national norms.
- ✓ I can identify the reason(s) why costs have changed—or I will research and get to the bottom of it.
- ✓ I have different tools that I can use to address cost concerns beyond simply generating more revenue.
- ✓ I am prepared to take corrective actions to fix problems.



9 Acronyms You Should Know

ADP

Average Daily Participation—the average number of all students (free, reduced-price and paid) taking a reimbursable meal

BEP

Breakeven Point—the figure you must reach at which revenues cover all expenses

FIFO

First In, First Out—a rotation practice to manage inventory, especially of food and other items with an expiration date

FTE

Full-time Equivalent—the sum of part-time employee hours to help determine labor needs

KPI

Key Performance Indicators—quantifiable measures you establish to help you track goals for financial management and other targets that define success

MEQ

Meal Equivalents—the conversion, for comparison purposes, of different meal services (breakfast, snacks, supper) and other food sales (a la carte) to the *equivalent of one reimbursable school lunch* in order to calculate revenue, costs in general and labor costs in particular

MPLH

Meals Per Labor Hour—the number of MEQs served per labor hour is a fundamental measure of productivity and efficiency; it is an essential tool in determining staffing

P&L

Profit & Loss Statement—a summary of the revenues and expenses generated by the school nutrition operation and/or by individual school sites

ROI

Return on Investment—a calculation to determine if an initiative or purchase requiring significant financial and human resources is a viable use of those resources

5 Categories of Costs



Direct costs are those that can be identified very specifically, such as the amounts paid for goods and services.

Indirect costs are those that are prorated across several programs or departments (such as the costs for electricity or custodial service).

Fixed costs are those that remain relatively constant, regardless of the number of meals served, from day-to-day or week-to-week; these include salaries and benefits.

Administrative costs are expenses not considered part of the direct service to the student customer, such as those related to staff training, utilities or waste disposal.

Variable costs are those that vary in direct proportion to the number of customers served or the volume of sales.

4 Tactics for Taking Stock

How you handle receipt, storage and tracking of food/beverage items and supplies can have a huge impact on your cafeteria's bottom line. Proper inventory procedures for each step from delivery to storage to record-keeping is essential.

» **Detailed Delivery Check-in:** No matter how hectic things may be when a delivery arrives, a proper check-in with the driver will ensure not only that foods are at the proper temperature, but also that they are damage-free. Check items against the order to ensure accuracy, and make sure foods are stored properly in your cooler, freezer or dry-storage/pantry.

» **Storage Training:** Proper inventory management ensures food safety, and loss prevention saves money. Those are two compelling reasons to train your team about the "whys" and "hows" of appropriate storage, product rotation and food safety practices. Good inventory management also can detect losses due to theft.



» **Organization & Visibility:** Chaos leads to waste! Good lighting and visibility in storage areas will prevent poor product rotation. Use charts or maps for large storage areas and cooler/freezers to cut down search time and increase efficiency.

» **Count Off:** While most school nutrition technology suites include solid inventory management modules, the information in your reports is still subject to follow-through by everyone on the staff to keep records up-to-date. That's why it's a good practice to take a physical inventory once or twice a year. Get in there and count boxes and cans! Be sure to review product labels and expiration dates.

Celebrate Bagel Day with Lender's®!



You could win a Lender's® bagel breakfast for your school!

National Bagel Day is coming up in February – and Lender's® wants to help you celebrate!

Go to www.pinnaclebagelday.com to enter your school into a drawing to win FREE Lender's® Whole Grain Rich bagels and a visit from Bagel Buddy!

Hurry – contest ends December 31, 2017.

First 150 entrants will receive a free Bagel Buddy beanie toy!



NO PURCHASE NECESSARY. For full contest rules and details, please visit www.pinnaclebagelday.com.

©2017 Pinnacle Foods Group LLC



866-816-7313 or foodservice.pinnaclefoods.com



Review your procurement practices. Are you actively looking at ways to reduce your food costs or just doing the same thing you always do? How often do you really look at your bid documents and your contracts? Network with your counterparts at other school districts to determine if there are better ways to manage this process.

13 Ways to Manage Costs

Be data-driven. Set KPIs, analyze your budget and start benchmarking performance, reviewing different periods of time, as well as different sites with similar profiles. Know industry norms nationally and in your region.

Know and control your MPLH. If a site is producing fewer meals, take a look at the factors that are influencing efficiency (or lack thereof). Do you need to shake up the staffing a bit—reassigning a problem employee, hiring a no-nonsense site manager or pairing novices with more experienced veterans? Maybe there are too many staffers at the location? Should you make a change of equipment? Offer a different menu mix? Perhaps the team just needs some training on working smarter to make the best use of time.

Review your procurement practices. Are you actively looking at ways to reduce your food costs or just doing the same thing you always do? How often do you really look at your bid documents and your contracts? Network with your counterparts at other school districts to determine if there are better ways to manage this process. Continue to take advantage of procurement training opportunities, including SNA's upcoming 2018 School Nutrition Industry Conference, in New Orleans in January, which will feature an intense focus on procurement topics.

Improve your forecasting skills. Use data (such as production records, inventory reports and participation trends) to make better decisions about how much food you really need, so that you don't over-order. This helps to reduce waste.

Decide if a cooperative makes good business sense for your operation. If you're a small district, is it time to join a purchasing cooperative with others of like size to boost your purchase power through higher volume? On the other hand, should you consider leaving a cooperative if changes in regional population have led to increased competition that will give you lower prices despite your lower volume?

Leverage your USDA Foods allotment. With more than 180 individual products to select among, it's easy to get caught up in taking any and all items that work for your menu. But are you prioritizing the ones that will give you the best bang for the buck? If you focus on using commodity dollars for pricier center-of-the-plate menu items and ingredients, you may be able to stretch your food budget further.

Practice portion control. Not all financial management is practiced in the district office. Cooks and servers should adhere to standardized recipes and other instructions about appropriate portions for various menu items. Demonstrate to staff how small increases may seem insignificant, but they add up when multiplied across a school site or the entire district.

Control condiments and supplies. These also can add up—and end up in the trash. Monitor or limit how many packets of ketchup, straws, napkins and so on are taken by customers.

Guard against student theft. Monitor merchandiser displays carefully. Place small, easily pocketable items right next to cashier stations.



Watch out for employee theft, too. You hate to imagine anyone on the team being capable of stealing, but it's an unfortunate reality in business that you will encounter the occasional rotten apple who will take advantage. Establish a zero-tolerance policy: If you steal just once, you are fired, no exceptions.

Avoid cool-but-complex equipment that won't be used to its full capabilities or (even used at all) by onsite cafeteria teams. If you're going to make an investment in equipment, make an investment in training and oversight, as well.

Specify sustainability. It's not just about protecting Mother Earth, it's about protecting your budget, too. Invest in equipment or accessories that save energy and water. (See "Equipment Basics," November 2017, pages 20-21 for information on the ENERGY STAR certification program.)

Identify your bottom line fixed costs and indirect costs (areas in which you can make few changes) and focus your attention on improving participation or adding revenue in ways that will ensure these are covered.



2 Priorities for Contract Compliance

Don't be complacent about the administration of the contracts you have with vendors for various goods and services. Too often, attention to this final step gets lost in the day-to-day operation of a school meals program and it's considered something "that takes care of itself." But this is a responsibility that is as critical as all the other steps in the procurement process. Failure to do so can lead to increased food costs.

Pricing is obviously one of the more important elements that require monitoring by the district. As most vendors deal with multiple customers, it is possible that invoices might post incorrect prices. School food authorities, even those with small staffs, need to make the time to check all invoices; at minimum you should conduct a spot review. Ensure that the person approving invoices and statements for payment has access to the source documents needed to monitor for compliance.

Another critical area is **getting exactly what is specified in the contract**, including items by brand, code, pack size and price—as well as them being delivered in a condition that is also specified in the contract. Compliance is a detailed and time-consuming process that involves communicating terms to staff at all receiving sites, empowering them to make decisions if a delivery falls short of expectations. When receiving goods, it is critical that designated site staff confirm that the products delivered are the ones that were specified in the contract and that they arrived in proper condition.

*Adapted from "Solving the Procurement Puzzle: Managing the Complexities of Doing Business in K-12 School Foodservice," a 2016 white paper report from the School Nutrition Association **SN***

Sunbelievable
Credits as a 1/2 cup Red/Orange Vegetable

Smooth-Frozen SideKicks™

Kids are tired of eating carrots!

Sunbelievable offers K-12 students options in a vegetable category where variety is limited. In a school taste test, 86% of students liked the Smooth-Frozen texture and delicious flavor!

Try It Today! For nutrition information or for a list of distributors in your state with order numbers, visit juice4u.com or call 877-99-JUICE.

Try SideKicks Fruit Credits and "Additional" Vegetable Credit too!

COUNTRY PURE FOODS

[Things We Love]

FANTASTIC FALL!

It's been a fun, fantastic fall, with one holiday, observance or promotion after another—and another after that! We can't keep up—how do you? Cafeteria teams all across the country put their creativity and spirit in the spotlight through many different events and SN loved them all!



National Pickle Day

SN could not stop snickering at this hilarious promotion in **Lowndes County (Ga.) Schools**. Kudos to you for promoting fermented cucumbers (that's right, people, there's no such thing as a pickle bush), encouraging kids to give them a try—and for acknowledging that, for many of us, pickles are definitely an *acquired* taste!

BOO to You!

The Halloween creativity kept on coming long after we sent our November issue to print. We simply had to include these fun photos from Arizona, Colorado, New York, North Carolina and Tennessee.



Thank you to cafeteria teams throughout Charleston County (S.C.) School District for reminding us that October is Breast Cancer Awareness Month.



50th Day of School

Need a fresh fall promotion next year? Here's a clever, unique observance to consider. The ladies at **Floyds Knobs Elementary in Indiana** were rockin' around the clock!

VETERANS Day

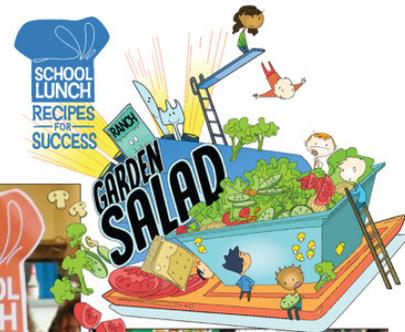
Both active duty and military veterans were welcomed to dine in many school cafeterias, including these in Colorado, Massachusetts, Tennessee and Virginia.



Cafeteria teams should take pride in the sheer numbers of special **Thanksgiving** meals they produced and served for kids and their communities. They gave thanks to their school nutrition colleagues and we give thanks for *them!* These pictures from sites in Colorado, Georgia, Maine, North Carolina, South Carolina, Tennessee, Texas and Virginia are just a sampling of what we saw on social media.

[Things We Love]

» #NSLW17 Edition



SN is taking advantage of its (relatively) new "Things We Love" column to showcase our favorite images from **National School Lunch Week 2017** now—we couldn't wait until spring to share! There were so many great celebrations from coast to coast. The ingredients in your "Recipes for Success" included hashtags, colorful posters, creative contests (draw a picture on a sandwich bag!), games, crazy costumes, new recipe samples, guest servers—and even short videos! After viewing these photos, save ideas to try next year. We'll preview the 2018-19 NSLW/NSBW themes in the April 2018 magazine.





▶▶▶▶ Many thanks to the school nutrition teams in Alabama, Colorado, Florida, Georgia, Idaho, Minnesota, Missouri, Pennsylvania, Ohio, South Dakota, Texas, Utah and Washington for sharing their NSLW spirit with SNA, School Nutrition and social media followers. We wish we had room for all our favorite photos!

All Grown Up

BY KELSEY CASSELBURY

SERVES
8

Grilled Chicken Blueberry Pecan Salad

- 2 lbs. Chicken breasts, boneless, skinless
- 1 tsp. Kosher salt
- ½ tsp. Black pepper
- ½ tsp. Garlic powder

Dressing Ingredients

- ½ cup Honey
- 6 Tbsps. Mustard, whole-grain Dijon
- ¼ cup Apple cider vinegar
- ¼ cup Olive oil
- 2 cloves Garlic, minced
- 1 tsp. Kosher salt
- ¼ tsp. Black pepper

Salad Ingredients

- 12 cups Red leaf lettuce
- 3 cups Fresh blueberries
- 2 Gala apples, cored and sliced
- ½ cup Red onion, thinly sliced
- ½ cup Toasted pecans

- 1.** Preheat a grill or grill pan for preparing the chicken.
- 2.** Season the chicken breasts with 1 tsp. salt, plus ½ tsp. each of pepper and garlic powder.
- 3.** Grill the chicken, turning once, until it is cooked through. Let it stand 10 minutes, slice and reserve for assembly.
- 4.** To prepare the dressing: In a bowl, whisk the honey, Dijon mustard, vinegar, olive oil, garlic, 1 tsp. salt and ¼ tsp. pepper until blended. Set aside until service.
- 5.** To serve, divide the lettuce evenly (approximately 1½ cups each) among eight serving containers and top the lettuce with equal amounts of chicken, fresh blueberries, apple slices, red onion slices and pecans. Serve each salad with approximately ½ cup of dressing.

Recipe and Photo: U.S. Highbush Blueberry Council, www.blueberrycouncil.org



In some districts, staff meals provide a little extra in both revenue *and* goodwill.

When it comes to the focus of a K-12 school nutrition operation, it's all about the kids—naturally. Employees aim to feed hungry students and make sure that they're ready to learn. Once this primary mission is fulfilled, however, some cafeteria teams turn their attention to another customer segment: **adults**.

Teachers, administrators and other school staff need to eat lunch, too. And while they'll never be the primary target audience for school nutrition operators, you don't want to be seen as willfully ignoring these potential customers. After all, some of the best PR messages can come from an enthusiastic teacher who knows firsthand that what you serve is top-notch—and says so at PTA meetings.

All those regulations and requirements that USDA mandates for feeding students through the National School Lunch Program do *not* apply to these adults. Therefore, serving meals for adult customers offers up an opportunity to flex your culinary muscles, adjust portion sizes and, subsequently, charge a little bit more—all while demonstrating to some powerful school *influencers*, that you and your staff have the gastronomic skills to provide delicious food.

Not everyone, however, agrees that creating and marketing menu offerings that are exclusive to school staff and adult guests is a worthy or even appropriate endeavor. Some argue that it doesn't merit your time and attention, nor does it showcase the best of school nutrition. If you're considering starting or expanding service of adult-only meals, assessing the pros and cons is an important step. You can start by checking out some of the practices and opinions of a variety of school nutrition professionals from around the country who connected with *School Nutrition* on this topic.

SMALL-SCALE SERVICE

Offering cafeteria meals for adults doesn't necessarily mean you'll be creating a whole, separate menu line exclusive to them. In some schools and districts, serving this customer segment is simply a matter of modifying student menus. For example, Heather Frye, kitchen manager for **McGraw and Weatherbee Elementary Schools, RSU 22, Hampden, Maine**, says that her operation allows school staffers to enjoy the same salad bar as students, but offers the adults an additional protein option. "If tacos happen to be on the menu for that day, then [the adults]

Food Focus

SERVES
8

Taste of the Tropics Mango Wrap

2	Mangos, ripe, peeled, pitted and diced
2 cups	Greek yogurt
½ tsp.	Cumin
1 Tbsp.	Water (as necessary)
To taste	Cayenne pepper
1 tsp.	Garlic powder
½ tsp.	Kosher salt
2 Tbsps.	Lime juice
¼ cup	Olive oil
4 cups	Chicken breast, cooked and sliced
2 cups	Romaine lettuce, shredded
2 Tbsps.	Cilantro, chopped
8 each	Flour tortillas, 10-in.



1. To prepare the mango sauce: Combine the flesh of one mango, with all of the yogurt, cumin and cayenne pepper in a blender and blend together well. Add 1 Tbsp. water to thin the mixture, if necessary. Refrigerate until ready to use.

2. To prepare the dressing: In a small bowl, mix the garlic powder, salt, lime juice and olive oil. Set aside.

3. To prepare the mango chicken salad: In a large bowl, combine the chicken slices and

shredded lettuce. Add the dressing. Fold in the cilantro, plus the flesh from the second mango.

4. To assemble, spread 1 Tbsp. of the mango sauce over one tortilla. Scoop ½ cup mango chicken salad and place in the center. Fold up both sides and roll up. Repeat with the remaining tortillas. Portion remaining mango sauce for dipping. Serve immediately.

Recipe and Photo: National Mango Board, www.mango.org



Serving meals for adult customers offers up an opportunity to flex your culinary muscles, adjust portion sizes and, subsequently, charge a little bit more—all while demonstrating, to some powerful school influencers, that you and your staff have the gastronomic skills to provide delicious food.

can have taco meat with their salad," she states. To prep for that possibility, when making taco meat, she prepares extra and freezes 4-oz. portions for those days the teachers request it.

Other districts offer a little bit more individualization, albeit on a small scale. In Texas, Cafeteria Manager Donnette Brown reports that, for 16 years, her team at **Sparta Elementary**, part of **Belton Independent School District**, offers salads to school employees, along with soup or a baked potato. However, as the week draws to a close, they offer a little something special: Comfort Food Thursdays. "That is the day we always have chicken nuggets, popcorn chicken or, the teacher favorite, steak fingers and mashed potatoes," Brown says.

When adult meal service first began at Sparta, teachers stopped by the cafeteria to place their meal orders in a spiral notebook earmarked for that purpose. Now Brown sends teachers and school staff an email of what's being offered the next day, and staffers have until 8:30 the morning of to order a lunch via an email reply. This

generally seems to be the standard practice at many other sites when it comes to serving adult meals, and it ensures that what's made is all that's needed, so there's little food waste.

Jennifer Jones, kitchen manager for **Newmarket Elementary School, Newmarket (N.H.) School District**, often serves soup to school staff. Rather than collect orders in advance and have them packaged and ready to go, she makes a large enough batch to accommodate real-time orders and she holds it hot in a tureen. "Some staff will email me with a particular time that they will be coming down to pick up their soup," she says. "They have all been told which side of the cafeteria to enter on and that serving kids comes first for us. They are very patient."

For a long time, **San Luis (Calif.) Coastal Unified School District** Food Service Director Erin Primer made special, separate meals for adult customers, but took another approach in SY 2016-17. "I kept the 'staff menu,' but made all the items compliant with what can be served at our secondary schools," she explains. "This

helped us streamline the labor and use it to benefit students. Also, in the past we carried items that were only used for the staff menu and not for students, which is silly.”

In fact, she’s taken this philosophy to the next step in *this* school year, eliminating the separate staff menu entirely. “Anything that we do should directly benefit students first—adults are just a bonus,” Primer notes. “We should focus our time, labor and products on creating such delicious things that the adults will *want* the same menu items that the kids get.” This is an opinion that quite a few school nutrition professionals hold—but more on that in a bit.

RAMPING IT UP

Then there are the operators who opt to go a little bit further in actively pursuing adult customers. Serving adult meals means “giving school staff the opportunity to interact with the nutrition team,” says Claudia Simion, café manager, **Reagan Elementary, Brownsburg (Ind.) Community Schools**. “The multiple choices that are offered have made this customer base grow. They are *permanent* customers now,” she details. As a result, the cafeteria team has seen improvement in both sales and customer satisfaction. Adult meals include salads, seasonal soups, baked potato and taco bars, as well as special holiday menus, such as turkey, green bean casserole and mashed potatoes for Thanksgiving.

Simion even goes one step further by creating special events for the faculty and staff, such as during August’s solar eclipse, when she made a Black Bean, Corn and Tomato “Galaxy Mix” and an “Eclipse Fruit Bowl,” with blueberries, blackberries and “sunny slices of peach.” On a daily basis, Simion serves 8 to 12 teachers and administrative personnel, but when she offers specials, adult participation triples and even quadruples!

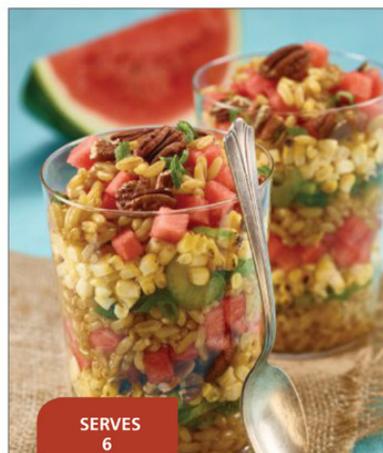
While many school nutrition operations serve just a handful of adults a day, Joy Peters, foodservice director, has more than 100 hungry teachers, admins and staffers lining

up daily throughout her **Pecos-Barstow-Toyah (Texas) Independent School District**. The majority of these customers— anywhere between 30 and 80—order salads, she reports; the most popular is the Santa Fe Salad, which is similar to a taco salad. Peters says that adult meals have been the gateway for staff to regularly try—and find they enjoy—the student meals. “Plus, it’s much quicker to pick up a meal in one of our cafeterias than to

try to go out and buy something at a fastfood restaurant,” she adds.

LET’S TALK CASH MONEY

A *very* informal survey of school nutrition professionals found that adult meals are priced anywhere between \$0.25 and \$1 more than student meals—and that’s plenty, for some districts, to add a little extra cash to their bottom line. Nevertheless, you want to be sure your adult



Ancient Grain Salad With Watermelon

6 Tbsps.	Olive oil
½ cup	Maple syrup
6 Tbsps.	Lemon juice
4 tsps.	Lemon zest
To taste	Kosher salt
6 cups	Cooked whole grains, such as kamut, brown rice, quinoa or barley
1 cup	Pecans, chopped
⅔ cup + 2 Tbsps.	Green onions, sliced
⅔ cup	Celery, thinly sliced
2 cups	Corn kernels
4 cups	Watermelon, diced

1. In a small bowl, combine the olive oil, maple syrup, lemon juice, lemon zest and salt.
2. Add the grain of choice and chopped pecans. Mix thoroughly to combine.
3. To serve, place ⅓ cup of the grain mixture on the bottom of a bowl or container. Top it with ½ Tbsp. each of celery and green onions, 2 ½ Tbsps. of corn and ⅓ cup diced watermelon. Repeat the layers once, starting with the grain, and then top with ⅓ cup of the grain and 1 tsp. green onions.

Recipe and Photo: National Watermelon Promotion Board, www.watermelon.org

Food Focus

pricing complies with USDA guidance on this subject. Yes, there is guidance on this topic—issued back in 1989 and, despite all the other regulatory changes of the last 30 years, this area has not been updated since. A few key points:

» School food authorities (SFAs) must ensure (“to the extent practicable”) that money collected from federal reimbursements, payment for student meals and other nondesignated nonprofit foodservice revenues do *not* subsidize adult meals.

» Although donated foods (aka USDA Foods) can be used for adult meals, the per-meal value of those donated foods must be taken into consideration when pricing the meals.

» The price of adult meals must cover the cost of said meals entirely, including labor.

» If, for some reason, there’s no data to accurately price the adult meal, the charge must be at least the amount of reimbursement received for a student’s free lunch.

» Staff members who are *directly* involved in the school food operation can be given a free meal, if the SEA chooses.

» It probably goes without saying, but meals served to adults cannot be claimed for reimbursement or counted toward the USDA Foods entitlement.

BUT THINK TWICE

Don’t think this revenue comes without a price, particularly of labor—and some say that price is just a little too high. JoAnne Robinette, SNS, a child nutrition consultant and former foodservice director, tells a story of taking a job at a district that had been operating at a loss, and yet they were offering not only adult meals but full serving lines in private areas for school staff.



1. In a large bowl, combine the mayonnaise, honey (or sugar), garlic powder, red wine vinegar and ground black pepper to make the dressing.
2. Fold in the cooked chicken, celery, apples and cranberries. Stir well.
3. Place $\frac{2}{3}$ cup of chicken apple salad on the bottom half of each ciabatta roll. Add a $\frac{1}{2}$ cup of shredded romaine lettuce and top with the other half of the ciabatta roll.
4. Serve chilled.

*Note: Pillsbury Ciabatta Bread, thaw-and-serve, whole grain and pre-sliced, can be used in this recipe.

Recipe: Boston Public Schools/Project Bread, www.projectbread.org; adapted by General Mills Convenience & Foodservice, www.generalmillsfc.com

Photo: General Mills Convenience & Foodservice, www.generalmillsfc.com

Chicken Apple Salad Sandwich

1 cup	Mayonnaise
2 $\frac{1}{2}$ tsps.	Honey or sugar
1 $\frac{1}{4}$ tsps.	Garlic powder
1 $\frac{1}{2}$ Tbsps.	Red wine vinegar
$\frac{1}{2}$ tsp.	Black pepper, ground
2 lbs.	Chicken breasts, cooked, sliced
1 $\frac{3}{4}$ cup	Celery, chopped
$\frac{3}{4}$ cup	Apples, chopped
$\frac{1}{4}$ cup	Cranberries
5 cups	Romaine lettuce, shredded
10	Ciabatta rolls*

“I put an end to that in different ways,” Robinette recounts, as she realized she had to rein in labor costs to turn around the failing program. “First, we changed to self-serve in that private area, and then—after much food and little revenue—the exclusive serving lines were taken out and replaced by the invitation to come to the main cafeteria. We would let them cut to the front of the line, and we would have soup or salads for them.” While she expects there were teachers who most likely mourned the loss of their private cafeteria, Robinette says it just wasn’t worth the hours of labor that were going into the prep of such special items, available only for adults. “I could have a cook make meals for several hundred students in two hours, or I could have her make items for the adult line and maybe take in \$12,” she explains.

Of course, a private serving line just for adults is a pretty extreme



Adult pricing for meals must comply with USDA guidance established in 1989. The price of adult meals must cover the cost of said meals entirely, including labor.



#EggsInSchools



ON *the* GO

PROTEIN BOXES

Popstar Breakfast Protein Box

NEW! Grab n' go protein boxes roll into schools

Our school-ready concepts feature the 'protein power' of eggs. Perfect for Breakfast in the Classroom, lunch, snacks or Salad Bar Sidekicks, these on-trend concepts meet meal pattern requirements and are quick and easy to prepare and serve.



Think Inside the **Box**

Get inspired at AEB.org/ProteinBoxes



incredible!



American Egg Board

Food Focus

example of adult meals. However, others echo similar concerns. “Staffing is always a challenge,” laments Joy Peters. “We live in an oil-rich area of Texas, so everyone pays a whole lot more [in salary] than we do. We constantly lose employees to the oil fields.” Because of this, she reveals, all the adult meals are prepared at a single site, with a warehouse employee delivering them to each campus along with other goods.

Similar logistical headaches are among the reasons Erin Primer stopped serving adult meals. “We had our most senior employee—and highest-paid person—making these non-compliant staff meals,” she recounts. “I did not understand why we used the most senior and skilled person on the team to make non-student meals.”

GOOD VIBES

As SN readers know well, every school nutrition director and manager approaches their operation a little differently while still staying compliant with various regulations, including the service (or absence of service) of adult meals. But don’t overlook the great PR that can support the school nutrition department. “I have a great relationship with my school family, so it’s a blessing to do it for them,” says Donnette Brown. “My motto is, if the principal and staff are happy, then it’s a happy place to be.” **SN**

Kelsey Casselbury is a contributing editor and a former managing editor of School Nutrition. She lives in Odenton, Md., and can be reached at kcasselbury snmag@gmail.com.



1. Prepare the pasta according to package directions.
2. While the pasta is cooking, combine the tuna, beans, onion, parsley and olives in a mixing bowl.
3. In a separate small bowl, whisk the oil, Dijon mustard, vinegar, pepper and salt.
4. When the pasta is cooked, drain it well and toss it with the tuna-and-beans

mixture. Pour the vinaigrette over the pasta and toss well.

5. Add the grated cheese and toss gently. Refrigerate and serve cold.

***Note:** Consider an Asiago cheese from Wisconsin for this recipe.

Recipe and Photo: Wisconsin Milk Marketing Board, www.wisconsincheesefoodservice.com

SERVES
8

Tuna and Bean Salad

12 ozs.	Pasta shells (or other pasta shape), medium-sized
12 ¼ ozs.	Tuna, chunk light, in water, drained
15 ½ ozs.	Kidney or pinto beans, rinsed and drained
½	Red onion, medium, chopped
¼ cup	Flat-leaf parsley, chopped
¼ cup	Black olives, chopped
2 Tbsps.	Vegetable oil
¼ cup	Dijon mustard
2 Tbsps.	Red wine vinegar
¼ tsp.	Ground black pepper
½ cup	Asiago cheese, grated*
To taste	Salt



SERVES
12

1. Heat the oil in a large pot over medium heat. Add the onions and sauté for 5 minutes, or until they have softened.
2. Stir in the celery. Cook until the celery is tender, about 4 minutes.
3. To the pot, add the condensed tomato soup, vegetable broth, Worcestershire sauce, horseradish, lemon juice, lemon zest, 1 Tbsp. celery seed and the ground red pepper. Bring the soup to a simmer and cook for 5 minutes.
4. To serve, use a 6-oz. ladle to portion ¾ cup of soup into a bowl. Garnish with a sprinkle of celery seed and parsley. Serve immediately.

***Note:** Campbell's Condensed Tomato Soup can be used in this recipe.

Recipe and Photo: Campbell's Foodservice, www.campbellfoodservice.com

Spicy Tomato Soup

3 Tbsps. Olive oil	4 cups Vegetable broth, low-sodium	2 Tbsps. Lemon zest
3 cups Sweet onion, minced	3 Tbsps. Worcestershire sauce, low-sodium	3 Tbsps. Celery seed
3 cups Celery, minced	2 Tbsps. Horseradish	¼ tsp. Ground red pepper
50 ozs. Condensed tomato soup*	¼ cup Lemon juice	¼ cup Fresh parsley, minced

Recipes published in *School Nutrition* have not been tested by the magazine or SNA in a school foodservice setting, except for certain "Kitchen Wisdom" selections, which are evaluated by a volunteer pool of operators. When available, nutrient analyses are provided by the recipe source. Required ingredients, preparation steps and nutrient content make some recipes more appropriate for catering applications or adult meals. Readers are encouraged to test recipes and calculate their own nutrition analyses, meal patterns and HACCP steps.

STATEMENT OF OWNERSHIP, MANAGEMENT, AND CIRCULATION, 2017

School Nutrition, (Pub. #0483-8880)
Date of Filing: October 1, 2017

Frequency of Issues: 11 times per year; June/July is a combined issue.

Annual subscription price: \$100 for domestic non-members; \$145 for international non-members; \$2 for members.

Mailing Address: 120 Waterfront Street, Suite 300, National Harbor, MD 20745-1142

Publisher: Patricia Montague, 120 Waterfront Street, Suite 300, National Harbor, MD 20745-1142. **Editor:** Patricia L. Fitzgerald, 120 Waterfront Street, Suite 300, National Harbor, MD 20745-1142. **Owner:** School Nutrition Association; no other owners.

Average net press run during preceding year: 55,929. Actual net press run of issue published nearest to filing date: 56,042. Average dealer sales during preceding year: 0. Actual dealer sales of issue published nearest to filing date: 0. Average paid/requested outside-county mail subscriptions during preceding year: 54,769. Actual paid/requested outside-county mail subscriptions of issue published nearest to filing date: 54,853. Average paid in-county subscriptions during preceding year: 0. Actual paid in-county subscriptions of issue published nearest to filing date: 0. Average other classes mailed through the USPS during preceding year: 0. Actual other classes mailed through the USPS of issue published nearest to filing date: 0. Average total paid/requested circulation during preceding year: 54,769. Actual total paid/requested circulation of issue published nearest to filing date: 54,853. Average free distribution during preceding year: 0. Actual free distribution of issue published nearest to filing date: 0. Average total distribution during preceding year: 54,769. Actual total distribution of issue published nearest to filing date: 54,853. Average number of copies not distributed during preceding year: 1,160. Actual number of copies not distributed of issue published nearest to filing date: 1,189. Average total copies during preceding year: 55,929. Actual total copies of issue published nearest to filing date: 56,042. Average no. copies each issue during preceding 12 months: 100%; Actual no. copies of single issues published nearest to filing date: 100%.



The Fresh-Baked Idea Company®

Better for You!

Bridgford's line of whole grain-rich Biscuit, Roll and Dough products fulfill National School Lunch & Breakfast requirements.



Honey Wheat Ranch Yeast Roll Dough



White Whole Wheat Breadstick Dough



Heat & Serve Honey Wheat Rolls



Heat & Serve Honey Whole Wheat Biscuits



Honey Wheat Cinnamon Roll Dough

Order Bridgford "Better for You" products from your Favorite Frozen Food Distributor Sales Representative. Call us at (800) 527-2105, or visit us at bridgford.com/school for recipes and other information.



1

Nutrition

2

Operations
Food Handler
2620

3

Administration

4

Communications &
Marketing» to *your credit**Making the grade in your profession*

Safety Never Goes Out of Style

By Rachel E. O'Connell

» Does your foodservice team understand the roles that proper kitchen attire and footwear play in protecting employees *and* customers?

As school nutrition professionals, your work days revolve around ensuring consistency, high-quality and attention to detail. From the menu items you prepare to the equipment you pamper to the customers you serve, each of these areas requires a dedication to excellence. The same is said for the clothes you wear—but not only as a demonstration of your professionalism. Proper attire is essential to both food and kitchen safety. So, roll up your sleeves, don your caps and fasten your close-toed, non-slip footwear for this review of how to dress for school nutrition success.



**Earn 1 CEU
in the
designated
Key area
and Key
Topic Code
noted above**

DON'T BE A FASHION VICTIM When you completed the food handler training requirements mandated in your state and community, you likely got an overview of the fundamental dos and don'ts. Food handlers should: Wear gloves for all food handling tasks. Wear a clean hat, cap, visor, hair net or other restraint. Wear clean clothing daily. Wear appropriate shoes. Avoid long, loose ties on

aprons. Remove most jewelry and watches prior to preparing or serving food or while working around food-preparation areas. Avoid fake and acrylic nails and chipping/peeling nail polish or be prepared to wear gloves at *all* times. Avoid fake eyelashes. Change aprons when switching from raw food preparation tasks to service—and between tasks involving raw meat and tasks involving raw produce. Remove aprons whenever leaving the kitchen/cafeteria area. Use safety glasses when mixing chemicals. Make sure that oven mitts cover exposed skin and that uniforms are made from flame-retardant materials.

These requirements and recommendations weren't established in some arbitrary attempt to minimize your individualism. They are practical steps identified in the wake of numerous examples over the years of how inattention to these areas have contributed to incidence of **physical contamination** of menu items, the spread of **foodborne illness** and **employee accidents** in the kitchen, storage or service areas of a foodservice operation.

Physical contamination of food rarely gets reported at the national level (unless a lawsuit is pending). But we all know how unappetizing it is to find something in our meal that does not



belong, whether it's a stray hair, a piece of plastic or someone's fingernail. As for foodborne illness, while schools have a good record compared to commercial establishments, constant vigilance is required to ensure, in this case, that bacteria are not carried by hands, clothes or accessories.

When it comes to workplace accidents, the Bureau of Labor Statistics (BLS) reveals there were approximately 2.9 million non-fatal workplace injuries and illnesses reported by private industry employers in the United States in 2016. Although *School Nutrition* could not identify national figures about accidents specifically in foodservice settings, BLS confirms that, since food preparation areas feature many safety hazards like knives, complicated equipment and slippery floors, these employees "have one of the highest rates of injuries and illnesses of all occupations." Dressing for safety can be a lifesaver—in more ways than one.

Shelling out for protective apparel actually saves a bundle in the long run—especially in terms of medical bills, Workers' Compensation and the costs of absenteeism. Attire that's been designed with safety in mind is *always* likely to show a return on investment.

WEARING THE PANTS It's understandable that you may chafe at rules that show little regard for the comfort of employees who work long, busy days on their feet in hot kitchens. But know that your boss isn't *trying* to make you more miserable by requiring impersonal uniforms and footwear. They simply are looking out for your best interests, even if you can't see it.

Angela Haney, SNS, director of student nutrition at Los Lunas (N.M.) Schools, recalls having to crack down when some staff members insisted on wearing sandals while delivering summer meals to a site at a community pool. Since flip-flops were common poolside footwear by the public, her team members could not understand the distinctions of the foodservice setting. "We tried demonstrating what happens to an innocent tomato when a #10 can is dropped from a prep table," Haney describes. "The demo didn't work. Then, we had the county health inspector come and talk to them. Nothing." In the end, Haney simply had to lay down the law: "It finally came down to 'If you want to work, you cannot wear sandals.' End of discussion!"

As foodservice coordinator for the Oak Hills Local School District in Cincinnati, Ohio, Linda Eichenberger, SNS, has had similar discussions with staff. Neglecting to use non-slip shoes has "caused the *most serious* injuries," Eichenberger recounts. But the cause of the *most overall* accidents in her kitchens? "Failure to use a heat-resistant arm sleeve or 18- to 24-inch oven mitt when removing pans from the ovens," she notes.

"Protective clothing needs to be used in almost every [type of school nutrition] workplace," says Eichenberger, not just food-prep areas. "It protects the individual from injury due to blunt impacts, electrical hazards, heat, chemicals and more." Haney is certainly inclined to agree: "Kitchen-compliant clothing is important for both keeping staff safe and your customers, too."

Attire that's been designed with safety in mind is always likely to show a return on investment.

HOT UNDER THE COLLAR While rules regarding foodservice employee attire may vary from kitchen to kitchen, the story is usually the same: When safety is not actively prioritized, someone is bound to get hurt. **Burns** are among the most common types of kitchen injuries. Per the Burn Foundation, the foodservice industry experiences the highest number of burns among all sectors of employment—about 12,000 burns annually. In addition, the majority of those hospitalized for workplace scald or contact burns are involved in food preparation.

Following are some important considerations for the next time you shop for uniforms, aprons and other accessories for the kitchen team:

Safety. Will the product safeguard you from hot liquid, grease or steam? Is the fabric thick enough to withstand the heat generated in, around and from the touch of equipment like ovens? Effective protection from these elements can come from the combination of "thermal protective apparel components," such as a liquid/vapor barrier, insulation and the outer shell fabric.

Washability and Durability. Can the garment and other items be easily cleaned? You should buy apparel and accessories that are easy to maintain and hold up when subjected to numerous cycles in the washing-machine. As a rule, your uniform, oven mitts, aprons and so on will get washed more frequently than average street clothes or home kitchen accessories.

Here's a fascinating fact: Clothing that fades after several washings may not protect you as well as when it was new. Plus, whether your operation underwrites uniform costs or employees are expected to do so, no one's budget is bottomless—uniforms need to last at least the duration of a school year.

Comfort. Are the items comfortable? Foodservice uniforms should be of a breathable fabric. The fit should not be baggy, but not so tight as to be constricting or unflattering in a way that makes an employee feel self-

conscious. Apparel that provides comfort and a sense of professionalism will improve employee morale; some research suggests this alone can reduce accidents.

Comfort for accessories like oven mitts and sleeves is also important. "No matter what you use," advises Eichenberger, "it must fit well and be comfortable or it will not be worn. If it's not worn, then it serves no purpose just sitting on the shelf or in a drawer."

Ideally, kitchen staff should wear long sleeves and pants to reduce the amount of skin that can come into contact with hot surfaces. But if that's too stifling in a hot kitchen environment, outfit the staff with oven mitts and sleeves that protect more than the hands. Also, always make sure that apron ties are secure so that they don't accidentally drop near or into open flames or hot liquids.



IF THE SHOE FITS Inappropriate footwear is a genuine kitchen hazard. Not only do you need to consider the consequences of **slips and falls** (sprains, bruises, twisted ankles and broken bones), feet need protection from other common accidents, caused by dropping heavy or sharp objects, moving quickly in tight spaces, splatters from hot liquids and so on.

Shoes specifically made for food-service workers are "designed to keep employees safe. It is very important to have a non-slip construction to ensure



» the *test*



Go to: www.schoolnutrition.org/OnlinePDAs

"Safety Never Goes Out of Style"
Completion of this test, with a passing score,
will count as 1 Continuing Education Unit (CEU) in Key Area 2,
Operations, Code 2620.

(Please Print)

Name: _____

SNA Member Number: _____

Address: _____

City/State/Zip: _____

Email: _____

1. It's okay for food handlers to wear ____.

- clip-on earrings
 acrylic nails
 ball caps
 high-heeled boots

2. Proper attire in the foodservice kitchen helps protect ____.

- employees from accidents
 meals from physical contamination
 customers from foodborne illness
 all of the above

3. In 2016, private industry employers reported ____ non-fatal workplace injuries.

- 2.9 million
 9.2 million
 2.9 billion
 none of the above

4. The food manufacturing industry experiences the highest number of burn accidents.

- True False

5. Proper footwear is only important in the kitchen; less so in serving areas.

- True False

6. When buying foodservice uniforms, look for thermal protective apparel components, such as a ____.

- a liquid/vapor barrier
 static retardation coating
 neoprene filter
 all of the above

7. ____ are considered helpful features in kitchen-appropriate footwear.

- Odor-eaters
 Shock-absorbing insoles
 Anti-fungal powders
 None of the above.

8. Gloves made of Kevlar are considered 100% slash-proof.

- True False

9. Vinyl gloves are good alternatives for food handlers who have ____ allergies.

- chemical
 polyethylene
 neoprene
 latex

10. Proper foodservice attire can promote a higher sense of professionalism.

- True False

TEST COMPLETION & SUBMISSION DETAILS

To earn 1 Continuing Education Credit (CEU) toward SNA's Certificate/Credentialing programs for this professional development article (PDA) test, you must achieve a passing score and the issue date (**December 2017**) must not be older than five (5) years from your Certificate/Credentialing period. A maximum of three (3) PDAs per year is allowable for SNA's Certificate in School Nutrition program. There is no maximum of passing PDAs for those with the SNS Credential, submitted within the three-year period.

To pay by check: Mail this completed form before your expiration date. Include \$11 (SNA Members) or \$17 (non-members) for processing to: SNA, Attn: PDA, PO Box 759297, Baltimore, MD 21275-9297. Do not send cash!

To pay by credit card: Pay for and take the test online at www.schoolnutrition.org/OnlinePDAs. Processing fees for tests completed online are \$9 (SNA Members) or \$15 (non-members).

Due to administrative costs, refunds will not be made for any reason.

they can stay on their feet, even when floors are slippery," says Eichenbeger. Angela Haney agrees, and would like to *require* foodservice footwear, but because she can't afford to pay for shoes for all her kitchen employees, she can only *recommend* that they buy slip-resistant shoes. Before you purchase your next pair of shoes for working in the kitchen, evaluate them based on the following questions:

- » Are the shoes slip-resistant? They should be able to provide traction on floors that are smooth, oily or wet.

- » Does the footwear have a raised heel or hard, smooth-surfaced soles? Shoes that are flat and manufactured with softer soles provide more traction on slick surfaces.

- » Are you required to walk or stand on your feet for long periods of time? If so, consider buying shoes with shock-absorbing insoles. They should also provide proper arch support.

- » Will your feet be covered adequately? Shoes should have a closed-toe and be made of a substance that provides some contact protection.

- » Does the shoe have crevices or hidden grooves that can hide dirt or grime? Always make sure to wipe your feet firmly before walking into a food prep area.

CUT A FINE FIGURE A study from the Occupational Safety and Health Administration (OSHA) found that 56.7% of injuries to those who prepare foods for service were burns, sprains, strains—and cuts. Meal prep typically requires work with many sharp objects. Proper knife skills and sharpened tools can reduce injury, but don't overlook the value of cut-resistant gloves. Eichenberger wisely recommends that you tailor the glove material to the "task being performed." Consider these types of materials when researching options for cut-resistant gloves:

- » **Kevlar®**. Made of a synthetic fiber that offers moderate cut, slash, abrasion and heat resistance, this glove can absorb up to three times its weight in water and oil, but does not hold up



well to chlorine and bleach and will shrink in the dryer. It's *not* ideal for meat-cutting or packing.

- » **Kevlar® Plus™**. This glove has the same purpose as traditional Kevlar, but is 18% stronger.

- » **Spectra®**. Made of strong, abrasion-resistant polyethylene fiber, this glove is ideal for packaging and meat-cutting, withstands repeated launderings and bleach, but will shrink in the dryer. It is not ideal if used in or around extreme heat.

- » **Vectran®**. Made with a liquid crystal polymer material that offers similar abrasion resistance as Spectra, this glove withstands temperatures up to 500 °F. Although expensive, it is washable, lighter than the traditional wire mesh glove, ergonomically designed and is made with chain links that can be replaced if they break. It is best worn for heavy-duty meat-cutting.

HANDS DOWN Gloves are ubiquitous to foodservice operations, but not all are created equal. **Disposable Latex** gloves provide elastic comfort in varying lengths and thickness, helping to prevent cross-contamination while preparing foods and protecting your hands from chemical-related injuries. **Vinyl (non-latex)** or **polyethylene** gloves are designed for use by people who have latex allergies. These provide better protection against chemical burns, but are not as flexible.

How about gloves for cleaning? You're working with some heavy-duty chemicals and need to protect your skin. Address specific questions directly to your glove manufacturer or

distributor but, for the most part, the following materials used for different types of disposable gloves protect against certain chemicals:

- » **Neoprene** is resistant to mineral acids, organic acids, caustics, alcohols and petroleum solvents.

- » **Nitrile** is resistant to mineral acids, caustics and petroleum solvents.

- » **Natural rubber** is resistant to ketones, alcohols, caustics, organic acids and alcohols.

- » **Polyvinyl chloride (PVC)** is resistant to mineral acids, caustics, organic acids and alcohols.

- » **Polyvinyl alcohol (PVA)** is resistant to chlorinated solvents, petroleum solvents and aromatics.

- » **Butyl** is resistant to glycol ethers, ketones and esters.

STRESS THE PROPER DRESS

Appropriate clothing can be highly effective in avoiding many costly kitchen accidents. It's also important for making a good impression on all the stakeholders who pass through the cafeteria environment and take note of employees. It's a factor in professional pride, as well. Eichenberger reinforces this last point: "Kitchen-compliant clothing helps to inspire a sense of pride, authority and camaraderie among employees. It can also be an outward sign that you *are* a professional." **SN**

Rachel O'Connell is communications & marketing coordinator for School Nutrition. Photo on page 56 courtesy of USDA.

There are two types of blueberries— **PICK WILD** and save on serving costs.

WILD has **25% more servings** per 30 lb. case*

WILD blueberries



provides **225**
1/2 cup servings

cultivated blueberries



provides **180**
1/2 cup servings

FOOD AS PURCHASED	PURCHASE UNIT	SERVINGS PER PURCHASE UNIT	SERVINGS PER MEAL CONTRIBUTION
Wild Blueberries Frozen	30 lb.	225	1/2 cup
Blueberries Frozen	30 lb.	180	1/2 cup

* Source: 2016 USDA Food Buying Guide Additional Yield Information for School Meals.



Maine Wild Blueberries pack a big punch. (USDA Foods Available: 30 lbs. - Item # 100243 and 8/3 lbs. - Item # 100242). Smaller size, more intense flavor, and an easy way to meet USDA fruit guidelines. **PICK TASTE. PICK HEALTH. PICK WILD.**



For popular school recipes, visit wildblueberries.com/schoolfoodservice

This & That

▶ CHECK THAT OUT

*Burrito Edibowl**



Edibowls

Edibowls | True Natural Foods Company

Skip the tray or takeout container and serve entrees in an **Edibowl®** from True Natural Foods Company. The baked (not fried) whole-wheat edible shell is just right for salads, rice, taco meat and more. K-12 operators can serve full entrees for less than \$.69 by filling Edibowls with commodity meats, beans and cheese. The product comes in two sizes, 4.5-in./6-oz. bowls and 6.25-in./15-oz. bowls; it credits for 1-oz.eq. grain. They arrive ready to serve and can be stored for up to 180 days. To learn more, visit www.truenaturalfoods.com.

▶ CLICK THIS



Trauma Recovery Resources | Sesame Street in Communities www.sesamestreetincommunities.org/topics/traumatic-experiences

The childhood education experts at Sesame Street have launched a special initiative, **Sesame Street in Communities**, to share hundreds of bilingual multimedia tools to support kids. It recently released items to aid caregivers in helping young children cope with traumatic experiences. These resources, which can be sorted by age and activity-length, include articles, as well as video workshops with accompanying "printables" for kids.

SESAME STREET in Communities

▶ CHECK THAT OUT



Whole-Grain Pop-Tarts | Kellogg's
Serve a kid-favorite with new **Whole-Grain Frosted Blueberry Pop-Tarts** from Kellogg's. This

simple breakfast item can be eaten at room temperature, straight from the package or toasted for a hot meal. The toaster pastry is Smart Snacks-compliant and credits as 1-oz.-eq. grain. Other whole-grain Pop-Tart options include Frosted Strawberry, Frosted Cinnamon and Frosted Fudge. Check them out at www.kelloggsspecialtychannels.com.



▶ CHECK THAT OUT

Mega Minis | Tyson

New **Mega Minis™ Whole-Grain Breaded Chicken Chunks** are bite-sized pieces, featuring the homestyle breading textures that students enjoy. Tyson Mega Minis are available for commodity processing, are made with whole muscle white meat and are free from artificial ingredients. Each portion of Mega Minis credits as 2-oz.-eq. meat/meat alternate and 1-oz.-eq. grain. For more information, visit www.tysonfoodservice.com.



▶ CHECK THAT OUT



Sidekicks | Country Pure Foods
Cherry Smooth 'n Good, a new flavor addition to the SideKicks® line from

Country Pure Foods, tastes like a fruit but counts as a vegetable in school nutrition applications. The smooth, frozen product is easy to spoon and is made of a 100% vegetable and fruit juice blend. It credits as a ½ cup other vegetable. Country Pure also offers SideKicks in SourCherry-Lemon, Kiwi-Strawberry, BlueRaspberry-Lemon, Strawberry-Mango and Sunbelievable flavors, all of which credit as ½ cup fruit. Visit www.ridgefields.com.

▶ ENTER THIS

Farm to School Grants | USDA

Time is running out to apply for a **FY 2018 Farm to School Grant from USDA**, which anticipates awarding approximately \$5 million in individual grants to support efforts to improve access to local foods in schools. Applicants can apply for a planning grant, implementation grant or training grant; the awards range from \$20,000 to \$100,000. The deadline for this funding cycle is **December 8, 2017 (11:59 p.m. ET)**. To learn more about applying, visit <http://tinyurl.com/ftsgrant-snmag>.



J&J SNACK FOODS
CORP.

FUN
served
HERE

LUIGI'S
Sours
WATERMELON
NET WT. 4.4 FL. OZ. (125g)

SHAPE UPS
CHERRY SPLASH
Made With 100% Inexpensive Protein (Great for Vegans)
4.4 FL. OZ. (125g)

BeneFIT Bars
COCOA CHIP
5g FIBER PER SERVING
Net. Wt. 2.5 oz. (71g)
READY TO BAKE

J&J Snack Foods Corp. has made a commitment to **school foodservice** for over 30 years as a manufacturer of healthy, nutritious, **student-approved** products for all programs; breakfast, lunch, after-school snacks, summer, and a la carte.

www.jjsnackfoodservice.com

This & That



▶ CHECK THAT OUT

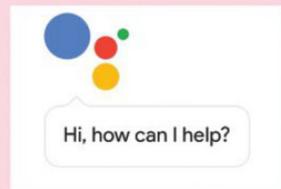
Smart Stix | Western's Smokehouse
When seeking healthy snack alternatives for students, consider **Smart Stix** from Western's Smokehouse. Made from lean cuts of meats, seasoned with a blend of herbs and spices and then hickory-smoked, they comply with Smart Snacks in Schools requirements. The fully cooked products are individually wrapped and have a 13-month shelf life. Smart Stix come in five flavors: Barbecue, Hickory smoked, Jalapeño, Sweet & Sassy and Original. Visit www.westerns-smokehouse.com.

▶ LOOK AT THAT

School Breakfast Grants | Action for Healthy Kids and Kellogg Company
Action for Healthy Kids announced that more than **175 schools in 40 school districts** have received **Breakfasts for Better Days™ School Breakfast grants** for SY 2017-18, provided with support from Kellogg Company and Kellogg Company Fund. The grants are designed to help schools and districts pilot or expand school breakfast programs and will be used to purchase equipment or cover program costs. To see a complete list of funded schools, visit www.actionforhealthykids.org/kellogg.



▶ DOWNLOAD THIS



Google Assistant | Google
Available on iOS and Android
Whether to stay sane during this busy holiday season or to get yourself organized for 2018, you probably need an assistant! How about the **Google Assistant** app? With the Assistant app, you can note reminders, manage tasks, send texts, access information, check flight info, search emails, plan your day and much more. From "Call Grandma on speakerphone," to "Show my vacation photos," speak and it shall be done! Learn more at <http://assistant.google.com>.

▶ CHECK THAT OUT

WowButter EZ Jammers | Albie's
Accommodate students with peanut allergies by offering **WowButter EZ Jammers**, two versions of individually wrapped, toasted soy spread-and-jelly sandwiches made with whole-grain bread slices. The 2.4-oz. sandwich (without crusts) credits as 1 meat/meat alternate and 1 grain. The 4.6-oz. sandwich (with crust) credits as 2 meat/meat alternates and 2 grains. Both come ready to thaw and serve. Learn more about these products at www.albies.com/ez-jammers.



▶ CHECK THAT OUT



Clean Label Chicken | Somma Foods
Somma Foods offers fully cooked, clean label, chicken products made with cage-free poultry raised on a 100% vegetable diet. **Chickentopia®**, the company's antibiotic-free chicken line, also features whole-grain breading, where applicable. Available products include: Drumstix, Chicken Franks, Chicken Nuggets, Chicken Mini Corndogs, Chicken Filets and Chicken Tenders. Visit www.sommafoods.com.

▶ CHECK THAT OUT

Potato-Coated Pollock Sticks | Trident Seafoods
Whether your student customers already love fishsticks or you have a few wary holdouts, try serving **Potato-Coated Oven-Ready Pollock Sticks** from Trident Seafoods. Serve them with a side of veggies, in fish tacos, in a wrap or with your favorite dipping sauce. Each serving credits as 2-oz.eq. meat/meat alternate and 0.75-oz.-eq. grain. Trident also now offers Alaska Pollock Burgers and Potato-Breaded Pollock Wedges. Get more information at www.tridentseafoods.com.



SN AD LIST

AdvancePierre, C3
American Egg Board, 51
Angelo Po America, 3
Bridgford Foods, 54
Bush Brothers & Company, 19
Campbell Soup Company, 13

Country Pure Foods, 41
Del Monte Foods, C2
Domino's, 5
J&J Snack Foods, 61
LeSaffre Yeast Corp., 33
Mushroom Council, 1

Panasonic Commercial Food Service, 11
Pilgrim's/Gold Kist Farms, 7, 27
Pinnacle, 39
Preferred Meals, 35
Ruiz Foods, 31
Schwan's Food Service, C4

Sweet Chills Brands, 53
SNA-Emporium, 63
Tyson, 15
Wild Blueberry Commission, 59

emporium

Get **HOLIDAY GIFTS** for your team today!



Tote bags, Ruby Reader magnets, gift certificates and so much more can be found in **SNA's Emporium**. Why look anywhere else?

(800) 728-0728 | emporium.schoolnutrition.org



A La Carte

» *Winter Solstice* December 21, 2017



Winter is coming. No, not a new season of *Game of Thrones*—but the Winter Solstice, the shortest day of the year. For 2017, it occurs in the Northern Hemisphere on Thursday, December 21. On this day, the sun rises late and sets early, making for less daylight—only 2 hours, 15 minutes in Rovaniemi, Finland, located four miles from the Arctic

Circle. In the Southern Hemisphere, though, this day will be long—with more than 17 hours of light in the southernmost city of Ushuaia, Argentina!

Celebrate the Winter Solstice in the cafeteria by inviting children to decorate candles made from construction paper to “light up” the dark and hang paper snowflakes around the

lunchroom. Share activity ideas that the kids can take home, such as making a Winter Solstice tree (made from apples, peanut butter and birdseed to be placed outside to help feed animals during the darker days) or a Winter Solstice lantern (you’ll find many easy tutorials on the internet).

FULLY-COOKED SLICED BEEF

AdvancePierre® Foods versatile fully-cooked sliced beef is perfect for sandwiches, salads, bowls, wraps and many more menu possibilities for your operation!



Fully-Cooked Sliced Beef (68141/69141)

Hearty Lunches Make Happy Kids

- The Philly Cheese Steak is Americas #1 Menueed Beef Sandwich!†
- Fully cooked to speed up preparation
- Versatile menu applications as center of the plate or recipe ingredient
- Commodity processing available

Get complete recipes for all of our APF K12 products online!



For more information visit:
www.APFk12.com

†Source: Technomic top 500 Limited Service Restaurants 2016 Menu Mentions Cheese Steak Sandwich

012717CG ©2017 AdvancePierre Foods



INCREDIBLE PIZZA, INCREDIBLY EASY.



NEW BIG DADDY'S® PRIMO PAR-BAKED CRUST PIZZA

- Easy handling and preparation
- Freezer-to-oven convenience
- Premium-quality ingredients and preferred pizzeria-style taste
- Simplified ingredients: no Certified Artificial Colors, no Artificial Flavors, and no High Fructose Corn Syrup
- 2M/MM and 2 Grain per serving

©2017 Schwan's Food Service, Inc. All Rights Reserved.

Try **BIG DADDY'S®** Primo Par-Baked Crust pizza on your menu.
Call 1-888-554-7421 or visit schwansfoodservice.com/k12foodservice

